

First Tri-Annual Management Report 2019



Presented June 11, 2019



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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.

Sturgeon County is ready for growth and Council wants to facilitate this 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 growth with long-term sustainability in financial, social, cultural, and environmental areas.

Ongoing operations particularly within the Integrated Growth Division links to this focus area, with core functions including the issuance of development permits, processing of subdivision applications, seeking out new investment, and ensuring that development occurs in a sustainable manner. The Municipal Services Division is responsible for the implementation and maintenance of Sturgeon County infrastructure to ensure developments thrive.

Planned Growth and Prosperity Performance Measures

Measure	2016	2017	2018	2019	Target
Percentage of Industrial Building Permits issued within Industrial Parks (5-Year Average)	89%	90%	91%	Available Jan 2020	Under development with Land Use Bylaw update 2019
New Performance Measures under development					

Planned Growth and Prosperity Indicators

Indicator	2016	2017	2018	2019 YTD
Ratio of residential to non-residential assessment	55/45	54/46	53/47	Available Mar 2020
Population Growth	Under Development			
Assessment Growth				
• Non-Residential	6.7%	2.7 %	3.19 %	Available Mar 2020
• Residential	3.2%	2.0%	0.4%	
• Linear	32.9%	19.8%	4.43%	
• Machinery and Equipment	19.12%	-6.2%	8.18%	

***For additional information, please see Growth Insights Section at the end of the report**

Goal 1.1: Sturgeon County has a thriving business environment that supports a strong economic foundation.

Initiative	Status	Comments
Commercial Development Analysis Determine the markets and locations for short and medium term commercial development in Sturgeon County while working towards long term commercial growth.	On-Track	<ul style="list-style-type: none"> Scope of project and project plan being completed. During the next reporting period the search for a Consultant(s) will be completed and work will be initiated.

Goal 1.2: Sturgeon County fosters growth through the Integrated Regional Growth Strategy.

Initiative	Status	Comments
Sturgeon County Infrastructure Master Plan Continuing the work done in 2018, complete the Infrastructure Master Plan including policy framework and anticipated growth impacts.	On-Track	<ul style="list-style-type: none"> Review of draft Future Growth Analysis and Implementation recommendations completed. During the next reporting period, the finalized Infrastructure Master Plan to be presented to Council along with plans for future public communications.
Sturgeon Valley Area Structure Plan Following approval of special study area policies through the regional board, develop primary plan(s) for the completion of the Sturgeon Valley community. Includes plan reviews, engineering studies, fiscal impact analyses, transportation planning, environmentally sensitive areas etc.	On-Track	<ul style="list-style-type: none"> Sturgeon Valley Special Study Area policies formally approved by the Province of Alberta in March 2019. A Request for Proposal was issued in April 2019 to conduct an initial review and potential Area Structure Plan. During the next reporting period, the RFP Contract will be awarded and Phase I - Growth Management Framework to start.
Local Agriculture Strategy Create an Agriculture Master Plan as a follow-up to the 2018 local agriculture engagement process. Includes operational, policy and regulatory actions locally, in addition to inputs into the Regional Agriculture Master Plan process.	Deferred	<ul style="list-style-type: none"> This project is linked with the Regional Agriculture Master Plan processes to understand what adjustments are required and needs to inform the development of a Local Agriculture Strategy. As such Administration is requesting to defer initiative to 2020.

Goal 1.3: Sturgeon County manages growth for current and future developments.

Initiative	Status	Comments
Implement Land Use Bylaw Review/Update the new Land Use Bylaw.	On-Track	<ul style="list-style-type: none"> Amendments to the Land Use Bylaw were presented to Council on February 26, 2019, Council approved the 1st reading of the updated Bylaw. Additional Public information has been provided since February via newspaper, Internet, posters in the office and a notice in Weekly FYI content twice in April. A public hearing is scheduled for May 14, 2019 to provide more information on the proposed changes to the Land Use Bylaw. Second and third reading of Bylaw 1432/19 is scheduled for a regular meeting of Council in June 2019.

Maintain and Enhance Strong Communities

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

Providing programs, services and recreational opportunities to address diverse needs requires 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.

Ongoing operations applicable to this Focus Area include the various communication practices the County utilizes, including the biennial resident satisfaction survey, social media platforms and our bi-annual newsletter, County Connections. Municipal Services, Integrated Growth and Corporate Support divisions provide and/or support services in this focus area

Maintain and Enhance Strong Communities Measures

Measure	2015	2016	2017	2018	2019	Target
Overall quality of life in Sturgeon County* (measured biennially)	87%	n/a	90%	n/a	n/a	2020 next measures period
Sturgeon County is a place where residents feel safe and secure* (measured biennially)	89%	n/a	90%	n/a	n/a	2020 next measures period

Goal 2.1: Sturgeon County residents have access to programs and services that contribute to their well-being and quality of life.

Initiative	Status	Comments
Online Services Continue to create online access for Residents and Businesses.	On-Track	<ul style="list-style-type: none"> Within the 1st reporting period work being completed to finalize and integrate Fire Permits and Program Registrations onto the Website for Resident's and Businesses to access. Within the next report period, Fire Permits, the Agriculture Store and Program Registrations should be available online for Residents and Businesses to access. Work to continue on Pet Licensing.
Municipal Reserves, Parks and Open Spaces Master Plan Implement the Municipal Reserves, Parks and Open Spaces Master plan so that residents benefit from identified consistent levels of maintenance and development standards for Sturgeon County parks.	On-Track	<ul style="list-style-type: none"> Capital budget spending priorities for 2019 have been identified and a plan has been established that invests in both County-wide parks and local open spaces.
Sturgeon County Census Plan and conduct the Sturgeon County Census to provide demographic information to assist with assessing and planning for the changing needs of residents.	On-Track	<ul style="list-style-type: none"> Confirmed questions, and census collection started in April. 32.22% of households completed the census online between Apr 15 and Apr 28 excluding Canadian Forces Base, (CFB), Edmonton. Census starting in May for CFB Edmonton. Census to be completed by June 30, 2019. Work to continue on reporting of results to Municipal Affairs.

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

Initiative	Status	Comments
Additional Transportation Communications provided to Residents and Businesses Information will be made available on planned road maintenance activity on Sturgeon County's Website. This builds on current communications provided to residents through emails on road closures.	On-Track	<ul style="list-style-type: none"> Workplan identifying schedules for maintenance season finalized with Customer repose and support presentations made to the Transportation Advisory Committee and the Spring Preparedness presentation made to Council at the March 12th Committee of the Whole meeting. During the next reporting period will see a promotion of how to utilize the web portal to self-report road concerns and communication on dust suppression trials.

Goal 2.2: Sturgeon County residents have access to safe and reliable infrastructure assets

Initiative	Status	Comments
Acquisition of Additional Gravel Pit Work to secure an additional County-owned gravel pit to achieve operating cost savings.	On-Track	<ul style="list-style-type: none"> Ongoing discussions with gravel vendors. Additional Sites being reviewed.
Drainage Master Plan Map how water currently drains with existing systems in Sturgeon County to understand what is needed to improve Sturgeon County drainage systems locally and down stream.	On-Track	<ul style="list-style-type: none"> During the first reporting period created plan During the next reporting period developing a request for proposal and work to be started by consultant.
Gravel Road Stabilization Service Pilot Evaluation Review the results of conducting gravel road stabilization tests to 3 different sections of road in Sturgeon County in 2018. Stabilization methods that tested well after the 2018-2019 freeze thaw cycle will become part of road maintenance operations to improve roads waiting for reconstruction.	On-Track	<ul style="list-style-type: none"> Work planned for review during spring and summer. Summary reports to be performed during the next reporting period.
Transportation Service Level Review Review current Transportation Services levels and the needs of Sturgeon County. Specific road needs will be identified using the designation of high traffic roads through the Infrastructure Master Plan. Service levels will be updated where required.	On-Track	<ul style="list-style-type: none"> Inventory of Service levels was completed. Work to continue to Draft a Council Policy on Functional Road Classification and Service levels base on traffic volume.
Implement Updated Gravel Road Maintenance Standards Improve operations through implementation of updated standards, training and optimization planning.	On-Track	<ul style="list-style-type: none"> Detailed 2019 Work Plan completed Work to be completed during summer maintenance activities. Summer Operations update to be presented to Council during the next reporting period.
Planned Major Gravel Applications Continuous gravel application to enhance performance of high volume traffic roads. Will become part of regular operations in 2021.	On-Track	<ul style="list-style-type: none"> Three Year graveling plan has been developed. Work to continue through the planned gravel spread program and work on a long term strategy for gravel supply.
Improved Quality of Road Patching Implementation of hotbox/grader patching. This will assist with reducing cracks and potholes on paved roads.	On-Track	<ul style="list-style-type: none"> Utilized hotbox in patching operations during winter-spring breakup period and evaluated proposals for development of a Pavement Preservation Strategy. Work to continue on the development of a Pavement Preservation Strategy.

Goal 2.3: Sturgeon County supports the safety of people and property.

Initiative	Status	Comments
Community Standards Bylaw Following public consultation, develop a Community Standards Bylaw for the County combining relevant bylaws together and adding items not covered by other County Bylaws such as noise and property cleanliness.	On-Track	<ul style="list-style-type: none"> • Work done on Draft Bylaw. • During next reporting period, Draft Community Standards Bylaw Scheduled for 1st reading followed by a communications plan for public engagement.



Strong Local and Regional Governance

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 sub-regional opportunities, Sturgeon County also needs to build effective partnerships with neighbouring municipalities.

The Initiatives within this Focus Area demonstrate the County's commitment to local and regional governance including the ongoing development of regional priorities with municipal neighbours. The development and implementation of frameworks, policies, plans, and reporting mechanisms will assist with enhancing decision-making, improve sustainability, and improve the organization's strategic approach towards service provision.

Strong Local and Regional Governance Measures

Measure	2016	2017	2018	2019	Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County ¹	96%	97%	95%	97%	95%
Expenditure Budget Variance	1.93%	2.89%	4.1%	Available with yearly audit in 2020	+/- 3%
Total Debt to Tangible Capital Assets Values	10.67%	2.94%	-1.5%	Available with yearly audit in 2020	Less than 25%
General Operating Reserve Balance as Percentage of Operating Revenue	7.53%	7.48%	11.54%	Available with yearly audit in 2020	20%
Alberta Provincial Government – Municipal Sustainability	Pass	Pass	Available 3 rd Tri-Annual 2019	Available 3 rd Tri-Annual 2020	Pass

Strong Local and Regional Governance Indicators

Indicator	2016	2017	2018	2019
Net Debt ² (Millions of Dollars)	-\$17	-\$7.68	\$3.99	Available with yearly audit in 2020
• Less: Tax Prepayment	\$17.02	\$16.7	\$14.8	
• Net Asset or (Net Debt)	\$0.2	\$9.0	\$18.8	
Long Term Debt per Capita ³	\$1,482	\$1,596	\$1,503	Available with yearly audit in 2020
Expenditures per Capita ⁴	\$2,594	\$2,633	\$2,633	Available with yearly audit in 2020
Net Residential Municipal Property Taxes per Capita	\$699	\$664	\$685	\$685
Non-residential Municipal tax mill rate per assessment dollar	0.0106372	0.0104986	0.0103820	0.0102808

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.

² 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.

³ 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.

⁴ 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 3.1: Sturgeon County provides effective leadership and management.

Initiative	Status	Comments
Meeting Management Software Update Council Meeting Management Software	Caution	<ul style="list-style-type: none"> Preliminary research conducted on meeting management software solutions used by other municipalities. Research and discussions with other municipalities to continue in the next reporting period. Delays on this project owing to evaluation of business needs and prioritization of all information technology requests.
Operational Review Implementation Through a Citizen Task force, review elected officials' remuneration and provide recommendations to Council.	On-Track	<ul style="list-style-type: none"> Operational Review Report scheduled to be presented to Council May 14, 2019. Details on implementation plan will be completed for the next reporting period.
Elected Officials Remuneration Review Through a Citizen Task force, review elected officials' remuneration and provide recommendations to Council.	Caution	<ul style="list-style-type: none"> This item was added to the Corporate Business Plan on March 12, 2019 by Council Motion. Motion 070/19: That Council direct the CAO to strike a citizen task force to review the elected officials' remuneration and to bring back a comprehensive list of recommendations to Council by June 25, 2019 that will ensure future compensation is fiscally responsible, transparent and equitable.
Council Boards and Committees Remuneration Conduct a review of Boards and Committees remuneration structure and provide options.	On-Track	<ul style="list-style-type: none"> This item was added to the Corporate Business Plan on Mar 26, 2019 by Council Motion. Motion 099/19: That Council direct Administration to conduct a review of the Boards and Committees remuneration structure and to bring back options to the June 25, 2019 Regular Council Meeting.

Goal 3.2: Sturgeon County is financially stable and fiscally sustainable.

Initiative	Status	Comments
Assessment Services Cost Comparison Report Obtain comparative cost estimates regarding the provision of municipal residential and non-residential assessment services	On-Track	<ul style="list-style-type: none"> This item was added to the Corporate Business Plan in February 26, 2019 by Council Motion. Motion: 056/019: That Council direct Administration to obtain comparative cost estimates regarding the provision of municipal residential and non-residential assessment services. Request for Proposal for Consultants to complete work was issued March 15, 2019. Work to continue with the award of the Contract and work starting on the project.

Goal 3.3: Sturgeon County fosters collaborative intergovernmental partnerships.

Initiative	Status	Comments
City of St. Albert Annexation Continue to respond to a request to annex lands from Sturgeon County by the City of St. Albert and negotiate desired outcomes.	On-Track	<ul style="list-style-type: none"> Work continues with the City of St. Albert on their request to annex lands from Sturgeon County. Next meeting between Sturgeon County and City of St. Albert is scheduled in June 2019.
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:		
<ul style="list-style-type: none"> Intermunicipal Collaboration Frameworks (ICF) Continue work to develop Intermunicipal collaboration frameworks with municipal neighbours as outlined by the modernized <i>Municipal Government Act</i>. 	On-Track	<ul style="list-style-type: none"> Work continues with 15 municipalities to create Intermunicipal collaboration framework agreements with a target completion date in April 2020.
<ul style="list-style-type: none"> Intermunicipal Development Plans (IDP) Create Intermunicipal Development Plans with municipalities with common borders, as prescribed by the MMGA. 	On-Track	<ul style="list-style-type: none"> Work continues with 9 municipalities to create Intermunicipal Development Plans, aligned to Intermunicipal Collaboration Frameworks, with a target completion date in April 2020.
<ul style="list-style-type: none"> Three Year Operating Funding Plan Continue to move to an Operational Plan which provides 1 year budget and 2 years of financial planning. 	On-Track	<ul style="list-style-type: none"> Research completed on neighbouring municipalities Forecasting method and templates were developed. In the next reporting period departments will be developing their draft budgets for review.
<ul style="list-style-type: none"> Five-Year Capital Funding Plan Continue to move to a Capital Plan which provides 1 year budget and 4 years of financial planning. 	On-Track	<ul style="list-style-type: none"> Systems set up for 2019. Work to continue with system testing and providing a capital revenue forecast for the development of the 5 year road network plan for 2020.

Goal 3.3: Sturgeon County fosters collaborative intergovernmental partnerships (continued)

Initiative	Status	Comments
Edmonton Metropolitan Region Board (EMRB) The Edmonton Metropolitan Region Board (EMRB) was established on October 26, 2017 under the Modernized Municipal Government Act and EMRB Regulation 189/2017. In addition to implementing the provincially approved Edmonton Metropolitan Region Growth Plan, the EMRB is tasked with creating a regional Metropolitan Servicing Plan.		
<ul style="list-style-type: none"> Metropolitan Region Servicing Plan Continue to support development of a plan that identifies the regional infrastructure and services necessary to support the long-term vision of the EMRB Growth Plan. 	On-Track	<ul style="list-style-type: none"> Finalized environmental scan, and reviewed which Services require further action. Three technical working groups have been established under the primary Advisory Group focused on stormwater, solid waste, and emergency services. Work to continue on a future needs' assessment, technical working group reviews and development of specific recommendations.
<ul style="list-style-type: none"> Integrated Regional Transportation Master Plan Support the development of a revised regional transportation master plan, defining the key elements of the Region's multi-modal transportation system and project prioritization frameworks. 	On-Track	<ul style="list-style-type: none"> During the next reporting period, the Project Charter and Task Force Terms of Reference to be presented to the Edmonton Regional Metropolitan Board (EMRB) for approval. Once approved the search for Consultant(s) will begin and work to start.

Initiative	Status	Comments
<ul style="list-style-type: none"> Shared Investment, Shared Benefit <p>Continue to support the identification and assessment of investments by public and private partners for the shared benefit of the Region.</p>	On-Track	<ul style="list-style-type: none"> Mayor Hnatiw represents Sturgeon County on the Task Force with other regional mayors. Mayor Rod Frank, Strathcona County and Mayor Cathy Heron, City of St. Albert appointed as Chair and Vice-Chair. Work continues on the identification of regional priorities in partnership with EMRB officials.
<ul style="list-style-type: none"> Regional Agriculture Master Plan <p>Continue to provide input from Sturgeon County's Agricultural Community towards the Edmonton Metropolitan Region's development of a regional agriculture master plan.</p>	On-Track	<ul style="list-style-type: none"> Work continued through several Working Group meetings during the first reporting period. Further work required to develop a regional agriculture sector profile, agriculture master plan, and land evaluation site assessment (LESA) process.



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 recognizes the importance of a strong identity. Our desire is to have Sturgeon County recognized, promoted, and celebrated both in the region and globally.

Ongoing operations within this Focus Area include community events and publications, as well as continuing support for our community organizations.

Community Identity and Spirit Measures

Measure	2015	2016	2017	2018	2019	Target
Percentage of residents who would recommend Sturgeon County to others as a place to live ⁵ (measured biennially)	89%	n/a	77%	n/a	n/a	2020 next measures period
Participation in County-sponsored Community events	Under Development					
Awareness of Sturgeon County #SturgeonProud Brand	Under Development					

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

- While no new Corporate Initiatives are being completed in this goal during 2019, several ongoing services such as community events and publications take place throughout the year.

Goal 4.2: Sturgeon County actively supports and collaborates with voluntary organizations in the region.

- While no new Corporate Initiatives are being completed in this goal during 2019, several ongoing services continue to provide support for our community organizations including the awarding of community grants.

⁵ 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.

Environmental Stewardship

Community Outcome: We foster a healthy environment and minimize 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.

Sturgeon County supports this Focus Area through a variety of on-going operations, including our participation in watershed and air shed management, inspections of registered drainage ditches, the Highway 2 Conservation (H2C) Partnership, and the biannual Hazardous Waste Roundup events.

Goal 5.1: Sturgeon County provides awareness of environmental issues impacting the County.

Initiative	Status	Comments
Tree Maintenance Program Complete development and implement the Tree Maintenance Program to address pruning, hazardous tree removal and replacements.	On-Track	<ul style="list-style-type: none"> Draft Policy near completion with service levels identified. Work to continue with Procedure development. Policy scheduled for presentation to Council in the next reporting period.
North Saskatchewan and Sturgeon River Watershed Master Plan Support development of a Master Plan through intermunicipal association/partnership whose purpose is to protect and improve the health of the Sturgeon River Watershed. The effort is supported by the North Saskatchewan Watershed Alliance and Alberta Environment and Parks.	On-Track	<ul style="list-style-type: none"> Input provided into a draft watershed management plan. Work to continue during the next reporting period on the draft watershed management plan.

Goal 5.2: Sturgeon County provides awareness of environmental issues impacting the County.

- While no new Corporate Initiatives are being completed in this goal during 2019, several ongoing services continue to support this goal such as Household Hazardous Waste Roundup.

Growth Insights

January to April 2019

Summary

The Business Directory on startinsturgeon.ca has seen minimal growth, as technical issues are preventing it to function properly and allow businesses to register. Sturgeon County's internal Information Technology department is working through the issues and hope to have resolved in early May. Economic Development's email newsletter was previously sent out quarterly, however is now emailed monthly as of January 2019. All archived newsletters as of January 2019 are available on the startinsturgeon.ca website for download and viewing.

Housing Starts in Sturgeon County decreased by 21 from 34 to 13 compared to last year. Industrial development permit values surpassed \$99 million in the first tri-annual period of 2019 including such developments as Cando site grading and rail yard, CKPC site grading, as well as the Nutrien Gyp Stack extension and Lafarge's asphalt plant. Home based businesses increased from 4 to 11 and subdivision applications increased from 7 to 13.

Business Engagement January to April 2019

Type	Actions
Regional Labour Profile	<p>The Regional Labour Profile is being conducted on behalf of the project partners of Sturgeon County, Strathcona County, Lamont County, the cities of Edmonton and Fort Saskatchewan, Alberta Labour and Alberta's Industrial Heartland Association. (Grant Supported)</p> <p>Deliverables include: a Heartland Major Employer Survey (featuring many of the largest employers/facilities in the region); an inventory of regional educational assets; the gathering of labour-related data from StatsCan and other existing sources; identification of labour trends, gap analysis and future employer needs; labour catchment areas and commuting patterns and; data analysis and solution provision. The project partners anticipate completion by late Q2/early Q3, when the final report is due.</p>
Edmonton Global	<p>Sturgeon County as part of two working groups helped advise Edmonton Global on investment readiness, relationship protocols and collaboration goals. Edmonton Global will be continuing with implementation of frameworks from each of these areas in 2019.</p> <p>Marketing and brand development work continues with Go-to market strategy (including target markets, lead generation and regional messaging) work. Annual General Meeting scheduled for April 11, 2019, as well as the scheduling of a tour of Edmonton's Nanotechnology innovation assets for Sturgeon County and Edmonton Global Staff.</p>
Foreign Direct Investment Study (FDI)	<p>This project highlighted the strengths of Sturgeon County as a foreign investment opportunity, what type of foreign investors may be interested in these strengths and how to approach them. The final report comes with significant department implementation items. Phase 2 of the FDI study involves these implementation items and the department initiated these actions in April 2019.</p> <p>Highlights include a robust investment promotion editorial which will showcase the wealth of investment and development opportunities the County has to offer, as well as the generation of a "leads list" by an external consulting agency which will provide a targeted audience of corporate decision makers to market these opportunities.</p>

Type	Actions
Partnership with Alexander First Nation	Met with Alexander First Nation in conjunction with the Province of Alberta & Indigenous Tourism Alberta to determine interest in tourism development.
Application for Tourism Growth Innovation Fund (TGIF)	Application submitted for the Tourism Opportunity Assessment Project to enable Economic Development to gain a thorough understanding and inventory of all tourism assets and experiences available within the County. Due to the provincial election funding has not been confirmed, more information to come.
Economic Development Monthly Newsletter	Changed the newsletter from quarterly to monthly. January (Sent December 20, 2018) sent to 371 recipients – 53.9% open rate February (Sent January 31, 2019) sent to 374 recipients – 54.4% open rate March (Sent March 1, 2019) sent to 371 recipients – 51.9% open rate April (Sent April 1, 2019) sent to 383 recipients – 54.4% open rate
Broadband Study Activity	Work of Broadband analysis has helped in the Telus announcement of \$100 million to connect more than 90% of homes and businesses of the City of St. Albert, including the neighbouring communities in Sturgeon County directly to its fibre optic network. Construction work will begin this June, and Telus anticipates connecting the majority of homes and businesses by the end of 2020.
Business Retention & Expansion	Met with various representatives from Energy/Petrochemical and Logistics companies including CP Rail, Enhance Energy & Wolf Midstream to discuss future opportunities and the potential to host a supply chain forum in Sturgeon County.
Heartland Stakeholder Event	Hosted ~10 Small and Medium Sized Enterprises from ProNorth, Heritage, Sturgeon Industrial Park and Villeneuve Airport; made introductions and provided great networking opportunities for our Sturgeon County businesses for procurement, business development, etc.; with approximately 1,000 attendees participating in the overall Stakeholder Event.
Canadian Forces Base Edmonton	More regular engagement with CFB Edmonton taking place. This has included work related to the Centennial celebrations (County Bounty Culinary Cookout), updates to leadership of CFB Edmonton and potential ways to engage local industry and business (procurement discussions as well as future focused discussion). Open dialogue to continue with a deep and longstanding relationship. Council and Economic Development participated in a tour of CFB Edmonton in January of 2019.
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. More info will be live in the near future at http://www.edmontonscountryside.com/spring-drive-greenhouse-tour/ and linked to the Start in Sturgeon Website and promoted to a broad audience.
Regional education sessions planning group	Sturgeon County Economic Development has engaged with other regional municipalities (Morinville, Gibbons, Redwater, Bon Accord) and Economic Development Chambers (Legal, Morinville, Redwater) within the borders of the County as well as the Alberta Government (Labour Ministry) and Federal Government (Community Futures) to plan and implement a series of education sessions for business in the region. Sessions have been held in Gibbons & Morinville. Redwater had to be rescheduled due to lack of registrants. Bon Accord, Redwater & Legal are scheduled for the remainder of 2019.

Online Activity

Media	2018 YTD	2019 YTD
Twitter Followers - Start in Sturgeon	558	624
Business Directory Listings	176	158
Website	2018 YTD	2019 YTD
www.startinsturgeon.ca		
Sessions	2,606	2,950
Unique Visitors	2,189	2,262
Page Views	6,862	13,459

Housing Starts

Description	2018 YTD Count	2018 YTD Values	2019 YTD Count	2019 YTD Values
New Housing Starts	34	\$14,996,619	13	\$9,294,000

Development Permits

Description	2018 YTD Count	2018 YTD Values	2019 YTD Count	2019 YTD Values
Commercial	2	\$38,000	3	\$50,000
Industrial	4	\$2,057,000	10	\$99,100,200
Institutional	1	\$17,000,000	7	\$866,178
Residential	47	\$412,858,886	59	\$10,645,005
Recreational	0	\$0	0	\$0
Agricultural	4	\$1,105,250	3	\$1,000,000
TOTAL	58	\$33,059,136	81	\$111,641,383

Building Permits

Description	2018 YTD Count	2018 YTD Values	2019 YTD Count	2019 YTD Values
Commercial	1	\$171,811	2	\$13,500
Industrial	12	12,947,849	10	1,726,573
Institutional	1	\$17,600,000	2	\$17,000
Residential	46	\$1,916,757	47	\$1,701,265
Agricultural	1	\$500,000	0	\$0
TOTAL	61	\$33,136,417	61	\$3,458,338

Home Based Business Permits

Description	2018 YTD Count	2019 YTD Count
Home Based Business	4	11

Single Lot Subdivisions

Description	2018 YTD Count	2019 YTD Count
Subdivision Applications	7	13
Lots Created	7	3

Compliance Certificates

Description	2018 YTD Count	2019 YTD Count
Compliance Certificates	28	24