

## Request for Decision

<b>Title</b>	<b>2016 Second Tri-Annual Management Report</b>
<b>Proposed Motions</b>	<ol style="list-style-type: none"> <li>1. That Council approve the 2016 First Tri-Annual Management Report.</li> <li>2. That Council direct Administration to use the report as the basis for efforts during 2016, as well as planning for 2017, 2018 and 2019.</li> <li>3. That Council direct Administration to extend the schedule of Phase I Asset Management: Policy Development to the middle of 2017.</li> </ol>
<b>Administrative Recommendation</b>	That Council approve the 2016 Second Tri-Annual Management Report, and accompanying motions, as outlined above.
<b>Previous Council Direction</b>	<p>June 14, 2016 – Motion 202/203/204/205/206-16</p> <ul style="list-style-type: none"> <li>• That Council approves the 2016 First Tri-Annual Management Report.</li> <li>• That Council directs Administration to use the report as the basis for its efforts in 2016, as well as planning for 2017, 2018 and 2019.</li> <li>• That Council directs Administration to undertake the development of a list of Frequently Asked Questions (FAQs) for use by Council and County customers in effort to improve customer service and reduce the volume of typical Council Requests.</li> <li>• That Council directs Administration to extend the schedule of Phase II of the “Municipal Reserves, Parks and Open Spaces Master Plan” to the end of 2017.</li> <li>• That Council directs Administration to refer the Sturgeon Valley Area Master Plan Corporate Initiative to 2017 - 2019 Corporate Planning.</li> </ul> <p>February 9, 2016 – Motion 047/048 -16</p> <ul style="list-style-type: none"> <li>• That Council approves the 2015 Third Tri-Annual Management Report and Year in Review.</li> <li>• That Council directs Administration to use the report as the basis for efforts during 2016, as well as planning for 2017 and 2018.</li> </ul> <p>December 8, 2015 – Motion 394/395 - 15</p> <ul style="list-style-type: none"> <li>• That Sturgeon County Council approves the 2016 Operating and Capital Budgets totaling \$70,652,637 as presented in the 2016 Budget Document.</li> <li>• That Sturgeon County Council approves the 2016-2018 Corporate Business Plan.</li> </ul>

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November 24, 2015 – Motion 378/379 - 15

- That Sturgeon County Council and Administration pursue Advocacy opportunities as reflected in the Sturgeon County Council Advocacy Priorities and Plan 2015/2016.
  - That Sturgeon County Council adopts the Sturgeon County Council Advocacy Priorities and Plan 2015/2016.
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**Report** Background Information

- The Tri-Annual Management Report provides Sturgeon County Council with a report on the progress of the 2016-2018 Corporate Business Plan, and related budget information (as available).
- The 2016 Corporate Initiatives within the Corporate Business Plan highlight Administration's actions in addressing the Focus Areas identified within Council's 2012-2021 Strategic Plan.

**Corporate Initiative Reporting**

The Status Report summarizes progress on the Corporate Initiatives that were scheduled during May - August 2016.

Of the thirty-one (31) initiatives:

- Four (4) projects are **complete**;
- Two (2) projects are not scheduled to start until later in 2016;
- Two (2) projects are **deferred** to future planning as approved by Council on June 14, 2016;
- Twenty-three (23) projects are underway, with:
  - Nineteen (19) projects progressing **on time and budget**; and,
  - Two (2) experiencing **some delays** in their progress:
    - Sturgeon Valley Fire Protection Plan
    - Enterprise Resource Planning Formal Program Review
  - Two (2) are experiencing **major delays** in their progress:
    - Infrastructure Asset Management
    - Transportation Program Review.
- For the above initiatives experiencing delays in their progress, significant emergent and/or unplanned items have impacted Administration's availability to move the initiatives forward.

**Financial Reporting**

Financial information has been provided for the period ending August 31, 2016, which represents 67% of the operating year; the following points compare actual results to the 67% benchmark.

Variances to budget are trending in line to date. Expenses driven by seasonality particularly in capital are still to be reported into the fall of 2016. Finance has worked with department managers through the budget process to identify remaining 2016 expenses.

At this time, revenue and expenses are projected to be in line with budget for the fiscal year end 2016.

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## Revenues and Expenses

Overall revenues are at 91.6% as tax revenue has been recognized for the 2016 year, all Education and Sturgeon Foundation payments have been accounted for in the net revenue.

Overall expenses are at 62.3%, which are below target at this point in the year.

Results for revenue or expenses significantly outside the target are as follows:

- Legislative Services revenues are below target as a result of fewer than anticipated appeal fees.
- Assessment expenses are outside target due to the timing of expenses, decrease in fuel charges and introduction of “OK Alone” which eliminated the need for certain cell phones.
- Engineering revenues are above target due to revenues for approach referrals.
- Materials in Fleet and Building Maintenance are on target, this is a continuous improvement compared to years past as we refine the budget planning in this area.
- Water and wastewater revenues are above target, based on consumption by users.
- Protective Services has surpassed the revenue projection for fire billings by \$450,991; as such, we will adjust this revenue for the 2017 budget. Revenue for enforcement is also better than budget; we have received 99.5% of our projected revenue for 2016 already; we anticipate that we will be over budget in revenue for 2016.

## Budgeted Capital Highlights

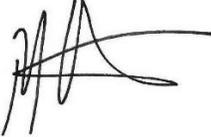
- M&E Replacement: Replacements are generally slightly over budget. However, it is anticipated this will be off-set by higher trade-in values.
- Storm Projects:
  - Riverstone Pointe Drainage, Cardiff Drainage, and SIP Storm Drainage are all complete and in their warranty periods.
  - Riverside Park Drainage study has been completed, and the capital work is scheduled for next year.
  - Greystone Manor Drainage is over budget by \$10,000 as of last year. There are still some deficiency work/discrepancies with our contractor in progress.
- Water Projects: Work continues on the Allin Ridge Pumphouse and Reservoir project. We anticipate this project to be on budget.

	<ul style="list-style-type: none"> <li>Waste Water Projects: Cardiff Lift Station project has been completed on budget. Minor deficiency work is still being conducted. River's Gate Lift Station pre-engineering was complete in Q1. Tenders were received and the project was awarded.</li> <li>Community Services: Work continues on River Valley Alliance Trails; budget was \$907,017 with the rest of the funding to come from federal and provincial grants.</li> </ul> <p><u>External Communication</u></p> <p>N/A</p> <p><u>Relevant Policy/Legislation/Practices:</u></p> <p>Sturgeon County Strategic Plan Policy, PLY_GOV_ELE_Strategic Plan_2014  Sturgeon County Strategic Plan 2012-2021  Sturgeon County Corporate Business Plan</p>
<p><b>Implication of Administrative Recommendation</b></p>	<p><u>Strategic Alignment:</u></p> <p><b>Strong Local Governance and Regional Leadership</b> – The Strategic Plan Policy and the Strategic Plan are the highest order direction that Council provides to County Administration. Development of the 2012-2021 Strategic Plan was completed in parallel with the Sturgeon County Municipal Development Plan, ensuring that the land use development framework is integrated with strategic municipal objectives.</p> <p><u>Organizational:</u></p> <p>The information provides Council the status of Corporate Initiatives and allows Administration to monitor the time and resources necessary for the completion of the Initiatives in 2016, or to determine if certain Initiatives need to be carried forward into 2017, 2018 or a later date.</p> <p><u>Financial:</u></p> <p>This report has no direct financial impact on the organization. Presentation of the material aims to enhance the progress and financial reporting of the organization.</p>
<p><b>Alternatives Considered</b></p>	<p>That Council refers the 2016 Second Tri-Annual Report back to Administration with specific requested information.</p>
<p><b>Follow up Action</b></p>	<ol style="list-style-type: none"> <li>The information included in this report will be reviewed as part of the 2017 budget process and development of the 2017-2019 Corporate Business Plan.</li> <li>Submission of the 2016 Third Tri-Annual Report and Year in Review will be provided to Council on February 14, 2017.</li> </ol>

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<b>Attachment(s)</b>	<ol style="list-style-type: none"><li>1. 2016 Second Tri-Annual Management Report</li><li>2. Division Highlights</li><li>3. 2016 August Variance Report</li><li>4. 2016 August Capital Projects Report</li><li>5. 2016 August Capital Report</li><li>6. 2016 August Road Report</li></ol>
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<b>Report Reviewed by:</b>	 <p>Danielle Figura, Business Strategy Manager</p>  <p>Ed Kaemingh, Manager, Financial Services</p>  <p>Rick Wojtkiw, General Manager, Corporate Support</p>  <p>Stephane Labonne, General Manager, Integrated Growth</p>  <p>Ian McKay, General Manager, Municipal Services</p>  <p>Peter Tarnawsky, County Commissioner - CAO</p>
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## Strategic Alignment Checklist

**Vision:** Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

**Mission:** Provide quality, cost effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Focus Areas	Not consistent	N/A	Consistent
<b>Strong Local Governance and Regional Leadership</b>			
<i>We promote consistent and accountable leadership through collaborative and transparent processes ( Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Consistent with neighborhood role (see MDP), master plans, policies</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Considers fiscal stability and sustainability</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Has a positive impact on regional and sub-regional cooperation</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Respect the Natural Environment</b>			
<i>We acknowledge the importance of a healthy environment and will minimize and monitor our impact on ecosystems ( Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Compliance with Provincial and Federal regulations and/or legislation</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Ensure effective environmental risk management</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Community Identity &amp; Spirit</b>			
<i>We will build upon our strengths, where together we will create an inclusive, caring community (Strategic Plan, (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Promotes and/or enhances residents' identification with Sturgeon County</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Enhances service provision through community partnerships</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Supports Sturgeon County's cultural history</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Planned Growth and Prosperity</b>			
<i>We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Considers cumulative costs and long-term funding implications</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Targets growth around current or planned infrastructure</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Maintain and Enhance Strong Communities</b>			
<i>We are committed to a safe, secure community, where our residents are respected and provided with access to opportunities. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Positive impact on residents' quality of life</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Supports and promotes volunteer efforts</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Provides programs and services that are accessible to all residents</i></li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Operational Excellence</b>			
<i>We have the organizational capability to deliver consistent and defined levels of service to all stakeholders in a professional, efficient, and cost effective manner</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Staff have the knowledge, skills and capability to perform their jobs</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Streamlines operational processes and policies</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Promotes engagement and professional interaction with stakeholders</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li><i>Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>