

## Request for Decision

<b>Title</b>	<b>10:30 a.m. Sturgeon County Infrastructure Master Plan (IMP)</b>
<b>Proposed Motion</b>	That Council endorse Sturgeon County's Infrastructure Master Plan to be used as a key infrastructure planning input for the community.
<b>Administrative Recommendation</b>	Sturgeon County's Infrastructure Master Plan, provided in Attachment 1, will serve as a fundamental infrastructure planning tool for the community, and Council endorsement is required for official use.
<b>Previous Council Direction</b>	<u>December 20, 2017</u> Motion 506/17: That Council approve the 2018 Operating and Capital Budget as amended.
<b>Report</b>	<u>Background Information</u> <p>The Infrastructure Master Plan was approved in the 2018 budget to be completed in 2019.</p> <p>Investments in infrastructure represent significant financial commitments for a municipality; however, until now Sturgeon County did not have a comprehensive plan linked to the County's long-term growth aspirations.</p> <p>The County's approach towards infrastructure planning has largely been to conduct reviews focused on specific issues in different parts of the County. A cohesive infrastructure strategy ultimately increases efficiency, the County's ability to make proactive decisions and the ability to ensure that resources are allocated effectively over time. The organization, potential investors, developers and landowners will all benefit from a clear and concise long-term infrastructure planning approach. This has been captured within Sturgeon County's new Infrastructure Master Plan (IMP).</p> <u>IMP Findings</u> <p>The IMP identifies major infrastructure investments that will ultimately be required to support the County's long-term growth. The plan also estimates, at a high level, the capital costs associated with these various projects. While most of the new infrastructure investment will be required beyond the next five (5) years, the County should begin considering the various financial mechanisms that will be needed to implement these initiatives. These costs are noted within the Financial section of this Request for Decision (RFD).</p>

	<p>Several supporting studies and activities have also been recommended to provide further clarity and refine the recommendations in the IMP. These studies include various planning and engineering studies along with enhanced data collection. These studies may be initiated and undertaken beginning in 2020, and costs are noted within the Financial section of this RFD.</p> <p><u>External Communication</u></p> <p>Several external communication/engagement activities were utilized during the preparation of the IMP including (noted below and provided in more detail within Attachment 2 to this RFD):</p> <ul style="list-style-type: none"> <li>• Interviews with key stakeholders: In October 2018, Administration identified key stakeholder organizations, including residential land developers, heavy industry, institutions and others to consult with on infrastructure matters. Approximately 15 stakeholders then participated in interviews between October 2018 and February 2019. A key objective of the interviews was to use stakeholder input into the development of infrastructure servicing concepts.</li> <li>• Sturgeon County website/media: Public information on the IMP, along with contact information for any inquiries, was included on the County's website and social media pages. In addition, the IMP was featured in the Sturgeon FYI which is published in the local press.</li> <li>• Key stakeholder open house: On June 6, 2019, Administration held an open house for key stakeholders to present recommended long-range infrastructure servicing concepts. Invitations to the open house were emailed to the original list of stakeholders identified previously that were consulted on infrastructure matters, in addition to local Councillors. The open house also provided the opportunity for stakeholders to provide any final comment regarding infrastructure recommendations. Several internal employees and many stakeholders attended the open house.</li> </ul> <p><u>Relevant Policy/Legislation/Practices:</u></p> <ul style="list-style-type: none"> <li>• Sturgeon County Municipal Development Plan: The IMP was developed to closely link with the growth direction established by the Municipal Development Plan (MDP). The primary focus on the IMP is on the key population/employment growth nodes identified in the MDP.</li> <li>• Edmonton Metropolitan Region Board Growth Plan (EMRBGP): EMRBGP population and employment projections for Sturgeon County were considered as inputs towards establishing growth forecasts. The projections were subsequently adjusted by allocating growth to key nodes. In addition, the IMP also took into consideration growth and density policies negotiated between Edmonton/St. Albert/Sturgeon County as they pertain to the Sturgeon Valley.</li> </ul>
<p><b>Implication of Administrative Recommendation</b></p>	<p><u>Strategic Alignment:</u></p> <p><b>Strong Local Governance and Regional Leadership</b> – Some of the key objectives of the IMP are to improve the integration between land use</p>

(e.g. MDP, EMRBGP) and infrastructure planning, and ultimately provide greater clarity and certainty for all stakeholders regarding long-term infrastructure requirements. A key element of the IMP to achieve these objectives is to begin establishing the financial foundation to ensure that sufficient long-term resources are sustainable and equitably distributed for infrastructure investments.

**Planned Growth and Prosperity** – The IMP is closely integrated with the County’s MDP and the ERMGP. The IMP utilized information from these plans to develop population, employment, and land development projections based on short/medium/long term ‘thresholds’ or phases. Based on this approach, the IMP has established a more orderly and structured implementation timetable that enables the County to further develop financial strategies, along with undertaking future additional studies to support IMP recommendations.

Organizational:

The process to develop the IMP required the collaboration among several key County departments including Planning and Regional Services (overall project management), Utility Services, Engineering Services, Transportation Services and Economic Development. As IMP recommendations proceed towards implementation, staff resources and continued departmental collaboration will be required on any follow up/supporting planning, financial or engineering studies.

Financial:

The IMP estimates at a very high level that over the next 25 years, the following new infrastructure capital investments will be required to support growth in the County:

<b>Estimated 25-year Infrastructure Capital Investments</b>	
<b>Infrastructure Type</b>	<b>Estimated 25-year Cost</b>
Transportation	\$38.7 million
Water	\$36.9 million
Wastewater	\$28.5 million
Stormwater/Drainage	\$35.3 million
<b>Total Estimated 25-year Cost</b>	<b>\$139.4 million</b>

Note that the above costs would be incurred if growth forecasts are realized. The costs would be funded through various mechanisms including offsite levies, government grants, and others, pending the organization’s strategy to do so.

Estimated costs for recommended supporting studies/activities (within the next five years) include the following:

<b>Estimated 5-year Supporting Study/Activity Costs</b>	
<b>Infrastructure Type</b>	<b>Estimated 5 Year Cost</b>
Transportation	\$720,000
Water	\$300,000
Wastewater	\$300,000
Stormwater/Drainage	\$300,000
<b>Total Estimated 5-year Cost</b>	<b>\$1,620,000</b>

Note that endorsement of the IMP does not imply endorsement of the above projects, which would be recommended separately and if required.

<b>Alternatives Considered</b>	Council could decide not to endorse the IMP, and Administration would continue to rely upon existing plans for its analysis.
<b>Implications of Alternatives</b>	Not endorsing the IMP would fail to capitalize on an opportunity to clarify future growth and development forecasts and requirements in Sturgeon County. This would also be contrary to the desires of the County's many stakeholders and disregard over a year of staff time and cost.
<b>Follow up Action</b>	<ol style="list-style-type: none"><li>1. Endorsed IMP to be communicated internally and externally (Planning and Regional Services; Corporate Communications)</li><li>2. Review of IMP recommendations to incorporate into future area plans, financial strategies, or budget requirements as required (To be determined).</li></ol>
<b>Attachment(s)</b>	<ol style="list-style-type: none"><li>1. Proposed Infrastructure Master Plan (Attachment 1)</li><li>2. Infrastructure Master Plan - Engagement Summary (Attachment 2)</li></ol>
<b>Report Reviewed by:</b>	<div><p>Travis Peter, Acting Director, Planning, Development &amp; Economic Development Services</p><p>Reegan McCullough, County Commissioner – CAO</p></div>

## 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>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 and MDP pg. 36)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Supports a strong thriving business environment to strengthen our economic foundation</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Plans for responsible growth through the MDP and regional growth plan.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Manages growth for current and future developments through:                             <ul style="list-style-type: none"> <li>transparent bylaws, policies and processes to enable responsible land development</li> <li>targeting growth around existing and identified future growth areas</li> </ul> </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 and viable community, where our residents are provided with access to opportunities and quality of life. (Strategic Plan and pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Provides access to programs and services that have a positive impact on residents' quality of life</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Provides access to safe and reliable infrastructure assets</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Supports the safety of people and property</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Strong Local and Regional Governance</b>			
<i>We promote consistent and accountable leadership through collaborative and transparent processes (Strategic Plan and pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Provides effective leadership and management consistent with Strategic Plan, MDP, master plans, bylaws, policies, community engagement</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Considers fiscal stability and sustainability</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>Fosters collaborative intergovernmental partnerships</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 and MDP pg. 27)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Promotes and/or enhances residents' identification with Sturgeon County</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Support and/or collaborate with voluntary organizations in the region</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Environmental Stewardship</b>			
<i>We foster a healthy environment and minimize our impact on ecosystems. (Strategic Plan and MDP pg. 27)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Plans and partnerships that minimize environmental impact on natural areas</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Provides awareness of environmental issues impacting the County</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>