

Request for Decision

Title	Sturgeon Regional Partnership Terms of Reference Endorsement
Proposed Motions	<ol style="list-style-type: none"> 1. That Council endorse the Sturgeon Regional Partnership Terms of Reference as proposed by the partners. 2. That Council authorize the Mayor and Chief Administrative Officer to engage with the Sturgeon Regional Partnership to further explore sub-regional economic development collaboration. 3. That Council authorize the Mayor and Chief Administrative Officer to engage with the Sturgeon Regional Partnership to further explore a sub-regional buying group initiative. 4. That Council authorize the Mayor and Chief Administrative Officer to engage with the Sturgeon Regional Partnership to further explore a sub-regional assessment review board.
Administrative Recommendation	Administration recommends that Council endorse the Sturgeon Regional Partnership Terms of Reference (ToR), as well as provide direction to the Mayor and Chief Administrative Officer (CAO) to further explore potentials behind the following three associated initiatives: Regional Economic Development, Regional Buying Group, and Regional Assessment Review Board.
Previous Council / Committee Direction	None.
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> • The Sturgeon Regional Partnership (SRP) is a standing committee formed in 2014 by Sturgeon County and the Towns of Redwater, Bon Accord, Legal, Morinville, and Gibbons. • The SRP led work of sub-regional significance including the creation of SREMP (Sturgeon Regional Emergency Management Partnership) and a Regional Recreation Master Plan; however, after a period of time, the Committee ceased to meet.

- In recent years, the SRP member municipalities considered re-establishing this group (noting, COVID-19 implications placed further delay).
- The CAOs of the member municipalities recently met to review the Committee's Terms of Reference (ToR). The Mayors also subsequently met and reviewed the proposed updated terms (see Attachment 1 – Sturgeon Regional Partnership Terms of Reference).
- As a next step in re-establishing the Committee, each member municipality is bringing the updated ToR to their Councils for endorsement and to seek direction on further exploring several potential initiatives, including analysis on:
 - Regional Economic Development Collaboration,
 - Regional Buying Group, and
 - Regional Assessment Review Board.
- The above noted initiatives will be further explored by the Mayors and CAOs (should there be consensus among the member municipalities when they each seek direction from respective Councils). From this work, recommendations and next steps may be developed; however, final decisions on participation remain with individual Councils.
- SRP Terms of Reference Details:
 - SRP membership includes the Mayors from each member municipality (voting rights) and CAOs (non-voting rights). Deputy Mayors will serve as alternate members for their respective communities.
 - The Committee shall meet at least twice per year. Full Councils of each member municipality will endeavor to meet collectively at least once a year.
 - The Committee is to serve in an advisory role only and make recommendations to respective Councils for consideration.
 - The mandate of this Committee is to achieve optimal subregional efficiency and effectiveness.
 - There are 11 guiding principles established, including regional cooperation and partnership, regional thinking, supporting mutual benefit, etc.

External Communication

- No external communication is planned.

	<u>Relevant Policy/Legislation/Practices</u> <ul style="list-style-type: none"> None.
Implication of Administrative Recommendation	<p><u>Strategic Alignment</u></p> <p>Collaborative Governance – Endorsing active membership in the SRP demonstrates the organization’s willingness to form collaborative partnerships with its subregional neighbours to achieve positive results (cost-savings, administrative efficiency, improved communication, etc.).</p> <p>Operational Excellence – Participating in the SRP under a renewed ToR evidences the organization’s desire to implement modern and best practice governance approaches.</p> <p>Planned Growth – Outcomes achieved by the SRP will contribute to the thoughtfully planned growth of the sub-region which will enhance the competitiveness of the area and ensure there is alignment between municipal partners.</p> <p><u>Organizational</u></p> <ul style="list-style-type: none"> Time commitment will be required by the Mayor and CAO as the serving members on SRP, as well as by the active Deputy Mayor (in the role of alternate). Per the ToR, the Mayor of Sturgeon County will additionally serve as the SRP Vice Chairperson in 2023. In 2024, Sturgeon County’s Mayor is scheduled to serve as Chairperson. As such, Sturgeon County must provide administrative support to the SRP. Support includes logistical planning, material development, membership support, securing grants/funding, and maintaining the financial and meeting minute records of the Committee. <ul style="list-style-type: none"> This will draw capacity from administrative resources and should be included in the appropriate department’s business planning in 2024. <p><u>Financial</u></p> <ul style="list-style-type: none"> There is no membership fee associated with the SRP. When Sturgeon County is providing administrative support, there will be costs associated with staff time (and potentially incidental meeting costs). There is the potential that sub-regional projects may imply future funding requests, but also potential efficiencies / cost savings through regional economic development or group buying initiatives. No additional costs are planned and will be incorporated within existing budgets. In 2024, when Sturgeon County’s Mayor serves as Chairperson, Sturgeon County may be required to submit an Alberta Community Partnership

	(ACP) grant to the Government of Alberta on behalf of the SRP. This would prohibit the County from applying for any other ACP project grants that calendar year.
Alternatives Considered	<ol style="list-style-type: none"> 1. Council could choose to not endorse the SRP Terms of Reference and cease membership in the SRP. 2. Council could choose to not endorse the SRP Terms of Reference and submit to the group amendments it wishes to see in the document. 3. Council could choose to endorse the SRP Terms of Reference but not provide direction to the Mayor and CAO to further investigate one or all of the initiative noted (Economic Development, Regional Buying Group, and/or Regional Assessment Review Board).
Implications of Alternatives	<p><u>Strategic Alignment</u></p> <ul style="list-style-type: none"> • Ceasing membership in the SRP would likely have a negative effect on sub-regional relationships and present lost opportunity costs as future potential efficiencies or cost-savings would be less likely to occur. • Requesting amendment to the ToR could lead to a more strengthened overall document and/or the addition of provisions that Council wishes to see included within the mandate of the SRP. <ul style="list-style-type: none"> ○ The ToR indicates the document must be reviewed at least once every Council term; therefore, there is the opportunity to have the Committee proceed under the proposed terms and then make updates at a later date. • Opting to not investigate the proposed initiatives could provide capacity to the Mayors and CAOs to further explore other areas of interest to Council. • Opting to not investigate the proposed initiatives may cause delay in the SRP achieving subregional collaborative success. <p><u>Organizational</u></p> <ul style="list-style-type: none"> • If Council chooses to not proceed with SRP membership or with any of the identified options, administrative and elected official capacity would be allocated to other priorities. <p><u>Financial</u></p> <ul style="list-style-type: none"> • If Council chooses not to proceed with SRP membership or with any of the identified options, there could be lost opportunity costs realized.
Follow up Action	<ol style="list-style-type: none"> 1. Provide notification to the member municipalities of Council's direction (CAO Office, June 2023).
Attachment(s)	<ol style="list-style-type: none"> 1. Attachment 1 – Sturgeon Regional Partnership Terms of Reference

**Report Reviewed
by:**

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Services

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Reegan McCullough, County Commissioner – CAO

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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Modern broadband and digital capabilities 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Low cost, minimal red-tape regulations 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Reliable and effective infrastructure planning; comprehensive land use and infrastructure planning 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Engaging cultural, historical, and civic amenities; strong community identity and pride 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Sustainable development; partnerships with industry and others to drive emission reductions 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Collaborative Governance			
<ul style="list-style-type: none"> Predictable and stable external relationships; volunteer partnerships 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" 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"/>