

Request for Decision

Title	Sturgeon Valley Development Readiness Studies
Proposed Motion	That Council approve \$642,294 in funding from the Reserve & Debt Priority Reserve, and \$170,000 in funding from the Utility Capital Reserve, to secure required infrastructure related technical analysis in support of development in the Sturgeon Valley.
Administrative Recommendation	Administration recommends that Council approve the funding requested to support the technical studies required for development readiness in the Sturgeon Valley.
Previous Council / Committee Direction	<p><u>September 14, 2021 Regular Council Meetings</u></p> <p>Motion 449/21: That Council give third reading of Bylaw 1555/21 as amended.</p> <p>Motion 450/21: That Council give third reading of Bylaw 1556/21 as amended.</p> <p>Motion 451/21: That Council give third reading of Bylaw 1557/21.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> Planning certainty in the Sturgeon Valley is a long-standing objective for Sturgeon County. Following through on regional policy that set forth specific planning process and development density requirements for the Sturgeon Valley Special Study Area, Sturgeon County initiated specific amendments to its Municipal Development Plan (MDP) and Sturgeon Valley Core Area Structure Plan, and the creation of a new Sturgeon Valley South Area Structure Plan. In addition to robust technical analysis and expert consideration, these plans were subject to widespread “Our Future Valley” landowner and resident engagement. The technical analysis for the Area Structure Plan (ASP) approvals included: <ul style="list-style-type: none"> Traffic Analysis Fiscal Impact Assessment Stormwater Analysis Study Environmental Analysis Sturgeon Valley Fiscal Impact Assessment Sturgeon County Commercial Development Analysis

- Agricultural Impact Assessment
- Water and Wastewater servicing concept
- Since the approval of the Sturgeon Valley Area Structure Plans, Administration has taken steps to:
 - Commence updates to the Land Use Bylaw and General Municipal Servicing Standards to accommodate the higher density requirements in the Valley South area;
 - Update the financial analysis on the infrastructure investments required to support future development; and
 - Commence reviews of the off-site levy model and policy to ensure that “growth pays for growth”.
- The need for additional technical analysis was identified to support the future development of the Sturgeon Valley Core and South areas. These analyses provide necessary detail on infrastructure costs, design requirements, and data required to support informed decisions. These studies provide a solid foundation in understanding the County’s infrastructure and operational needs and costs into the future.
- Approximately \$1.1 million in analysis is required to support Valley development. There are identified funding sources for \$315,240, with the remaining \$812,294 requiring funding. Immediate analysis requirements include:
 - Planning analyses:
 - \$67,240 – Funded in 2022 Budget
 - Financial analyses:
 - \$92,383 – Funded in 2022 Budget
 - \$60,000 – Funding requirement
 - Standards completion:
 - \$157,294 - Funding requirement
 - Infrastructure analyses:
 - \$125,000 – Funded in 2022 Budget
 - \$300,000 – Funding requirement
 - Utilities analyses:
 - \$ 295,000 – Funding requirement
 - Open Spaces & Trails:
 - \$30,000 – Funded in 2021 Budget
- A total amount of \$812,294 is required to complete the noted unfunded studies/analyses, further described in Attachment 1.

External Communication

- Administration has worked closely with area landowners and developers on planning requirements for the Sturgeon Valley, and continues to collaborate on pending development applications, outline plans, neighbourhood structure plans, and area structure plan amendments.

	<ul style="list-style-type: none"> No specific public communication is planned related to the required infrastructure analyses at this time; however, results of various analyses will be communicated with stakeholders in the Valley once completed. <p><u>Relevant Policy/Legislation/Practices:</u></p> <ul style="list-style-type: none"> <i>Municipal Government Act</i> Edmonton Metropolitan Region Board Growth Plan, and “Sturgeon Valley Special Study Area” Policy Sturgeon County Municipal Development Plan Sturgeon Valley Core Area Structure Plan Sturgeon Valley South Area Structure Plan Sturgeon County Land Use Bylaw Sturgeon County Infrastructure Master Plan Sturgeon County General Municipal Servicing Standards Sturgeon Valley Off-site Levies Bylaw Sturgeon Valley Off-site Levies Policy
Implication of Administrative Recommendation	<p><u>Strategic Alignment:</u></p> <ul style="list-style-type: none"> Planned Growth – The identified studies are required to support responsible growth in the Sturgeon Valley South development area. Additionally, they will provide the foundation for establishing reliable and effective infrastructure planning. Operational Excellence – The studies will ensure that the County has a solid understanding of the infrastructure costs, designs, and long-term operational and maintenance needs in the Valley. <p><u>Organizational:</u></p> <ul style="list-style-type: none"> Administration has the required capacity to conduct the required analyses, by overseeing the work of contracted service providers. The results of these studies will guide infrastructure development in the Valley and assist in the preparation of capital plans, off-site levies, and assist Council and Administration in prioritizing projects. <p><u>Financial:</u></p> <ul style="list-style-type: none"> The study costs total \$812,294, with \$642,294 funded from the Reserve & Debt Priority Reserve and \$170,000 funded from the Utility Capital Reserve. The uncommitted Reserve & Debt Priority Reserve balance is \$2,186,574. If Council were to commit \$642,294 to the Sturgeon Valley development readiness studies, the remaining balance would be \$1,544,280. The uncommitted Utility Capital Reserve Balance is \$4,127,165. If Council were to commit \$170,000 to the Sturgeon Valley development readiness studies, the remaining balance would be \$3,957,165. The study costs would not be recoverable through the off-site levy model as the County is only allowed to levy for capital infrastructure (costs will not be capitalized).

Alternatives Considered	<p><u>Option A – Decline Funding / Do Not Proceed with Analyses</u> Do not proceed with the analyses, and potentially not proceed with updates to the County’s general municipal servicing standards and/or off-site levies.</p> <p><u>Option B – Stage Analyses Over Time</u> Stage the studies so that costs are spread across more years, for example deferring a study to 2024.</p>
Implications of Alternatives	<p><u>Strategic Alignment:</u></p> <ul style="list-style-type: none"> • Neither option is aligned with Council’s priorities as they would not be prioritizing Council’s desire for timely but planned growth in the Sturgeon Valley. • The delay of study completion will delay updates to Sturgeon Valley General Municipal Servicing Standards (GMSS) and off-site levy updates. This would not be supported by area landowners/developers who are desirous of expedited completion and could harm the County’s working relationships with those stakeholders. <p><u>Organizational:</u></p> <ul style="list-style-type: none"> • Both options would leave gaps in Administration’s understanding of the full infrastructure requirements of the Sturgeon Valley and would not provide the data necessary to provide guidance to Council and developers on infrastructure needs and capital planning. • Option A - In the absence of the studies, developers would not have a clear representation of the infrastructure required to support growth in the Valley, and Administration would be unable to provide that requested clarity. • Option B – While organizational capacity would be supported by sequencing the reviews over time, the timely completion of this analyses is required to inform the timely completion of GMSS and off-site levy updates. <p><u>Financial:</u></p> <ul style="list-style-type: none"> • Option A – No financial requirement would exist. • Option B – The financial requirement could be committed now or at a future point in time if deferred. The total cost of the studies may need to be reviewed if deferred to a later point in time to ensure no pricing adjustments occurred.
Follow up Action	<ol style="list-style-type: none"> 1. Allocate the Debt Priority Reserve and utility rate model towards the identified studies (Financial Services, March 2022). 2. Commence procurement required to complete the identified studies (Infrastructure Services, March 2022). 3. Complete required studies for inclusion in municipal standards and costing models (Infrastructure Services, Q3 2022).

Attachment(s)	<ol style="list-style-type: none"> Attachment 1: Sturgeon Valley Readiness Study Costs Attachment 2: Infrastructure Master Plan Recommendations
Report Reviewed by:	<p>Milad Asdaghi, Executive Advisor, Innovation and Strategic Initiatives</p> <p>Joseph Areghan, Manager, Engineering Services</p> <p>Jeff Yanew, Manager, Utility & Waste Management Services</p> <p>Gary Mayhew, Director, Transportation & Engineering Services</p> <p>Sabrina Duquette, Manager, Corporate Finance & Treasury</p> <p>Andrew Hayes, General Manager, Financial Services, CFO</p> <p>Travis Peter, General Manager, Development & Strategic Services</p> <p>Scott MacDougall, Chief Operating Officer – COO</p> <p>Reegan McCullough, County Commissioner – CAO</p>

Strategic Alignment Checklist

Vision: *Offering a rich tapestry of historical, cultural, and natural experiences, Sturgeon County is a municipality that honours its rural roots and cultivates desirable communities. Uniquely situated to provide world-class agricultural, energy, and business investment opportunities, the County prioritizes responsible stewardship and dreaming big.*

Guiding Principles: Collaboration | Accountability | Flexibility | Excellence | Safety | Future Readiness | Affordability | Innovation

Community Outcome	Not consistent	Consistent	N/A
Planned Growth			
<ul style="list-style-type: none"> Internationally competitive to attract, grow and sustain diverse businesses; tenacious focus on new growth and innovation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Modern broadband and digital capabilities 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Low cost, minimal red-tape regulations 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Reliable and effective infrastructure planning; comprehensive land use and infrastructure planning 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Thriving Communities			
<ul style="list-style-type: none"> Beautiful, surprising places with high standards; integrated natural spaces & trail systems; healthy and resilient 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Engaging cultural, historical, and civic amenities; strong community identity and pride 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Safe, welcoming, and diverse communities; small community feel and personal connection; commitment to high quality of life 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Environmental Stewardship			
<ul style="list-style-type: none"> Clean air, land, and water; Carbon neutral municipal practices; circular economy opportunities 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Conservation of natural areas and agricultural lands; enhanced greening and biodiversity; safekeeping ecosystems 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Sustainable development; partnerships with industry and others to drive emission reductions 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Collaborative Governance			
<ul style="list-style-type: none"> Predictable and stable external relationships; volunteer partnerships 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Meaningful connections with Indigenous communities 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Ongoing community consultation and engagement; transparent and action-oriented decision making based on sound rationale 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Respectful and informed debate; clear and supportive governance processes 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operational Excellence			
<ul style="list-style-type: none"> Engaged and effective people – Council, Admin and Volunteers; continuous learning and improvement mindset; nimble and bold, with strong leadership 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Quality cost-effective service delivery; robust procurement and operational practices and policies; asset management and performance measurement; careful debt and reserve stewardship; long-term financial planning and sustainability 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Future focused thinking to proactively respond to emerging opportunities and challenges 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Alternative revenue generation and service delivery models integrated strategic and business planning 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>