

Request for Decision

Title	Joint Business Case for Morinville Recreation Facility
Proposed Motion	That Council support the development of a Joint Business Case with the Town of Morinville for the Regional Recreation Facility.
Administrative Recommendation	Administration makes the recommendation based on the context provided below. This research and analysis is key to the successful implementation of any project.
Previous Council Direction	<p>June 14, 2016 – Motion 219/16: That Mayor Tom Flynn and Councillor Ferd Caron attend a meeting with Town of Morinville Mayor Lisa Holmes and one other Morinville Councillor to understand and resolve Sturgeon County concerns regarding the process on the Morinville Rec Centre Needs Assessment, and how the questions Sturgeon County Council has will be addressed.</p> <p>May 24, 2016 – Motion: 183/16: That Council contribute a maximum \$6,000 from Contingency Reserve to support a regional context for the needs assessment proposed by the Town of Morinville in relation to their Regional Recreation Facility.</p> <p>December 8, 2015 – Motion 404/15: That Sturgeon County Council direct Administration to facilitate a workshop to explore the opportunity and implications of supporting the construction of recreation facilities within Sturgeon County.</p> <p>December 8, 2015 – Motion 406/15: That Sturgeon County Council appoint Councillor Kaup and Councillor Tighe to the Morinville Arena/Recreation Facility Steering Committee</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> • The Town of Morinville approved \$150,000 for capital improvements on the Ray McDonald Sports Center to extend the service life of the building back on December 15, 2014. Public pressure to do more resulted in the engagement of Architects Tkalcic Bengert (ATB) for the Arena/Multi Use Recreation facility project in September 2015 and the concept for a regional recreation facility started to get traction. • The design prepared by the Town and attached to this RFD will form the basis for the business case development.

- The New Building Canada Fund was officially launched in March 2014. The Government of Canada has supported a number of medium- and large-scale infrastructure projects across 19 categories of investment to encourage job creation and economic development.
- During the public presentation on October 11, 2015, Mayor Lisa Holmes suggested that recreation facilities, as one of the categories, will be a higher priority in the next funding period (No announcement has been formally made by Infrastructure Canada).
- In preparation for an anticipated announcement regarding funding beyond 2018, the Town of Morinville is requesting Sturgeon County to participate in the development of a collaborative business case to form the basis of a grant submission for Federal Funding.
- It is generally understood that projects completed collaboratively are often given priority for funding.
- Under the most recent program, projects were federally cost shared on a one third (33%) basis. Maximum federal contributions for public transit, highways and major roads and disaster mitigation projects where the asset is provincially owned is up to 50%.
- In the absence of a formal program announcement and without knowledge of the subsequent funding formula, there is no requirement (nor ability) at this time, for a funding commitment in the capital budget.
- In preparation for this RFD, and as follow-up to the Town of Morinville's presentation at the October 11, 2016 regular Council Meeting of Sturgeon County, Administration met and can verbally confirm the following:
 - Letters of support will likely come from other municipalities within the region as a demonstration of regional support (collaboration?).
 - Early indications from the Town of Morinville are that the initial annual operating costs of the facility with the exception of the aquatics facility is sustainable and financially feasible.
 - The Infrastructure Canada Business Case guide will be used as a template for the completion of the business case and includes some key sections including:
 - project governance,
 - financial requirements, as well as
 - project risks and mitigation measures.
 - The Town of Morinville intends to scale and phase the build-out of the recreation facility based on availability of funds. If sufficient funding from Building Canada is not received at a level that makes the project viable, there will be another decision point for the Town of Morinville in relation to the capital budget and phases of construction.
 - The capital funding plan is expected to include:
 - corporate sponsorships,
 - naming rights,
 - commercial partnerships,
 - community fundraising, and

- municipal partnerships
- ... in addition to the grant application campaign.
- If approved, potential key milestones and proposed future decision points following the development of the business case and possible subsequent grant application:
 - Prior to year-end review and provide feedback on the content of the Business Case drafted by Town of Morinville Administration. (Sturgeon County Administration & IAC)
 - Review compliance with the grant requirements once announced. (Council COW)
 - Ongoing development of the Building Sturgeon Fund (Motion 304/16) to fund major community building infrastructure in the Sturgeon Region. (COW and Council)
 - Take a decision and make an announce regarding maximum major infrastructure contribution per Building Sturgeon Fund. (Council Regular Meeting).
 - Decision to approve and endorse a Building Canada Application as reflected in the Business Case. (Council Regular Meeting)
 - Amend the capital budget to reflect a municipal contribution from Sturgeon County in 2019 or 2020. (Council Regular Meeting)




Consideration:

- Although there is general support for improved regional coordination, funding and development of new or repurpose existing district-level facilities to address current and anticipated facility gaps, Sturgeon County has a responsibility to ensure that investment in Morinville's facilities do not come with a reduction in level of service for other district and neighbourhood facilities.
- Cardiff Park, located on a 66-hectare site adjacent to the Hamlet of Cardiff, is Sturgeon County's main recreation facility. The park supports a variety of active and passive recreation activities, and includes a pond, sports fields, a playground, trails, a picnic area, a golf course and equestrian.
- The analysis of the municipally owned and operated facilities assessed as part of the 2013 Stantec report suggests, "We have a tremendous supply of recreation facilities within the region worth a combined \$47.9 million (replacement value)."
- Sturgeon County Council's direction to develop a Building Sturgeon Fund is predicated on the understanding that it chooses to fund recreation via various town, hamlet and community group facilities.

External Communication

- The Town of Morinville has maintained its autonomy in conducting a facility site study, land assembly, needs assessments, conceptual feasibility and site master plan. This is a Morinville facility, governed by Morinville for the residents of Morinville.
- To date, Sturgeon County's only form of communication with our residents has been through public Council agenda packages, meeting minutes and video recordings.

	<ul style="list-style-type: none"> • Council may wish to direct communication or consultation appropriate to the direction to develop a joint business case. • There is a preliminary plan in place to consult with major stakeholder groups including advisory boards in the development of our major Building Sturgeon infrastructure grant program. <p><u>Relevant Policy/Legislation/Practices:</u></p> <ul style="list-style-type: none"> • <i>Municipal Government Act</i>, RSA 2000 c m.26, section 248(1)(a) expenditure of money • Bylaw 1357/15 Intermunicipal Affairs Committee • Procurement Procedure general provisions • Best practice as described in the 2013 Stantec report and Sturgeon County's business planning process is to start any project with the completion of a business plan to understand the need and required resources to proceed.
<p>Implication of Administrative Recommendation</p>	<p><u>Strategic Alignment:</u></p> <p>Strong Local Governance and Regional Leadership –Sturgeon County is committed to being a respected regional player, representing the interests of Sturgeon County sub-regionally. Effective joint partnerships and coordination of municipal processes must be mutually beneficial.</p> <p>Planned Growth - The desired intent is to facilitate regional recreation and cultural activities that reflect the needs of both rural and urban communities within Sturgeon County. The balance comes when considering the development of a regional approach to funding recreation, arts and cultural facilities and open spaces that benefit the residents of Sturgeon County in proximity to the Towns of Morinville, Gibbons, Bon Accord, Legal and Redwater.</p> <p><u>Organizational:</u></p> <p>The primary responsibility for the development of the business case will reside with the Town of Morinville. Our level of involvement is likely to be at the consult or involve level of the public consultation framework. Administration expects to be able to review a draft and comments. Council will have involvement at and in preparation for an IAC committee.</p> <p>Reallocation of resources to this joint business case will result in delays to other current Community Services projects such as:</p> <ul style="list-style-type: none"> - the Joint Use Agreement with the Sturgeon School Division, and - the continued deferral of Implementation of the Open Spaces Master Plan. <p><u>Financial:</u></p> <p>There is no direct operating or capital financial impact associated with this recommendation. This request is simply to participate in the development of a collaborative business plan/business case.</p>
<p>Alternatives Considered</p>	<p>Request participation at a more collaborative level and identify as an emerging initiative in the Corporate Business Plan.</p>

	Display similar level of collaboration in the business plan development as other regional municipalities.
Implications of Alternatives	<p><u>Strategic Alignment:</u></p> <ul style="list-style-type: none"> In the absence of a governance structure it is very difficult to impose our values and principles of collaboration. We have not taken an approach with the Town of Morinville where we have agreed on the relevant standards and guidelines that describe our service integration. We do not have an explicit, open, and transparent definition of accountabilities. <p><u>Organizational:</u></p> <ul style="list-style-type: none"> Sturgeon County has a very full business plan and the addition of this emerging work would compromise other County priorities. <p><u>Financial:</u></p> <ul style="list-style-type: none"> Financial commitment will be limited to the indirect cost of staff. We received verbal confirmation from the Town of Morinville that they plan to complete the business case using internal resources with minimal involvement of a consultant, which Morinville is prepared to fund.
Follow up Action	<ol style="list-style-type: none"> Review Draft Business Case and provide comments to Town of Morinville. (Community Services October 2016) Add item to a Special IAC meeting for review. (Intergovernmental Affairs Q4 2016) RFD to Council in Q1, 2017 authorizing the Mayor to sign application on behalf of Sturgeon County. (Community Services) Where necessary, an RFD in Q1, 2017 to amend the capital budget to reflect a committed share of the municipal commitment for the Building Canada program. (Community Services)
Attachment(s)	<ol style="list-style-type: none"> Recreation Facility Design Scenario Business Case Guide Précis of Town of Morinville Motions from October 11, 2016
Report Reviewed by:	 Susan Berry, Manager Community Services  Ian McKay, P. Eng., GM Municipal Services  Peter Tarnawsky, County Commissioner – CAO

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
Strong Local Governance and Regional Leadership			
<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"> <i>Consistent with neighborhood role (see MDP), master plans, policies</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers fiscal stability and sustainability</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Has a positive impact on regional and sub-regional cooperation</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Respect the Natural Environment			
<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"> <i>Compliance with Provincial and Federal regulations and/or legislation</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Ensure effective environmental risk management</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community Identity & Spirit			
<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"> <i>Promotes and/or enhances residents' identification with Sturgeon County</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Enhances service provision through community partnerships</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Supports Sturgeon County's cultural history</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planned Growth and Prosperity			
<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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers cumulative costs and long-term funding implications</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Targets growth around current or planned infrastructure</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Maintain and Enhance Strong Communities			
<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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Positive impact on residents' quality of life</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Supports and promotes volunteer efforts</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Provides programs and services that are accessible to all residents</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Operational Excellence			
<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"> <i>Staff have the knowledge, skills and capability to perform their jobs</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Streamlines operational processes and policies</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Promotes engagement and professional interaction with stakeholders</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>