

Request for Decision

Title	Morinville Community Recreation Facility Support
Proposed Motion	That Council approve a contribution to the Morinville Community Recreation Facility in the amount of \$500,000, payable in 2019.
Administrative Recommendation	Administration supports the recommendation.
Previous Council Direction	October 25, 2016 – Motion 382/16 That Council support the development of a Joint Business Case with the Town of Morinville for the Regional Recreation Facility.
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> • The Joint Business Case was prepared for the purpose of applying for government funding. The primary responsibility for the development of the business case resided with the Town of Morinville. Sturgeon County was involved in its development by reviewing draft documents and providing feedback into the content. The Intermunicipal Affairs Sub-Committee that was established to provide oversight to the development of the Business Case was disbanded July 4, 2017. The Town of Morinville completed the Business Case and approved it as information at their Regular meeting on September 12, 2017. • Sturgeon County’s role has been more reflective of an external stakeholder with some subject matter content that contributed to the Business Case Development rather than a collaborative partner. In the absence of a project management plan, Sturgeon County’s roles and responsibilities as a stakeholder have not been consistently articulated. • We have not agreed on any standards or guidelines that describe our service integration with the Town of Morinville on this project. We do not have an explicit, open, transparent and agreed upon definition of collaboration. There is no formal mechanism in place to support the provision of input into the operations and financial planning for the facility. • The Town of Morinville has maintained its autonomy in conducting a facility site study, needs assessment, feasibility study, review and approval process of the Business Case, and most recently, the operational service levels approved by Morinville Council on June 12, 2018. Without fault, Morinville continues to focus on their own taxpayers and local interests.

- The Collaboration continuum has been used for years in recreation to describe different levels on contact in working partnerships. It is generally understood that as you increase your level of influence and risk you increase your investment. There are deliverables in the historic decisions that date back to 2013, and decisions around project timelines that Sturgeon has had no influence over. Opportunities to collaborate at a meaningful level on this phase of the facility development no longer exist.
- A contribution of \$500,000 is reflective of our historical capital programs, is supported by our residents, is financially sustainable given the uncertainty around the impact of intermunicipal collaboration frameworks, is consistent with a level of investment for the level of collaboration that has taken place and is somewhat aligned with municipal comparators. Common themes with the municipal examples that were reviewed included shared vision and joint planning.
- Sturgeon County’s role in Regional Recreation has been:
 - Facility provision through grants to community organizations and recreation cost sharing to ensure a range of complementary facilities.
 - Parks and Open Space that provide for structure and unstructured outdoor activities.
 - Programs and services that are provided directly and through collaboration to support personal development and physical literacy.
 - Support to Community Organizations that extend the services available to the public.
 - Communication and Awareness to ensure that residents are aware of the opportunities in the region.

External Communication

- Sturgeon County recently completed its Public Engagement activities. There were three ways for the public to engage between June 6 and July 6, 2018: drop-in workshops, host-your-own conversations and completion of an online survey.
- The input and data provided at the meetings and through the surveys has been analyzed, and a summary report of the engagement activities prepared by the Consultant is attached to this Request for Decision.

Relevant Policy/Legislation/Practices:

Sturgeon County has not made a contribution to another municipality for a capital project since 2011.




Implication of Administrative Recommendation

Strategic Alignment:

Strong Local Governance and Regional Leadership – Sturgeon County is committed to being a respected regional partner. Effective joint partnerships and coordination of municipal processes must be mutually beneficial. Regionally, it is important for Sturgeon County to balance the level of support for existing new infrastructure that will add to the diversity of recreation opportunities within the region. This option will ensure

	<p>Sturgeon County has the capacity to support other initiatives throughout the region.</p> <p>Planned Growth - The desired intent is to facilitate regional recreation that reflects the current and future needs of both rural and urban communities within Sturgeon County in preparation for the anticipated growth and change in demographics. Sturgeon County is growing, but our growth is not limited or concentrated in and around the Town of Morinville.</p> <p><u>Organizational:</u></p> <p>There is very little impact organizationally to issue the payment.</p> <p><u>Financial:</u></p> <p>Delaying payment until 2019 minimizes any risk or implication. We can confirm the level of contribution to the Town and debate the source of funds as part of the budget process. Making an initial contribution at this level will not preclude future consideration for phase 2 and the addition of a pool to the region.</p>
<p>Alternatives Considered</p>	<ol style="list-style-type: none"> 1. No additional funding is considered given our contribution to the joint site servicing and development permits. 2. Authorize Administration to include an enhancement in the 2019 budget for a multi-year investment of \$952,000, which is 14% of the projected net municipal costs. 3. Authorize Administration to include an enhancement in the 2019 budget for a multi-year investment of \$1.2M. 4. The \$4M request from the Town made during the public presentation July 10, 2018.
<p>Implications of Alternatives</p>	<ol style="list-style-type: none"> 1. Sturgeon County has an opportunity to benefit from the serviced land. This was intended to be a shared investment for shared benefit vs a contribution to the recreation centre development. 2. This is an approach used to determine catchment areas that has not been used within our region but reflects a model for cost sharing that was influenced by our resident impact. 3. This option may be viable. It reflects our original intent, is a fixed amount, can be paid over several years without significantly impacting taxes. 4. This recommendation is included because the Town publicly requested this amount during their July 10 presentation. It is not being recommended for a number of reasons including; lack of meaningful involvement and effective collaboration, the lack of support from our residents who desire to have a diversity of equitable investments across the region, and the financial sustainability of investments of this magnitude with the other jurisdictions waiting to negotiate ICF's.
<p>Follow up Action</p>	<ol style="list-style-type: none"> 1. Analyze funding options as part of the 2019 Budget process. (Community Services, November 2018) 2. Request a cheque and forward payment to the Town of Morinville. (Community Services, Q1 2019)

Attachment(s)	<ol style="list-style-type: none">1. Decision Making Presentation2. Analysis of the Business Case3. SC Recreation Facility Investment Final Report
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Report Reviewed by:	 <p>Susan Berry, Manager Community Services</p>  <p>Scott MacDougall, General Manager, Municipal Services</p>  <p>Bill Minnes, 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
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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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"/>