

Request for Decision

Title	Open Spaces Asset Management Program Development
Proposed Motion	That Council approve the reallocation of up to \$100,000 from the Open Spaces capital project budget to the development of an Open Space Asset Management Program in 2023 to support future capital budget recommendations.
Administrative Recommendation	Administration recommends that Council approve the reallocation of up to \$100,000 from the Opens Spaces capital projects budget to complete an Open Space Asset Management Program in 2023.
Previous Council / Committee Direction	<u>December 13, 2022 Regular Council Meeting</u> Motion 482/22: That Council approve the 2023-2025 Capital Budgets in the amounts of \$35,701,907 for 2023, \$42,114,975 for 2024, and \$38,639,232 for 2025 as referenced in Attachment 3: Capital Funding and Project Listing.
Report	<u>Background Information</u> <ul style="list-style-type: none"> The Open Spaces program area was established in 2022 for the advancement of Council's Strategic priority of ensuring thriving communities by supporting the development of integrated natural spaces and trail systems and cultivating safe, beautiful, and complete communities. Administration has prioritized the allocation of resources to implement new capital projects as identified by Council, the Open Space Plan, and other approved concept plans. Administration is developing and documenting interdepartmental processes and undertaking the necessary work to effectively manage capital assets and lifecycle replacement plans for open spaces to achieve Council's priority for operational excellence in asset management and performance measurement. To support quality, cost-effective decisions, it is critical to establish a framework for the use and care of open space assets (buildings, trails, foot bridges, ball diamonds, playgrounds, etc.) to deliver services in a way that considers current and future capital needs, manages risks and opportunities, and makes the best use of resources.

	<ul style="list-style-type: none"> Administration will develop a multi-year plan (10 years) that identifies open space capital infrastructure projects and their cost to address the current and future service objectives. Multi-year capital budgets should be based on the annual average of the total replacement of an asset over its expected service life. Currently, the County owns more than \$7 million in Tangible Capital Assets categorized as recreation. Administration should have a clear administrative, financial, and technical framework for retaining capital assets as near as practicable to its original condition, from the point when a need for it is first established, through its design, construction, acquisition, operation and any maintenance or renewal, and finally to its disposal while ensuring safety for residents and visitors. The request is to reallocate up to \$100,000 from the Open Spaces capital project budget from the previous years' legacy funds for contracted services to develop an open space asset management program in 2023. <p><u>External Communication</u></p> <ul style="list-style-type: none"> No external communications are planned for this decision. <p><u>Relevant Policy/Legislation/Practices</u></p> <ul style="list-style-type: none"> Asset Management Policy
<p>Implication of Administrative Recommendation</p>	<p><u>Strategic Alignment</u></p> <p>Operational Excellence – Ensure projects align with plans, policies, and studies. Effective asset management ensures quality, cost-effective service delivery.</p> <p>Planned Growth – Municipal improvements should result in reliable and effective infrastructure.</p> <p>Thriving Communities – Committing the proposed resources to this project will support the development of integrated natural spaces and trail systems, cultivating safe, beautiful, and complete communities.</p> <p>Planned Growth – Sturgeon County is committed to fund improvements to existing assets that affect residents, advancing Council's strategic priority of enhanced recreational infrastructure.</p> <p>Environmental Stewardship – Asset management ensures the sustainable development and management of existing resources.</p> <p><u>Organizational</u></p> <ul style="list-style-type: none"> The development of an open space asset management program would support work underway to enhance capital decision-making, project management, public engagement, service levels and maintenance and operations.

	<ul style="list-style-type: none"> This project will require collaboration among numerous departments to confirm asset types and responsibilities taken on by Open Spaces. Having a clear open space asset management program will identify asset management needs, coordinate longer-term financing means, and ensure well-defined service levels for asset maintenance. This information will impact rehabilitation and replacement decisions for the long-term sustainability of an asset. <p><u>Financial</u></p> <ul style="list-style-type: none"> Funding for the Open Spaces capital project is from the Community Building Priority Reserve and was carried forward from the 2022 Capital Budget. The funding for the Open Spaces classified projects, as of May 2023, is \$1.6 million. A reallocation of \$65,000 was previously approved for the Casa Vista Pedestrian Bridge project. This second reallocation would have minimal impact.
Alternatives Considered	Council could decide not to approve the development of an Open Space Asset Management Program through the use of contracted services and refer the matter to the Chief Administrative Officer to resource the work through a temporary, non-permanent FTE.
Implications of Alternatives	<p><u>Strategic Alignment</u></p> <p>Operational Excellence – Ensure projects align with plans, policies, and studies. Effective asset management ensures quality, cost-effective service delivery.</p> <p>Planned Growth – Municipal improvements should result in reliable and effective infrastructure.</p> <p><u>Organizational</u></p> <ul style="list-style-type: none"> There is a risk of the recruitment being unsuccessful because it targets a highly skilled position that is temporary in nature. <p><u>Financial</u></p> <ul style="list-style-type: none"> Funding would be reallocated from the Open Spaces operating budget.
Follow up Action	1. Reallocate the carried forward funds from the 2022 Capital Budget to 2023 (Corporate Finance and Treasury, July 2023).
Attachment(s)	None.
Report Reviewed by:	Karolina Drabik, Open Space Lead, Community Services Sabrina Duquette, Manager, Corporate Finance & Treasury Chris Wells, Director, Community Services 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 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 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 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 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 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 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"/>