



## Request for Decision

<b>Title</b>	<b>Building Sturgeon Fund – Major Community Building Infrastructure</b>
<b>Proposed Motion</b>	That Council endorse the development of a capital grant program in the 2017 Corporate Business Plan, established under the refinery revenue plan to fund major community building infrastructure projects in the Sturgeon Region from 2018 to 2022.
<b>Administrative Recommendation</b>	Administration sees value in supporting local community building infrastructure projects designed to create strong and sustainable communities.
<b>Previous Council Direction</b>	No previous Council decision.
<b>Report</b>	<p><u>Background Information</u></p> <ul style="list-style-type: none"><li>• Sturgeon County is committed to investing in recreation facilities in our region to achieve the desired outcomes articulated in the Regional Recreation Facility Master Plan. These facilities are community hubs and are integral to the fabric of our communities.</li><li>• Organizationally, we have not had the capacity to fund major infrastructure projects in the community since the expiry of the Capital Agricultural Recreation Facility Development program (CARF).</li><li>• The “Sturgeon 100 Community Building Infrastructure Program” can be part of our Centennial celebration with initial grants awarded in 2018.</li><li>• Our 100<sup>th</sup> anniversary will be a special time to i) connect with the past, ii) celebrate our achievements and iii) build for the future.</li><li>• The announcement of a program like this will support our communities in a way that will foster a greater sense of belonging, support meaningful investments and leave a lasting legacy now and for future generations.</li><li>• A 5-year program commitment is being proposed initially to create reasonable public expectations around funding limitations. There would be opportunity through evaluation and reporting to extend or redefine the program prior to 2022.</li><li>• Council will want to establish maximum funding levels fairly quickly to allow community groups to start planning. (Note: The maximum contribution under the CARF program was \$500,000.)</li><li>• Grant components will be developed over time and in consultation with our community stakeholders.</li></ul>

- Implementation strategies will be concurrent with recommendations in Regional Recreation Facility Master Plan:
  - Support initiatives that demonstrate improved regional collaboration and sharing of costs;
  - Develop new or repurpose existing facilities to address gaps in opportunities and accessibility;
  - Enhance the quality and longevity of existing recreation facilities by addressing major recreation facility maintenance deferrals.

External Communication

- No information has been shared related to the recommendation.

Relevant Policy/Legislation/Practices:

- N/A

**Implication of Administrative Recommendation**

Strategic Alignment:

**Strong Local Governance and Regional Leadership** – Being able to respond proactively to the anticipated requests for funding is a sound management practice and will support transparency and fairness in the allocation of funds. We will be able to work collaboratively to create a community that balances growth with quality of life.

**Community Identity & Spirit** – Sturgeon County is committed to supporting opportunities for recreation and cultural activities that increase social interaction and enhance the quality of life for residents through our partnerships with community associations and the Urban Municipalities within the region.

**Planned Growth** – This grant program will facilitate growth in a thoughtful manner that recognizes resident’s current needs, but also anticipates the future needs and vision of our community.




**Maintain and Enhance Strong Communities** – A recent survey of residents regarding social, cultural and recreation needs indicated that the interests, expectations and issues facing County residents are as diverse as the geographic areas in which they live. Providing programs, services and recreation infrastructure to address these varied needs requires additional planning and allocation of resources.

Organizational:

We can build the capacity within our organization in the next year to ensure we are positioned to implement a well-defined program.

Financial:

Council will have to deliberate and agree to how much funding will be made available and the maximum funding level per application as part of the annual business planning and budget process.

<b>Alternatives Considered</b>	<ol style="list-style-type: none"> <li>1. Address requests on an individual, ad hoc basis.</li> <li>2. Expand the scope of the current Community Association Grant Program.</li> </ol>
<b>Implications of Alternatives</b>	<p><u>Strategic Alignment:</u></p> <ul style="list-style-type: none"> <li>• Without a formal structure and process in place for allocating capital funding it is difficult to manage community expectations and is not as effective in meeting the principles of cost sharing: transparency, fairness and stability.</li> </ul> <p><u>Organizational:</u></p> <ul style="list-style-type: none"> <li>• Predetermining and clearly defining the service levels to our community partners creates greater capacity in our organization to deliver service in a professional, efficient and cost effective manner.</li> </ul> <p><u>Financial:</u></p> <ul style="list-style-type: none"> <li>• No way to anticipate and plan annual operating budgets.</li> </ul>
<b>Follow up Action</b>	<ol style="list-style-type: none"> <li>1. Update the Corporate Business Plan to reflect the scope of work (Business Strategy, October 2016)</li> <li>2. Prepare a Business Case and Project Plan (Community Services, December 2016)</li> <li>3. Prepare Communication Plan and Press Release (Corporate Communications, January 2017)</li> <li>4. Community Consultations (Community Services Q1 2017)</li> <li>5. Release the grant application packages (Community Services, Q2 2017)</li> <li>6. Announce the first recipients (Community Services, Q1 2018)</li> </ol>
<b>Attachment(s)</b>	<ol style="list-style-type: none"> <li>1. None</li> </ol>
<b>Report Reviewed by:</b>	 <p>Susan Berry, Manager Community Services</p>  <p>Ian McKay, P. Eng. GM Municipal Services</p>  <p>Peter Tarnawsky, County Commissioner – CAO</p>

## 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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• <i>Supports Sturgeon County's cultural history</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• <i>Targets growth around current or planned infrastructure</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• <i>Positive impact on residents' quality of life</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• <i>Supports and promotes volunteer efforts</i></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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"/>