

Request for Decision

Title	County Facilities Review
Proposed Motion	<ol style="list-style-type: none"> 1. That Council approve a County Facilities Review which will assess and document building facility needs (general physical condition and anticipated future costs of maintenance and repairs); confirm adequate space is available for potential growth (reflecting remote/hybrid/in-person environment); and provide evaluated alternatives for future uses. 2. That Council defer the Cardiff Room and Front Counter renovations and include in the County Facilities Review. 3. That Council approve the allocation of \$150,000 from the General Operating Reserve for the County Facilities Review.
Administrative Recommendation	Administration recommends that Council approve funding to support the development of a County Facilities Review, advancing a key strategic priority and ensuring best-use value for staff and residents on a short- and longer-term horizon.
Previous Council / Committee Direction	<p><u>April 25, 2023 Regular Council Meeting</u></p> <p>Motion 162/23: That Council approve the proposed renovation design and associated budget for the Sturgeon County Centre Cardiff Room and Front Reception.</p> <p>Motion 163/23: That Council approve an increase to the Sturgeon County Centre Cardiff Room and Front Reception renovation budget in an amount not to exceed \$300,000 funded from the Community Building Priority Reserve.</p>
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> • The last review of County facilities was undertaken almost a decade ago by a third-party consultant who compiled a report to address facility shortfalls, capacities, and future planning. The report recommended moving forward with a County Campus model that was partially planned and remained in the design phase until its eventual cancellation by Council in 2017.

- There are a number of recent factors that are raising the need for a facilities review including: age of buildings, new employee remote and hybrid work arrangements, related office and meeting space requirements, potential future growth, accessible building standards, technology and security enhancements, and other related lifecycle asset needs.
- The County's main administrative and customer service centre is located in the Town of Morinville and is comprised of the Main Administration Building including Council Chambers, the areas of the CAO's Office, Corporate Services, Financial Services, Planning and Development, and Infrastructure Services.
- With recent restructuring, and potential to accommodate ongoing remote work, there is a need to identify and evaluate alternatives for administrative and operational efficiencies within the main administrative complex and satellite operations. The goal is to utilize existing space better and identify options to accommodate some growth. The review will also include the following satellite facilities:
 - Sturgeon South
 - Fleet and Facilities Shop
 - Transportation trailers
 - Current lease space
- The County will be requesting quotes from experienced professionals to conduct a study to evaluate the County's current and potential future space requirements. It will also include the development of prioritized recommendations with cost estimates and funding strategies to guide short-term, mid-term, and long-term decisions, timelines, and implementation roadmap.

Facilities master planning

- Facilities master planning bridges the gap between the County's current facility needs and future space needs for administrative facilities. Other benefits include:
 - Strategic Vision: It provides a clear and long-term vision for the organization's facilities and lands, aligning them with its overall goals and objectives.
 - Resource Optimization: It helps in efficiently allocating resources by prioritizing projects and identifying areas for improvement.
 - Cost Management: By anticipating future needs and maintenance requirements, it allows for better budget planning and cost control.
 - Enhanced Efficiency: A well-designed master plan optimizes facility layouts, workflows, and processes, leading to improved productivity and effectiveness.
 - Risk Mitigation: It addresses potential risks and vulnerabilities, promoting safety, compliance, and disaster preparedness.

- Sustainability Integration: Incorporating environmentally friendly practices and energy efficient technologies supports sustainability goals.
 - Stakeholder Alignment: Involving stakeholders in the planning process fosters collaboration and consensus, increasing support for future projects.
 - Long-Term Planning: The master plan ensures the organization is prepared for future growth and changes in its operational needs.
 - Asset Management: It aids in managing existing facilities and assets by identifying upgrades, replacements, disbursements, and maintenance requirements.
- Subject to project approval, a building committee would be developed to support the consultant’s work to prepare, develop, and deliver a facilities master plan with a 10-year horizon.
 - In addition, with Council’s support of a facilities master plan, Administration would recommend deferral of the front entrance improvement plan, washroom enhancements, and Cardiff Room expansion. A deferral of this work would ensure that there is no lost opportunity cost or sunk funds while minimizing disruptions to Council, staff, and residents in consideration of future potential renovations to County Centre.
 - The facility master plan supports strategic facility planning to meet the provincially mandated 3-year capital plan requirement and a 10-year capital management plan for administrative facility assets.

Relevant Policy/Legislation/Practices

None.

Implication of Administrative Recommendation

Strategic Alignment

Planned Growth – The facility master plan will support reliable and effective infrastructure planning, employee management, and operational effectiveness with a planned, cost-effective approach.

Environmental Stewardship – The facility master plan will ensure considerations are given to future energy impacts resulting from items such as carbon tax, heating, and electrical increases.

Organizational

Facilities master planning bridges the gap between the County’s current facility needs and future space needs by enabling desired service levels within an Operational Excellence framework.

Financial

Options resulting from the review will inform future capital and operating considerations by Council.

Alternatives Considered	Council could continue facility asset management with the current approach and resources, and/or defer facility master plan work until Budget 2024.
Implications of Alternatives	<p><u>Strategic Alignment</u> Continuing asset management, space planning, and allocation considerations is becoming increasingly challenging without a detailed overarching facilities master plan. Interim repairs and upgrades are required, which could result in some sunk costs, not recoverable through a major renovation.</p> <p><u>Organizational</u> The County would be more reactive in responding to emerging opportunities and challenges and less efficient and effective overall. Not investing in long term planning for the County and in addressing gaps in asset management maturity reduces the County’s ability to proactively plan and prioritize facility investments.</p> <p><u>Financial</u> Rather than investing in a comprehensive facility master plan approach, the County would need to address gaps in asset management maturity on a one-off basis, such as contracting additional resources to assist in updating the County’s current facility asset inventory and condition data to assess the state of infrastructure and assess asset performance. Overall, this approach through different contracts may cost the County more over time.</p>
Follow up Action	<ol style="list-style-type: none"> 1. Develop a Building Committee consisting of Council members and Administration (CAO Office, Q3/Q4 2023). 2. Finalize Request for Proposal for consultant selection (Fleet & Facility Services, Q3/Q4 2023). 3. Provide regular Council updates at key project milestones (CAO Office, 2023/2024).
Attachment(s)	None.
Report Reviewed by:	<p>Mike Philbrick, Manager, Fleet & Facility 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 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 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 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 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 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 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 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>