

## **PRIORITIES COMMITTEE MEETING AGENDA**

Date: **February 14, 2017**  
Open Session: **9:00 a.m.**  
Location: **Council Chambers**

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**Pages**

- 1. CALL TO ORDER**
- 2. ADDITIONS / DELETIONS / CHANGES TO AGENDA**
- 3. ADOPT AGENDA (Motion)**
- 4. CONFIRMATION OF MINUTES**
  - 4.1 January 24, 2017 Priorities Committee Minutes 3 - 6
- 5. EMERGING ITEMS**
- 6. TIME SPECIFIC AGENDA ITEMS**
  - 6.1 [9:00 a.m.] Social Framework Renewal – What We Heard 7 - 102  
To provide the Priorities Committee with an update on What We Heard through Community Talk, the Social Framework Renewal engagement process.
  - 6.2 [2:00 p.m.] 2016 United Way Campaign - Strathcona County Employee Campaign 103 - 117  
To update the Priorities Committee on the 2016 United Way Campaign at Strathcona County.  
**Presenters:**  
Ralph Maclean, Chair, Strathcona County Employee Campaign  
Gord Johnston, Member, Capital Region United Way Cabinet
  - 6.3 [5:30 p.m.] OPEN HOUSE  
Opportunity for members of the public to speak to the Committee once on a given topic, with some exceptions under the Priorities Committee Bylaw.

## **7. STRATEGIC INITIATIVES AND UPDATES**

- |     |   |           |
|-----|---|-----------|
| 7.1 | Alberta Emergency Management Agency Achievement Award<br>To advise the Priorities Committee that Strathcona County Emergency Services accepted the 2016 Alberta Emergency Management Agency (AEMA) Emergency Management Achievement Award in the category of Fostering Partnerships on behalf of Strathcona County. | 118 - 120 |
| 7.2 | Strathcona County Emergency Services Annual Statistics Report 2016<br>To provide Priorities Committee with statistics from Strathcona County Emergency Services for 2016.   | 121 - 149 |
| 7.3 | South Cooking Lake Aircraft Water Rescue Update<br>To provide an update to Priorities Committee on the South Cooking Lake aircraft crash and water rescue event that occurred on June 28, 2016.   | 150 - 166 |
| 7.4 | 2016 RCMP and Enforcement Services Year End Statistical Report<br>To provide the Priorities Committee with statistics from RCMP and Enforcement for the year 2016.  | 167 - 191 |
| 7.5 | Municipal Development Plan Update – General Sections and Implementation<br>To provide the Priorities Committee with an overview of the General and Implementation sections for the Municipal Development Plan (MDP) Update.   | 192 - 216 |

## **8. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUESTS)**

- |     |   |     |
|-----|---|-----|
| 8.1 | Councillor Request Report<br>To add or remove items from the Councillor Request Report. | 217 |
|-----|---|-----|

## **9. REPORTS FOR INFORMATION**

The Priorities Committee is provided with the listed reports in this section for information only. Presentations are not heard at the meeting.

- |     |                          |     |
|-----|--------------------------|-----|
| 9.1 | Ward 6 Councillor Report | 218 |
|-----|--------------------------|-----|

## **10. ADJOURNMENT (Motion)**

## **PRIORITIES COMMITTEE MEETING MINUTES**

January 24, 2017

9:00 a.m.

Council Chambers

Members Present: Roxanne Carr, Mayor  
Vic Bidzinski, Councillor Ward 1  
Dave Anderson, Councillor Ward 2  
Brian Botterill, Councillor Ward 3  
Carla Howatt, Councillor Ward 4  
Paul Smith, Councillor Ward 5  
Linton Delainey, Councillor Ward 6  
Bonnie Riddell, Councillor Ward 7  
Fiona Beland-Quest, Councillor Ward 8

Administration Present: Rob Coon, Chief Commissioner  
Lori Cooper, Assoc. Commissioner, Corporate Services  
Kevin Glebe, Assoc. Commissioner, Infrastructure and Planning Services  
Gord Johnston, Assoc. Commissioner, Community Services  
Laura Probst, Acting Chief Financial Officer  
Mavis Nathoo, Director, Legislative and Legal Services  
Jeremy Tremblett, Legislative Officer  
Lana Dyrland, Legislative Officer

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### **1. CALL TO ORDER**

Mayor Carr called the meeting to order at 9:01 a.m.

### **2. ADDITIONS / DELETIONS / CHANGES TO AGENDA**

The Chair called for additions/deletions/changes to the agenda.

### **3. ADOPT AGENDA**

#### **2017/ P1**

**Moved by:** C. Howatt

THAT the January 24, 2017 Priorities Committee Agenda be adopted with the following addition to the Open House section:

- Proclamation – Herb Belcourt Day

In Favour (9): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, C. Howatt, P. Smith, L. Delainey, B. Riddell, and F. Beland-Quest

**Carried (9 to 0)**

#### **4. CONFIRMATION OF MINUTES**

##### **4.1 November 22, 2016 Priorities Committee Meeting Minutes**

**2017/ P2**

**Moved by:** B. Riddell

THAT the November 22, 2016 Priorities Committee Meeting minutes be approved.

In Favour (9): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, C. Howatt, P. Smith, L. Delainey, B. Riddell, and F. Beland-Quest

**Carried (9 to 0)**

#### **5. EMERGING ITEMS**

There were no emergent items brought forward.

#### **6. TIME SPECIFIC AGENDA ITEMS**

##### **6.1 Canadian Award for Financial Reporting (2015 Annual Report)**

The Committee acknowledged receipt of the Canadian Award for Financial Reporting awarded to Strathcona County by the Government Finance Officers Association of the United States and Canada and further, acknowledged contributions.

##### **6.2 Commemorative plaque unveiling – northern Alberta wildfires**

The Committee recognized the community and unveiled the commemorate plaque presented to Strathcona County for the community effort in support of residents from the Regional Municipality of Wood Buffalo, who were forced to evacuate due to the May 2016 Northern Alberta wildfires.

#### **7. STRATEGIC INITIATIVES AND UPDATES**

##### **7.1 Municipal Development Plan Update**

The Committee was provided with an overview of the Urban Service Area and Hamlets for the Municipal Development Plan (MDP) Update.

##### **7.2 Alternative Power at Strathcona County Facilities**

The Committee was provided with information on the use of alternative energy systems for Strathcona County owned facilities.

#### **6. TIME SPECIFIC AGENDA ITEMS**

##### **6.3 Shell Scotford Update**

The Committee was provided with an update on local Shell Canada activities as well as Quest Carbon Capture and Storage and Turnaround activities.

**External Presenter:**

Peter Zebedee, General Manager, Scotford Upgrader, Shell Canada  
Achim Schempp, General Manager of Scotford Manufacturing



6.4 Economic Development and Tourism Advisory Committee 2016 Council Update

The Committee was provided an update on the activities of the Economic Development and Tourism Advisory Committee (EDTAC).

**External Presenter:**

Todd Banks, Chairman, Economic Development and Tourism Advisory Committee

6.5 2016 Celebration of Life - Foundation of a Safe Community

The Committee was provided with a presentation from the Strathcona County Professional Fire Fighters Association.

**External Presenter:**

Andrew Spence, President, Strathcona County Professional Fire Fighters Association

**8. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUESTS)**

8.1 Councillor Request Report

Ward	Category	Request	Department	Due Date
2 D. Anderson	Information Request	Please provide information on what has been done within the County to equip Emergency Response personnel and other County locations with overdosing kits and/ or training to help in overdose crisis with respect to drugs such as fentanyl.	Emergency Services	February 7, 2017

**6. TIME SPECIFIC AGENDA ITEMS**

6.6 Community Living Advisory Committee 2016 Annual Report

The Committee was provided with a summary of the annual activities and accomplishments of the Community Living Advisory Committee.

**External Presenter:**

Marcus Schwabe, Chair, Community Living Advisory Committee, Committee member  
Bonnie Hoffmann, Committee member  
Judy Ferguson, Committee member  
Fernando Soares, Committee member  
Bree Claude, Director Family and Community Services

6.7 OPEN HOUSE  
Herb Belcourt  
John Vrolijk

Proclamation  
Herb Belcourt Day January 24, 2017

## **9. REPORTS FOR INFORMATION**

The Committee is provided with the listed reports in this section for information only. Presentations were not heard at the meeting.

- 9.1 Ward 4 Councillor Report
- 9.2 Ward 6 Councillor Report
- 9.3 Report on the Activities of the Bylaw Enforcement Order Review Committee for 2016
- 9.4 Report on the Activities of the General Appeals and Review Committee for 2016

## **10. ADJOURNMENT**

**2017/ P2**

**Moved by:** P.Smith

THAT the Priorities Committee Meeting adjourn at 5:54 p.m.

In Favour (9): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, C. Howatt, P. Smith, L. Delainey, B. Riddell, and F. Beland-Quest

**Carried (9 to 0)**

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Mayor

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Director, Legislative & Legal Services

**Priorities Committee Meeting\_Feb14\_2017**

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**STRATEGIC INITIATIVE AND UPDATE****Social Framework Renewal – What We Heard****Report Purpose**

To provide the Priorities Committee with an update on What We Heard through Community Talk, the Social Framework Renewal engagement process.

**Council History**

March 27, 2007 – Council adopted the Social Sustainability Framework

April 1, 2008 – Council received an update on the Social Sustainability Framework

June 14, 2011 – Council received an update on the Social Sustainability Framework

October 18, 2016 – The Priorities Committee was provided an update on the launching of Community Talk, the Social Framework Renewal engagement process.

**Strategic Plan Priority Areas**

**Economy:** The link between healthy social outcomes and a strong and growing economy has been well documented by evidence and research. Further evidence confirms that strategic investments in social early intervention and prevention can alleviate higher expenses in other municipal downstream costs such as policing and emergency services.

**Governance:** Civic engagement in the development of public policy increases awareness of community issues, and creates a sense of co-ownership in implementing the results of the policy. Public policy achieves enhanced results when it is collectively owned by community, non-profit and private organizations, as well as municipal government.

**Social:** Enhancing social and community outcomes requires vision and a plan that is shared by many. If done well, a social policy framework can guide planning and decision making for many community groups including; social service organizations, faith based groups, community associations, service clubs, small and large businesses and Strathcona County departments and leadership.

**Culture:** A broad based, collectively owned and inclusive public policy process can contribute to a strengthened and shared community identity.

**Environment:** n/a

**Other Impacts**

**Policy:** n/a

**Legislative/Legal:** n/a

**Interdepartmental:** Family and Community Services; RCMP and Enforcement Services; Recreation, Parks and Culture; Corporate Planning and Intergovernmental Affairs; Communications; and Transit.

**Summary**

A renewed social framework will replace the current Social Sustainability Framework and will align with the Strathcona County strategic plan, corporate business plan and the Council approved recommendations coming out of the Mayor's Task Force on Community Housing.

Community Talk was designed to inform a renewed social framework for the County of Strathcona. During this engagement, that ran from October 18<sup>th</sup> to December 31, 2016, 7,815 citizens participated in a survey and 622 people participated in community conversations to provide insights and feedback on our county's social goals and current achievement of these goals.

The social framework renewal is a joint effort between six Strathcona County departments (Family and Community Services; RCMP and Enforcement Services; Recreation, Parks and Culture; Corporate Planning and Intergovernmental Affairs; Communications; and Transit) and community partners including: The Primary Care Network; Robin Hood Society, Sherwood Park 55+ Club; Information and Volunteer Centre; Alberta Health Services Addictions and Mental Health; Alberta Health Services Public Health Unit; Parents Empowering Parents; SAFFRON Centre; Heartland Housing Foundation; Elk Island Public School Division; Elk Island Catholic School Division; Heartland Alliance Church; Strathcona County Library; Sherwood Park Chamber of Commerce, the Community Living Advisory Committee, and Human Services. These departments and partners are represented on the steering committee and provide overall direction and recommendation for a renewed social framework for the county.

Phase one, broad public engagement through Community Talk, is complete. The results of this engagement are contained in the attached PowerPoint and "Community Talk What We Heard Report."

### **Communication Plan**

Networks and relationships that were used to engage citizens in Community Talk will be accessed again to distribute the results through the "Community Talk What We Heard Report."

Other general communication tactics will be used, both online and in-person. In addition a separate document containing verbatim responses will be posted on the County's website and will be made available by mail if requested.

### **Enclosure**

- 1 ppt Community Talk What We Heard
- 2 Community Talk What We Heard Report
- 3 An information graphic will be distributed to Priorities Committee the day of the presentation.

# ***Community Talk*** **What We Heard**

February 14, 2017

# Why now?

- Our community is changing
- Our County has experienced 16% growth in population over the past decade, increasing diversity among residents and increases in our seniors' population
- Recent socio-economic changes including impacts from the provincial economic downturn, increased mental health referrals, more reported incidents of family violence, and increased Food Bank usage.

# Renewing the Social Framework

## Purpose

- Create a shared vision of social priorities in Strathcona County
- Clarify outcomes and roles
- Coordinate activities and align policies
- Provide overall direction to social planning and decision-making
- Leverage capacity of multiple stakeholders to address social challenges and increase community wellbeing

# Timeline





# Look who's talking



- 10% of all eligible residents provided input
- 7,815 people shared their thoughts and opinions through the survey
- 622 individuals participated in 48 community conversations
- Focused approach to hear from our County's most vulnerable

# Look who's talking



## Participant Demographics

Urban- 83% and Rural- 17%

Female- 59.6% and Male- 36.7%

Youth (11-17) 37.2%

Adult (18-64) 49.1%

Senior (65+) 13.7%

# Inviting the conversation



# Many hands make light work

Many groups throughout the county were active participants in Community Talk, including:

- 220+ businesses
- 33 community agencies
- 25 faith communities
- 16 schools, including 102 participating classrooms
- 10 community hall associations
- 7 service clubs



# Six Goals

## That people in Strathcona County...

1. Feel like they belong and are connected to others.
2. Feel safe and are free from physical and emotional harm.
3. Are valued, respected and treated fairly.
4. Are healthy (physical, mental, spiritual and emotional wellness).
5. Work together to make our community stronger.
6. Have all their basic needs met (for example, adequate income, education, childcare, housing & transportation).



# Overall results



**9 out of 10 (87-90%) said it is important to achieve all first 5 goals.**



**7 out of 10 (68-74%) said we have reached our goals.**



**93% said that meeting all of our basic needs (Goal #6) is important for us to achieve as a community.**

# Overall results

## Top two goals:

1. People in Strathcona County have all their basic needs met (41%)
2. People in Strathcona County feel safe and are free from physical and emotional harm (19%)



# Sub-segment analysis

What do we know about the importance of achieving Goals 1-5?



91-93%

Adults

VS



82-86%

Youth (11-17)

Percentage of adults and Youth that agree in **the importance of achieving Goals 1-5**



75-80%

Adults

VS



56-62%

Youth (11-17)

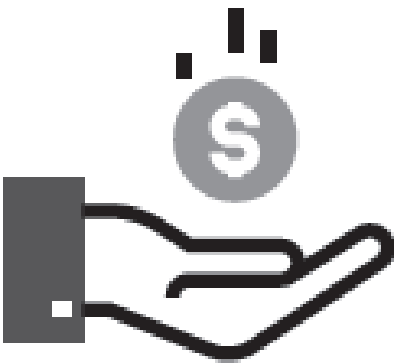
Percentage of Adults and Youth that feel **we are currently reaching Goals 1-5**



# How can we improve on ANY of the goals mentioned?

1. Affordability (housing, childcare, transportation, recreation, income)
2. The need to work together for common goals
3. Feeling of safety
4. Fostering a sense of belonging and acceptance
5. Improvement to the transit system (including routes/frequency)
6. More community events- neighbourhood and county wide
7. Increase in mental health awareness and services
8. Better access to services & programs

# Affordability



*"More low income housing is needed, rental housing for new families or couples to start out."*

*"I wanted to live in this community but could not afford to after retirement"*

*"Affordable and or available childcare is inadequate. For a community of this amount of wealth, it is ridiculous how hard it is to find childcare."*

*"The cost for our family to use the bus is more than to own a car. We can't afford either."*

*"Keep the cost of recreation facilities as low as possible to allow maximum access to all."*

*"People who work in Strathcona County for minimum wage cannot afford to live here"*

# How can we improve on ANY of the goals mentioned?

1. Affordability (housing, childcare, transportation, recreation, income)
- 2. The need to work together for common goals**
3. Feeling of safety
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# Need to work together for common goals



*"There are personal responsibilities as well as societal/community responsibilities. Maybe we need to declare a "charter of rights and responsibilities" that all community members strive for that includes all of the above goals."*

*"Aid/empower residents to work towards achievement of neighbourhood-level and community-wide social goals of priority importance at their desired level(s) of participation."*

*"Most people are indifferent or apathetic and many people are followers. So there needs to be opportunities to get involved or passionate about issues in the community."*

# How can we improve on ANY of the goals mentioned?

1. Affordability (housing, childcare, transportation, recreation, income)
2. The need to work together for common goals
- 3. Feeling of safety**
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# Feeling of safety



*"It's our responsibility to take care of each other and notice "funny" or "off" things that might happen in the community and talk to neighbours about it."*

*"We should create relationships with neighbors and people in each community and rally together to make sure everyone is safe and happy."*

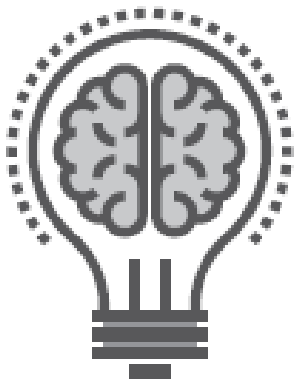
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5. Improvement to the transit system (including routes/frequency)
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# Foster a sense of belonging & acceptance

*"You can tell the strength of a community by how they treat their most vulnerable."*

*"Breakdown stereotypes and be a champion for human rights so others know that WE ALL have a right to live our lives as we want as long as we aren't hurting anyone else."*



*"I love Sherwood Park but find it has become a culture where if you don't fit in (wealth, sports, etc.) you are ostracized. If we respect each other all other goals are achievable."*

*"One place that people don't seem to connect with each other is in their neighbourhoods, which are often filled with fences."*



# How can we improve on ANY of the goals mentioned?

1. Affordability (housing, childcare, transportation, recreation, income)
2. The need to work together for common goals
3. Feeling of safety
4. Fostering a sense of belonging and acceptance

## **5. Improvement to the transit system (including routes/ frequency)**

6. More community events- neighbourhood and county wide
7. Increase in mental health awareness and services
8. Better access to services & programs

# Improve the transit system



*"I think Sherwood Park needs to establish a more affordable, reliable public transit system, that is intimately connected to the City of Edmonton."*

*"The frequency is not adequate/convenient (night and weekend service especially) for those who rely on it as their soul way of getting around and taxi is too expensive."*

# How can we improve on ANY of the goals mentioned?

1. Affordability (housing, childcare, transportation, recreation, income)
2. The need to work together for common goals
3. Feeling of safety
4. Fostering a sense of belonging and acceptance
5. Improvement to the transit system (including routes/frequency)

## **6. More community events- neighbourhood and county wide**

7. Increase in mental health awareness and services
8. Better access to services & programs

# More community events

*"Have more community events that bring families all together and engage with each other as a community."*

*"It would be nice to see more festivals for low income families and festivals throughout the year not just main calendar dates."*

*"Special events and culture are vital to building community. Neighbourhoods working together on a project or event brings people together. Spaces where people can gather at low to no cost important."*



# How can we improve on ANY of the goals mentioned?

1. Affordability (housing, childcare, transportation, recreation, income)
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5. Improvement to the transit system (including routes/frequency)
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- 7. Increase in mental health awareness and services**
8. Better access to services & programs

# Increase in mental health awareness and services available



*"Mental Health wait list was very long, waited for months in a very vulnerable time. Ended up having to go to emergency as it was the only place to get help which is not the way it should be."*

*"We need to improve access to mental health resources here in the Park, and make more people aware of the struggles that some are suffering so silently."*

# How can we improve on ANY of the goals mentioned?

1. Affordability (housing, childcare, transportation, recreation, income)
2. The need to work together for common goals
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5. Improvement to the transit system (including routes/frequency)
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- 8. Better access to services & programs**

# Better access to services and programs



*"Family and Community Services and the Information Volunteer Centre needs to be more visible in the community. I have lived here for years and never knew about them."*

*"It can be difficult to access or know about the services available."*

*"Have a central location where people can access information and support."*



# It takes all of us

**What can you do to help build a stronger community?**

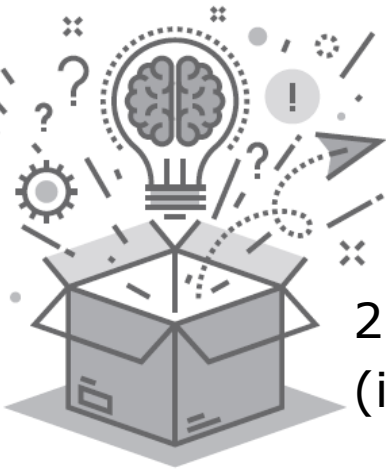


- Tied to goal #7 in the Strathcona County Strategic Plan (2013-203): 'Build strong neighborhoods/communities to support the diverse needs of our residents.'

# What can you do to help build a stronger community?

## 1. Citizenship

- Volunteerism
- Community Involvement
- Help one another (empathy)
- Work with each other to reach common goals (collaboration)
- Neighbourliness



## 2. Respect others and accept their differences (inclusion, diversity, equity)

## 3. Community awareness

## 4. Important issues are voiced (advocacy)

# Citizenship



1. Volunteerism
2. Community Involvement
3. Help one another (empathy)
4. Work with each other to reach common goals (collaboration)
5. Neighbourliness

*"We can do for each other instead of expecting a service or program to provide for us. There needs to be more empowering of neighbours to talk to each other and help each other rather than calling the County for neighbour disputes. Pick up a shovel, stop by and say hi, empower people to help each other."*

# What can you do to help build a stronger community?

## 1. Citizenship

- Volunteerism
- Community Involvement
- Help one another (empathy)
- Work with each other to reach common goals (collaboration)
- Neighbourliness



## **2. Respect others and accept their differences (inclusion, diversity, equity)**

## 3. Community awareness

## 4. Important issues are voiced (advocacy)

# Respect others and accept their differences (inclusion, diversity, equity)



*"I think having an open mind and being accepting and understanding of the differences of everyone is the first place to start."*

*"I give dignity and respect to every person I meet. Every single person has value and it is important for them to know that."*

# What can you do to help build a stronger community?

## 1. Citizenship

- Volunteerism
- Community Involvement
- Help one another (empathy)
- Work with each other to reach common goals (collaboration)
- Neighbourliness



## 2. Respect others and accept their differences (inclusion, diversity, equity)

## 3. Community awareness

## 4. Important issues are voiced (advocacy)

# Community Awareness



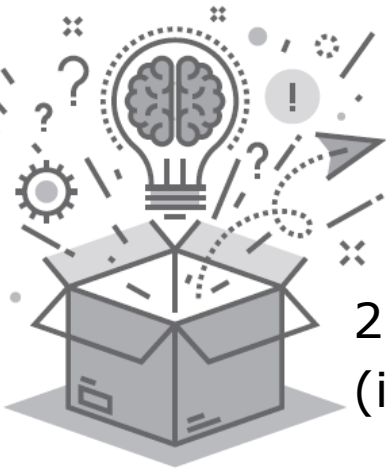
*"Leverage what connections I have in the community to have conversations about where we live and what we want it to be. Discuss what a shared responsibility looks like."*

*"I can listen and read about things I don't understand in our community."*

# What can you do to help build a stronger community?

## 1. Citizenship

- Volunteerism
- Community Involvement
- Help one another (empathy)
- Work with each other to reach common goals (collaboration)
- Neighbourliness



## 2. Respect others and accept their differences (inclusion, diversity, equity)

## 3. Community awareness

## 4. Important issues are voiced (advocacy)



# Important issues are voiced (advocacy)

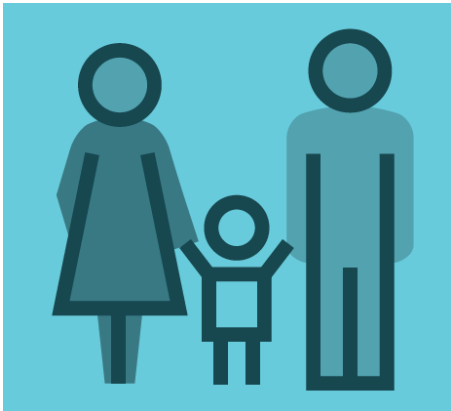


*"I can have conversations with people in the community and advocate for their interests and needs."*

*"By being an advocate for myself, my family and my community. Working to put into place policy that will help preserve and build up family and community."*

# Video

# Other steps underway



- Additional community engagement- March 2017
- Community Steering Committee taking steps towards a recommended Social Framework for the County
- Renewed Draft Social Framework presented to Priorities Committee in May 2017

# Questions?





# COMMUNITY TALK

Enclosure 2



## WHAT WE HEARD

**SOCIAL FRAMEWORK RENEWAL**

JOIN THE CONVERSATION  
[STRATHCONA.CA/COMMUNITYTALK](http://STRATHCONA.CA/COMMUNITYTALK)

 STRATHCONA  
COUNTY

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# INTRODUCTION

**Strathcona County's Social Sustainability Framework**, adopted by Strathcona County Council in 2007, aimed to create a caring and connected community within the County. Since then, we have seen a 16% increase in population, increased diversity and changing community connections.

Over the last two years, the County has also been impacted by a province-wide economic downturn and noted changes within the community. We have seen increases in crime rates, mental health referrals, reported incidents of family violence, food bank usage and an increased demand for local supports. In this dynamic environment, it is now time to re-examine community social priorities and seek insights from residents on how we should collectively step forward. The *Community Talk* engagement campaign launched on October 18th, 2016, and invited open and honest conversation to re-examine the County's priorities as a means to renew our community's social direction.

From October 18 to December 31, 2016, citizens who live or work in Strathcona County were invited to share their thoughts and ideas on how we can best shape our community so that everyone has the opportunity to feel safe, supported and connected. Residents, businesses, associations, schools, support agencies and community groups took on an active role in this extensive public engagement resulting in nearly 8,000 citizens providing input through a survey, and over 600 individuals participating in 48 community conversations across the County. As it stands today, *Community Talk* is the largest public engagement campaign in Strathcona County's history.

## Engagement methods

Eight departments and three community partners<sup>1</sup> collaborated to design and implement *Community Talk*. The design drew upon local perspectives, local and provincial data, observations and insights, all the while recognizing no one single person can see the entire community or County from every perspective. We have varied and different experiences from one another and, based on individual backgrounds and values, interpret different meanings from these varied experiences. It is when we bring these diverse perspectives and experiences together for consideration and discussion that we begin to have a better sense of the collective experiences in Strathcona County.

There was an intentional focus to create awareness about difficult and complex social issues happening right now in Strathcona County<sup>2</sup>, while also inviting the sharing of personal experiences.

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<sup>1</sup> Community Partners include the Information and Volunteer Centre, Strathcona County Library and Heartland Housing Foundation. The following eight departments from the County were also involved: Family and Community Services, Transit, Recreation, Parks and Culture, RCMP, Emergency Services, Communications, Corporate Planning and Inter-Governmental Affairs, Planning and Development Services.

<sup>2</sup> The fictional characters of Jack, Amir, Susan and Natasha were created for the *Community Talk* campaign based on local data and information. These characters were struggling with affordable housing, social inclusion, family violence and financial pressures, and were featured in a short video and on decals throughout the community.



# Where and how we listened

## THE REACH, COUNTY-WIDE

Remarkably, nearly 10% of eligible residents over the age of 11 provided input to *Community Talk*. This participation level is unparalleled in Strathcona County's history of public consultation.

Citizens became aware of and involved in *Community Talk* through:

- An extensive web and social media presence. The *Community Talk* webpage was viewed **7,894 times** and **181,028 Twitter accounts** were reached.
- Many groups throughout the County were active participants in *Community Talk* by encouraging their members to fill out surveys, hosting community conversations or distributing promotional materials. These local groups include:
  - » Over 220 businesses
  - » 33 community agencies
  - » 25 faith communities
  - » 16 schools which included 102 participating classrooms
  - » 10 community hall associations
  - » 7 service clubs

In order to engage a broad number of County citizens, with the goal of capturing the voice of those less likely to be involved in such an initiative, staff and volunteers attended a number of locations and events across the County. Some of these locations included, but were not limited to, flu clinics, recreation centres, riding the buses, Bookmobile and rural events. Staff hosted conversations with Parent Link Centre participants and worked with businesses across the County to support the engagement. Municipal Councillors supported the initiative by hosting community conversations with residents. Family and Community Services (FCS) staff invited and supported each FCS client to have their voice heard through the survey. This included residents who live below the Low Income Cut Off and are accessing the municipal subsidy programs, seniors who are being served through the seniors outreach program, residents and families of residents who live in the senior lodges, and all residents who came into Family and Community Services for services over the course of the engagement.

## COMMUNITY TALK SURVEY

**7,815 people shared their thoughts and opinions by responding to the survey.**

The purpose of the survey was to re-examine the 2007 Strathcona County Social Sustainability Framework, to broadly test its goals and their relevancy in 2016. The survey also sought to determine if, as a community, we are reaching these identified goals. This was done by asking respondents if they think that a particular goal is important for us to achieve as a community and whether this goal is being reached right now.

Below are the six goals that were included in the survey.

1. People in Strathcona County feel like they belong and are connected to others.
2. People in Strathcona County feel safe and are free from physical and emotional harm.
3. People in Strathcona County are valued, respected and treated fairly.
4. People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness).
5. People in Strathcona County work together to make our community stronger.
6. People in Strathcona County have all their basic needs met (for example, adequate income, education, childcare, housing and transportation).

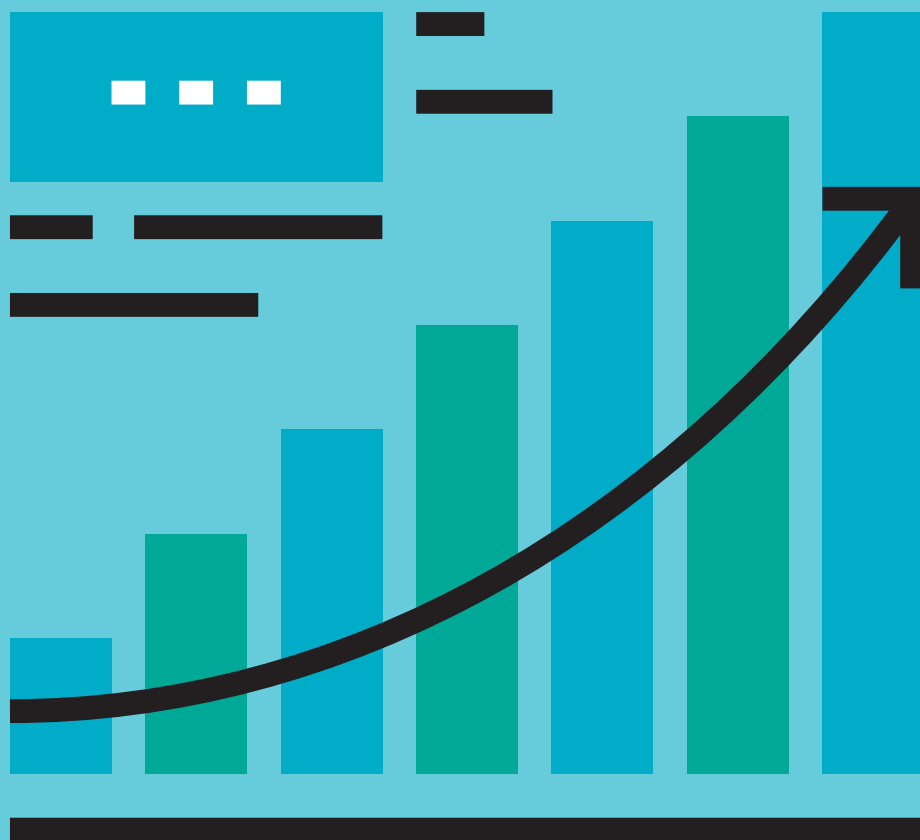
## COMMUNITY CONVERSATIONS

**622 individuals participated in 48 community conversations across Strathcona County.**

A community conversation toolkit was designed to support small group conversations on what social priorities are most important to County citizens. Individuals and groups were encouraged to host a community conversation with their neighbours, friends, teammates and family to discuss the social issues and potential solutions that they see or experience. Community conversations were hosted by individuals, organizations, County departments and staff.

During these community conversations participants were invited to:

- Watch a short video that provided context to the *Community Talk* engagement
- Learn about relevant socio-economic results in Strathcona County
- Complete the survey
- Discuss as a group, one or more of the goals in depth by exploring:
  - » What ways are we doing this (goal) well in Strathcona County?
  - » How can we improve this as a community?



7,815

# METHODOLOGY AND ANALYSIS



## Method

The first section of the survey and the community conversations introduced people to the six goals and enabled them to rate their level of agreement if they are important to our community and if we are currently achieving them.

Survey respondents were then given an opportunity to provide a written response to the questions: "How can we improve on any of the goals?" and "What can you do to help build a stronger community?" Over half (4,046) of respondents provided a written response to these questions. Participants at each community conversation also had facilitated discussions on the same topics. All survey responses and community conversation results were reviewed and categorized into descriptive themes. Many of the responses included a variety of themes; therefore each response was coded individually and was categorized into either one or more of the descriptive themes. A tally was completed to determine which themes were discussed and how frequently. Lastly, all the individual responses under each theme were analyzed together to determine what respondents had to say about each theme.

## Analysis

The subsequent pages in this report provide an analysis of how the community responded through the survey and community conversations. It is important to note there was an over-representation of youth in the survey collection due to a deliberate effort to engage this age group through partnerships with Elk Island Public Schools, including Strathcona Christian Academy and Elk Island Catholic Schools

From a total of 7,815 survey responses, 2,919 were from citizens aged 11-17 years. For a complete analysis on how 11-17 year old responses varied from those eighteen and older, please refer to Appendix #2.

For a deeper look at how a person's age, place of residence and gender impacted the overall results, refer to Appendices #3, #4 and #5.

# Responses

The chart on the following page shows how all respondents answered the first set of questions in the survey. The survey linked each goal to two questions.

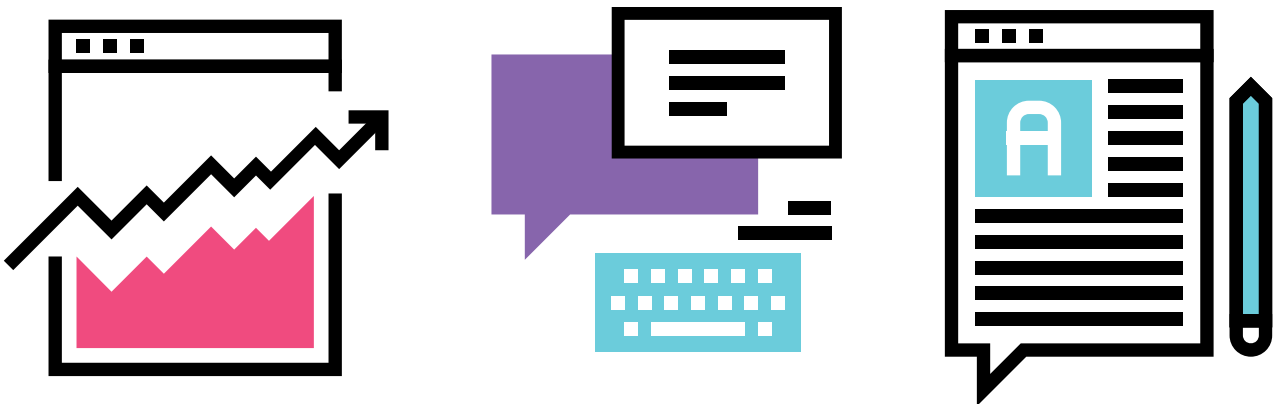
1. This is important for us to achieve as a community.
2. I think this is true right now.

Overall, almost 9 out of 10 respondents agreed to some degree (87–90%) it is important for us to achieve all of the first 5 goals. At the same time, on average, about 7 out of 10 respondents (68-74%) agreed we have reached these goals.

When asked about the 6<sup>th</sup> goal, almost all (93.4%) respondents felt that meeting all these basic needs are important for us to achieve as a community. Meanwhile, only 40% of adult respondents agreed that we have reached the stated goal of attaining quality and affordable childcare (39.9%) and affordable housing (40.4%).

The majority of respondents agreed that we have met our goals on quality education (83%), adequate income (73.3%) and reliable transportation (68.8%).

For a detailed description of how respondents answered this set of survey questions, refer to Appendix #6.



Goal	% agreed this is important for us to achieve as a community *	% agreed they think this is true right now **	% difference between respondents ideal community and the current landscape
1. People in Strathcona County feel like they belong and are connected to others.	87.5%	69.8%	17.7%
2. People in Strathcona County feel safe and are free from physical and emotional harm.	88.4%	70.3%	18.1%
3. People in Strathcona County are valued, respected and treated fairly.	90.4%	73.6%	16.8%
4. People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness).	87.4%	67.9%	19.5%
5. People in Strathcona County work together to make our community stronger.	88.9%	71.1%	17.8%
6. People in Strathcona County have all their basic needs met (for example, adequate income, education, childcare, housing and transportation). <sup>3</sup>	93.4%	<b>Income:</b> 73.3% <b>Education:</b> 83.0% <b>Affordable Childcare:</b> 39.9% <b>Affordable Housing:</b> 40.4% <b>Transportation:</b> 68.8%	<b>Income:</b> 20.1% <b>Education:</b> 10.4% <b>Affordable Childcare:</b> 53.5% <b>Affordable Housing:</b> 53.0% <b>Transportation:</b> 24.6%

\*% agreed this is important for us to achieve as a community includes all respondents who either strongly agreed, agreed, or somewhat agreed.

\*\*% agreed they think this is true right now includes all respondents who either strongly agreed, agreed, or somewhat agreed.

<sup>3</sup> Data for this question was drawn from individuals 18+ for the categories of income, affordable childcare and affordable housing since this age group has the best understanding to accurately respond to this question. For the categories of education and transportation the data is reported on all survey respondents.

## WHICH GOAL SHOULD WE FOCUS ON FIRST AS A COMMUNITY?

When looking at the results from the previous questions, it becomes clear most respondents believe all of the six goals identified are important for us to achieve together. The following is a list of the goals we should focus on first as a community, as indicated by respondents.

Goal	% of people who chose this goal as their first priority
<b>People in Strathcona County have all their basic needs met</b> (for example, adequate income, education, childcare, housing and transportation).	<b>41.4%</b>
People in Strathcona County feel safe and are free from physical and emotional harm.	19.1%
People in Strathcona County are healthy. (physical, mental, spiritual and emotional wellness).	9.6%
People in Strathcona County are valued, respected and treated fairly.	7.4%
People in Strathcona County work together to make our community stronger.	7.0%
People in Strathcona County feel like they belong and are connected to others.	6.4%
Other	7.9%
None of the above	1.3%

## HOW CAN WE IMPROVE ON ANY OF THE GOALS MENTIONED?

Starting with the most frequently discussed, below is a list of the **top eight themes** emerging from this question.<sup>4</sup>

1. **Affordability** (housing, childcare, transportation, recreation, income)
2. **The need to work together for common goals**
3. **Feeling of safety**
4. **Fostering a sense of belonging and acceptance**
5. **Improvement to the transit system** (including routes/frequency)
6. **More community events-neighbourhood and County wide**
7. **Increase in mental health awareness and in services available**
8. **Better access to services and programs**

## WHAT CAN YOU DO TO HELP BUILD A STRONGER COMMUNITY?

Starting with the most frequently discussed, below is a list of the **top four themes** emerging from this question.<sup>5</sup>

1. **Citizenship**
  - Volunteerism
  - Community involvement
  - Help one another (empathy)
  - Work with each other to reach common goals (collaboration)
  - Neighbourliness
2. **Respect others and accept their differences** (inclusion, diversity, equity)
3. **Community awareness**
4. **Important issues are voiced** (advocacy)

<sup>4</sup> The top eight themes are those that received at least 100 individual responses. For a detailed list of all the themes that were identified with the number of people who mentioned that particular theme refer to Appendix #7

<sup>5</sup> For a detailed list of all the themes that were identified with the number of people who mentioned that particular theme refer to Appendix #8.



# EMERGING THEMES

For many residents, Strathcona County is a wonderful place to live. This is exemplified by the results of a previous Strathcona County survey where 95% of residents would recommend Strathcona County to others as a place to live.<sup>6</sup>

The feedback received from *Community Talk* reveals there are still some key areas that require community focus in order for everyone to feel supported, safe and connected. Building on the top eight themes, the next section examines the areas respondents think need the most improvement.

## 1. Affordability

The overarching theme of affordability was the most frequently raised topic throughout *Community Talk*. Hundreds of individuals spoke of the importance of making our community more affordable, especially for the most vulnerable.



This is supported by the survey results where 93.4% of respondents agreed all people in Strathcona County should have their basic needs met and 41.4% of people thought this is the most important place to start.

The recent economic downturn has revealed that many families and individuals in Strathcona County are struggling to make ends meet. While a small minority who commented that if people cannot afford to live in Strathcona County that they should move to Edmonton, the vast majority of respondents indicated that we need to put policies and practices in place that support those who may be struggling.

*"I think that basic needs should be more affordable and it shouldn't be as hard to survive."*

*"We need policies and practices that encourage a range of housing options, improve accessibility, support childcare and address the needs of traditionally marginalized groups as they are all important."*

*"I think we need to be more aware of our vulnerable people. Often I think we believe that because we are an affluent community that we don't have poverty, family violence and homelessness."*

When all the responses from the survey and community conversations were analyzed, the topic of affordability can be broken into the following subcategories: **housing, childcare, transportation, recreation and income.**

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<sup>6</sup> Strathcona County Public Satisfaction Survey 2015

## AFFORDABLE HOUSING

The feedback received from *Community Talk* engagement clearly supports what has been articulated numerous times over the last few years - there is a lack of affordable housing options in Strathcona County. Research has shown quality and affordable housing can contribute to a community's health in several important ways, including improving the local economy.<sup>7</sup>

In 2015, a Mayor's Task Force on Community Housing<sup>8</sup> was charged to investigate the current state of affordable housing in Strathcona County and recommend a desired future state and actions to achieve it. Through the process, the original term of 'affordable housing' was changed to 'community housing' to reflect all non-market housing options that exist within the continuum shown below.

The Housing Continuum						
Emergency Shelters	Transitional Housing	Social Housing	Affordable Rental Housing	Affordable Home Ownership	Rental Housing	Home Ownership

Some responses received indicate support to increasing the housing options along the continuum starting with emergency shelters.

*"The community needs an emergency shelter and/or emergency housing."*

*"A lot of youth end up having to go into Edmonton if they are homeless, and there should be something available in Strathcona County for them."*

*"Low income housing needs to be talked about. People aren't aware, it needs to be shared more and better communicated that it exists."*

*"More low income housing is needed, rental housing for new families or couples to start out."*

*"Stop raising rent in affordable housing units. We cannot afford to live if rents keep going up when we are on a fixed income."*

*"Housing is expensive, especially for single parents; sometimes it can be hard to pay the bills and get food as well."*

<sup>7</sup> Cohen, R and Wardrip, K (Summer 2011) The Economic and Fiscal Benefits of Affordable Housing: Planning Commissioners Journal, 83, 1-4

<sup>8</sup> <http://www.strathcona.ca/departments/corporate-planning/affordable-housing/mayors-task-force/>

As we collectively strive to be 'Canada's Most Livable Community', it is important to meet the housing needs for citizens in all stages of life - from families with children, single adults, couples without children, adults with disabilities, single parents and seniors that may require a continuum of support. Within the numerous written responses on affordable housing close to 25% of those responses specifically noted seniors housing.

Our population as a whole is getting older and this trend will continue for many years to come. Planning specifically for seniors housing will be important as many factors, including accessibility, type of care that is required and cost, need to be considered. Currently 298 people are on the waitlists for Silver Birch Lodge, Silver Birch Manor, Clover Bar Lodge, Apple Blossom Manor and Lakeside Legion Manor combined in Strathcona County.

*"Affordable housing for seniors in Strathcona County is #1 issue!"*

*"I wanted to live in this community but could not afford to after retirement"*

*"Currently the wait time for senior housing is about two years. As time progresses the wait times will increase as the population of Strathcona County becomes greater."*

## QUALITY AND AFFORDABLE CHILDCARE

A lack of affordable childcare was identified as the largest gap within the survey results as only 39.9% of respondents agreed we currently have quality and affordable childcare. Quality child care supports and influences physical, creative, cognitive, social and emotional growth that is the foundation for children's health, wellbeing and development throughout their life.<sup>9</sup> There is a challenge in getting quality, accessible and affordable child care, as there is a high cost associated with quality child care and limited spaces, particularly for infants. Quality childhood experiences that take place in quality childcare settings have long term benefits to society.<sup>10</sup>

Currently there are 87 licensed and approved child care programs in Strathcona County that provide 2,257 spaces. Out of the 87 programs, 29 are licensed daycares and out-of-school care programs; the remaining 58 programs are approved Family Day Homes. All 87 licensed and approved programs adhere to provincial standards and regulations. Within the 29 licensed child care programs, there are six that currently have waitlists with a combined total of 103 children waiting for a childcare space.

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<sup>9</sup> Government of Alberta (2013). Alberta Childcare Accreditation Standards.

<sup>10</sup> (2016). Retrieved from <http://developingchild.harvard.edu/science/>

The chart below provides the range of current fees for these programs.

Age	Range Cost in Strathcona County per month
Infant	\$700 - \$1150
19 months to 4.5 years old	\$840 - \$1015
Kindergarten	\$750 - \$925
School age (Before and After School)	\$375 - \$500

Respondents frequently noted their frustration and concern with the high cost of childcare in Strathcona County. Responses suggest that many citizens are having a hard time accessing childcare options that are both accessible and affordable.

*"Finding childcare is a challenge for families with young children. Need more high quality options (that include outdoor play areas, literacy training, etc.) but that is difficult given the low wages those positions pay and the high cost to parents."*

*"Affordable part-time daycare options needed to help mothers pick up part-time work."*

*"Affordable and/or available childcare is inadequate. For a community of this amount of wealth, it is ridiculous how hard it is to find childcare."*

## AFFORDABLE TRANSPORTATION

An affordable transit system is a critical service for citizens to get to work, shop for basic goods, attend appointments and participate in community life. A lack of mobility has been inextricably linked to social disadvantages and exclusion in society.<sup>11</sup> It is often those who have a low income who rely most heavily on public transportation and when cost is prohibitive, it can lead to making hard decisions about which basic need goes unmet. Some respondents noted that the cost of transit is a barrier and can be a burden for those living on a lower income.

*"The bus system does not allow people to get from one area to another on all days easily or affordably. The cost for our family to use the bus is more than to own a car. We can't afford either."*

<sup>11</sup> Lucas, K. (2012) Transport and social exclusion: Where are we now? Transport Policy, 20, 105-113.

## AFFORDABLE RECREATION

Physical activity plays an important role in the health, wellbeing, and quality of life of citizens. There are many benefits from physical activity, such as being healthier and stronger, preventing some chronic diseases, feeling more energetic, improving mood and increasing self image. Being active also improves quality of sleep, helps avoid injury while performing everyday tasks, and increases life expectancy.<sup>11</sup>

Respondents repeatedly noted that the recreation facilities are exceptional in Strathcona County. While some respondents indicated they would like to see new facilities in specific areas (e.g. rinks, skate parks, etc.) the overall consensus was that the facilities we do have are appreciated. A large number of respondents also expressed concern about the affordability of the facilities and programs that are offered, particularly for lower income households.

*"Keep the cost of recreation facilities as low as possible to allow maximum access to all."*

*"Children's activities can be expensive - maybe more accessible activities are needed for families with several children (I have 3) or not as financially capable."*

## INCOME

At a basic level, affordability is the balance between a household's money coming in versus money spent. While programs, policies and initiatives can look at decreasing the cost of basic needs, it is also important to look at income: the amount of money a household brings in.

Based on survey results, 73.3% of adult respondents agreed that people in Strathcona County have an adequate income. Strathcona County residents earn more than the average Albertan as the average per-person income is over \$61,000 a year and the average family income is around \$144,000.<sup>12</sup> The statistics from 2011 also tell us that about 5.5% of the County population lives below the Low Income Cut Off (LICO).<sup>13</sup> In Alberta, the number of people who are currently on Employment Insurance and Income Support have dramatically increased over the last two years. In two years there has been an increase of 220% more individuals accessing Employment Insurance in the Province of Alberta. Similarly, provincial Income Support numbers have grown by 184% over the past two years.<sup>14</sup> Increased usage of local social supports, such as the Food Bank and Family and Community Services supports suggest that Strathcona County is not immune to this provincial reality. The feedback also illuminated a number of people who commute into Strathcona County to work for low income wages. These individuals choose to live in Edmonton where the cost of living is less. Many of these respondents indicated they would prefer to live in Strathcona County where they work.

*"People who live in Strathcona County commute into Edmonton for the high paying jobs; meanwhile people commute to Strathcona County for lots of low paying jobs."*

*"People who work in Strathcona County for minimum wage cannot afford to live here."*

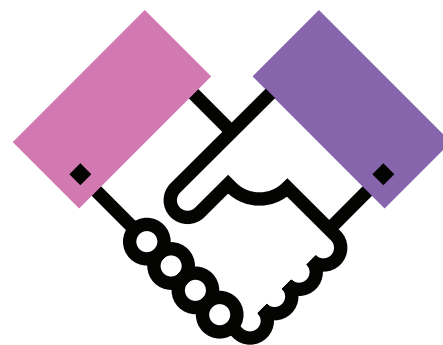
<sup>11</sup> 2011 Public Health Agency of Canada

<sup>12</sup> 2011 National Household Survey

<sup>13</sup> 2011 National Household Survey

<sup>14</sup> Government of Alberta website. Retrieved from: <http://open.alberta.ca/dataset/income-support-caseload-alberta>

## 2. The need to work together for common goals



The second most frequent theme in the written responses and community conversations was the importance of working together on important goals.

The advantages of collaboration in community development has been well documented. Benefits include an increase in trust, better use of community resources, improved communication, and increased ability to achieve community defined outcomes.<sup>15</sup> In addition, communities in which there are many social connections are more resilient during emergency events and bounce back after crisis.<sup>16</sup> The responses noted some local organizations have good working relationships with one another, where they freely share information and collaborate on important topics. Partnerships between the community and County departments was noted following the Fort McMurray fires as community organizations and municipal government pulled together to create a welcome centre that provided relief to those directly impacted by the fires. Alternatively, other comments described that silos exist between organizations in Strathcona County and that it is crucial that they become more connected and work more together.

Under the broad theme of working together, a notable sub-category emerged: the need to involve citizens at the ground level. There was an expression that initiatives are usually top down ventures and they do not allow for community based ideas. Coupled with this feedback was the suggestion to make an intentional effort to get people involved at the level they are at.

*"Aid/empower residents to work towards achievement of neighbourhood-level and community-wide social goals of priority importance at their desired level(s) of participation."*

*"Promote more involvement from residents on achieving goals (fundraising, volunteering, support, involvement)."*

*"Most people are indifferent or apathetic and many people are followers. So there needs to be opportunities to get involved or passionate about issues in the community."*

There were also a number of comments about how all citizens have a part to play in achieving social goals and how there are different roles for the many players in a community.

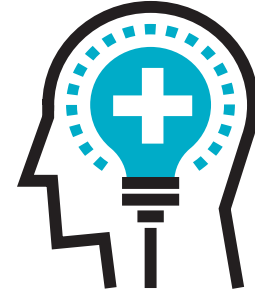
*"There are personal responsibilities as well as societal/community responsibilities. Maybe we need to declare a "charter of rights and responsibilities" that all community members strive for that includes all of the above goals."*

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<sup>15</sup> Community Development Strategies, Ontario Health Communities Coalition. [www.ohcc-ccso.ca](http://www.ohcc-ccso.ca)

<sup>16</sup> Community Foundations of Canada 2015 Vital Signs Report on Belonging

### 3. Feeling of safety



Following the priority of meeting basic needs, respondents listed this goal as the next highest priority (19.1%) and it was the third most discussed theme.

Most of the responses fall under two main categories: the importance of feeling safe and the need to increase our sense of community safety. Within these two categories there were some distinct differences among respondents in how they perceive Strathcona County. Some indicated they feel safe in Strathcona County and they appreciate the County as a safe place to raise their children. This sentiment is supported by the statistic that 86% of residents gave Strathcona County high/very high ratings as a safe community in which to live during the Strathcona County Public Satisfaction Survey.<sup>17</sup> Others noted concerns with crime, a need for more police presence and that the economic downturn has led to a lower sense of safety.

Research shows when communities are made up of people who feel they belong and trust each other, neighbourhoods are safer. As connectedness among people increases, so do neighbourhood safety and a sense of community pride.<sup>18</sup> Respondents articulated this idea various times throughout *Community Talk*.

*"It's our responsibility to take care of each other and notice "funny" or "off" things that might happen in the community and talk to neighbours about it."*

*"We should create relationships with neighbours and people in each community and rally together to make sure everyone is safe and happy."*

In addition, it was frequently mentioned that being free from emotional harm is an important component of community safety. This concept is also closely related to goal #3 that people are valued, respected and treated fairly and illustrates the interconnectedness of each of the six goals.

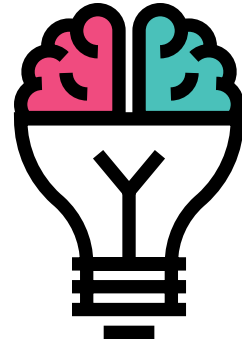
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<sup>17</sup> Strathcona County Public Satisfaction Survey 2015

<sup>18</sup> Community Foundations of Canada 2015 Vital Signs Report on Belonging



## 4. Fostering a sense of belonging and acceptance



The fourth most noted theme was the importance of fostering a sense of belonging and acceptance within Strathcona County.

This value was further reflected by 90.4% of people indicating that everyone should be respected and treated fairly. While it was noted that the majority of residents are respectful, many respondents indicated a strong desire to promote the dignities of everyone in Strathcona County regardless of their age, gender, sexual orientation, ability, race, religion, or socio-economic status.

*"You can tell the strength of a community by how they treat their most vulnerable."*

*"Breakdown stereotypes and be a champion for human rights so others know that WE ALL have a right to live our lives as we want as long as we aren't hurting anyone else."*

*"I think that the foundation of building a strong community is when citizens feel valued and respected. In turn, they will feel like the work they're doing to build community will 'count'"*

Respondents also noted particular groups are at a disadvantage in Strathcona County.

*"I feel like the County is strongly geared towards high income families and not very welcoming or accommodating to other type of people from a racial, ethnic, social status or income level perspective."*

*"Assumptions are made based on colour, LGBTQ, disability etc. This may come from a lack of conversation and connecting."*

*"I love Sherwood Park but find it has become a culture where if you don't fit in (wealth, sports, etc.) you are ostracized. If we respect each other all other goals are achievable."*

There was a common sentiment in the written responses and community conversations that the way in which we engage and connect as a community has changed and in fact has decreased. Some of the factors that were identified that contribute to this feeling are the increased use of technology and social media, an observation that residents are becoming 'busier' and an overall shift in community attitudes away from the importance of community connectedness. While many residents attend community events the feeling is that they are not connecting to one another as a community.



*"We are good at keeping people entertained (i.e. we are good at the big celebrations on December 31<sup>st</sup> and July 1<sup>st</sup>) but we are not necessarily connected."*

A number of participants in community conversations also mentioned how we have become more isolated within the neighbourhoods we live in. That many people simply drive into their garages at the end of the day and when the door closes, they are not seen or connected. This feeling is further supported by the fact that, on average, knowing six or more neighbours by name has decreased over the years in Strathcona County.<sup>19</sup>

*"One place that people don't seem to connect with each other is in their neighbourhoods, which are often filled with fences."*

When we feel a strong sense of belonging and connection to people around us, we are healthier. Belonging to social groups and networks is as important to our health as diet and exercise. People with strong support networks tend to have lower prevalence of mental health issues and better overall health.<sup>20</sup>

## 5. Improving the transit system



The fifth most discussed theme in *Community Talk* was the need for overall improvement to Strathcona County's transit system, including its routes and frequency. Affordable, reliable and safe transportation increases access to work, education, services and other socio-cultural activities that contribute to a sense of belonging or inclusion.

Evening and weekend work is more common for those working at low incomes. Access to transportation for low-income workers and elderly residents, in particular, can make trips to work and medical appointments possible.

As part of the engagement, staff and volunteers attended the transit stations and rode buses to invite residents to complete a survey. Respondents discussed their concerns with the existing routes and frequently noted that the buses do not go to all the places that people need to go. Survey respondents further noted they would like to have more options between rural and urban parts of the County, stronger connections with other municipalities in the Capital Region (particularly Edmonton), and more bus stops within Sherwood Park. Respondents suggested that more buses are needed to post-secondary institutions in Edmonton and more buses would be beneficial in the evenings and weekends.

*"I think Sherwood Park needs to establish a more affordable, reliable public transit system, that is intimately connected to the City of Edmonton."*

*"The frequency is not adequate/convenient (night and weekend service especially) for those who rely on it as their soul way of getting around and taxi is too expensive."*

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<sup>19</sup> Strathcona County Public Satisfaction Survey 2015

<sup>20</sup> Community Foundations of Canada 2015 Vital Signs Report on Belonging

## 6. More community events–neighbourhood and County-wide



Several respondents mentioned that there are a number of activities and programs available, such as the Parent Link Centre, Strathcona County Library, and Recreation, Parks and Culture facilities. Respondents also made note of special events including Canada Day and New Year's Eve celebrations. While this topic came up frequently, it was prevalent that citizens would like to see more events, both locally and community-wide. Communities grow stronger when citizens are presented with the chance to connect with others, build trust and get involved.<sup>21</sup>

## 7. Increase mental health awareness and in services



This topic was the seventh most talked about theme throughout the *Community Talk* engagement. In spite of an increase in awareness campaigns and education about mental health, many stated the general public's current understanding of mental health is still lacking.

Data indicates one in five of us will experience a mental health problem or illness this year<sup>22</sup> and 40% of us will not seek the help that is needed.<sup>23</sup> Stigma (defined as holding a negative stereotype around those with mental health issues) may prevent those who are experiencing mental health challenges from reaching out for support and assistance. While in 2015, 57% believe stigma associated with mental illness has been reduced compared to 5 years ago<sup>24</sup>, stigma remains a barrier in accessing services and support. Meanwhile, the accessibility and availability of services impacts the ability of those experiencing mental health issues to seek out and access necessary supports and services in a timely way. For residents who decide to find the treatment that they need, it was noted the services and supports in Strathcona County for mental health concerns are lacking.

*"We need to improve access to mental health resources here in the Park, and make more people aware of the struggles that some are suffering so silently."*

<sup>21</sup> Actions that Build Community by John O'Brien - <http://inclusion.com/downloads/actionsthatbuildcommunity.pdf>

<sup>22</sup> Smetanin et al. (2011). The life and economic impact of major mental illnesses in Canada: 2011-2041. Prepared for the Mental Health Commission of Canada. Toronto: RiskAnalytica

<sup>23</sup> Shoppers LOVE. YOU. Run for Women Poll (2016). Online survey conducted by Environics Research.

<sup>24</sup> CAMH Mental Health And Addictions: Facts and Statistics Accessed from: [http://www.camh.ca/en/hospital/about\\_camh/newsroom/for\\_reporters/Pages/addictionmentalhealthstatistics.aspx](http://www.camh.ca/en/hospital/about_camh/newsroom/for_reporters/Pages/addictionmentalhealthstatistics.aspx)

*"Mental Health wait list was very long, waited for months in a very vulnerable time. Ended up having to go to emergency as it was the only place to get help which is not the way it should be."*

*"Mental health is a real challenge. I would like to see easy access for youth, adults and families to mental health care providers."*

Respondents also noted a number of concerns about the current health care system. Most of the comments were around the need for a fully functioning hospital and the ability to access the appropriate medical services needed in a timely manner.

*"Getting proper medical care can be a problem in the community. It can be difficult to access assistance that is meaningful and helpful."*

*"I feel we need to push for a full hospital in Sherwood Park. We have a very large population that supports the needs for a full-fledged hospital not just a band aid situation."*

## 8. Better access to services and programs

During community conversations and in the written portion of the survey, many people were appreciative of the wide variety of programs and services available in Strathcona County, particularly for young families.

Parent Link Centre and the Strathcona County Library (including the Bookmobile) were frequently mentioned as program options. Respondents felt that unless you are already connected to the programs and services in the community, that it can be difficult to know about what other opportunities are available.

*"Family and Community Services and Information Volunteer Centre needs to be more visible in the community. I have lived here for years and never knew about them."*

*"It can be difficult to access or know about the services available."*

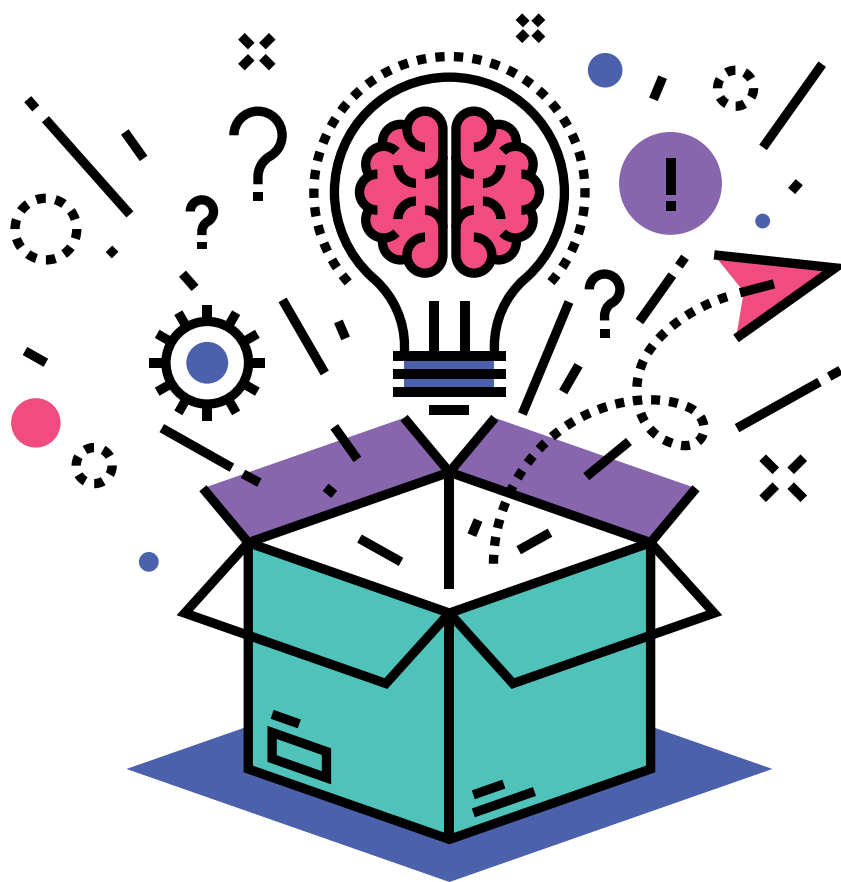
While people are aware of some of the programs and services available in Strathcona County, there was strong indication that navigating these programs and services is difficult. It was also noted that transportation between service sites can be a challenge. Respondents further explained that when they found the right service, the application process was overwhelming.

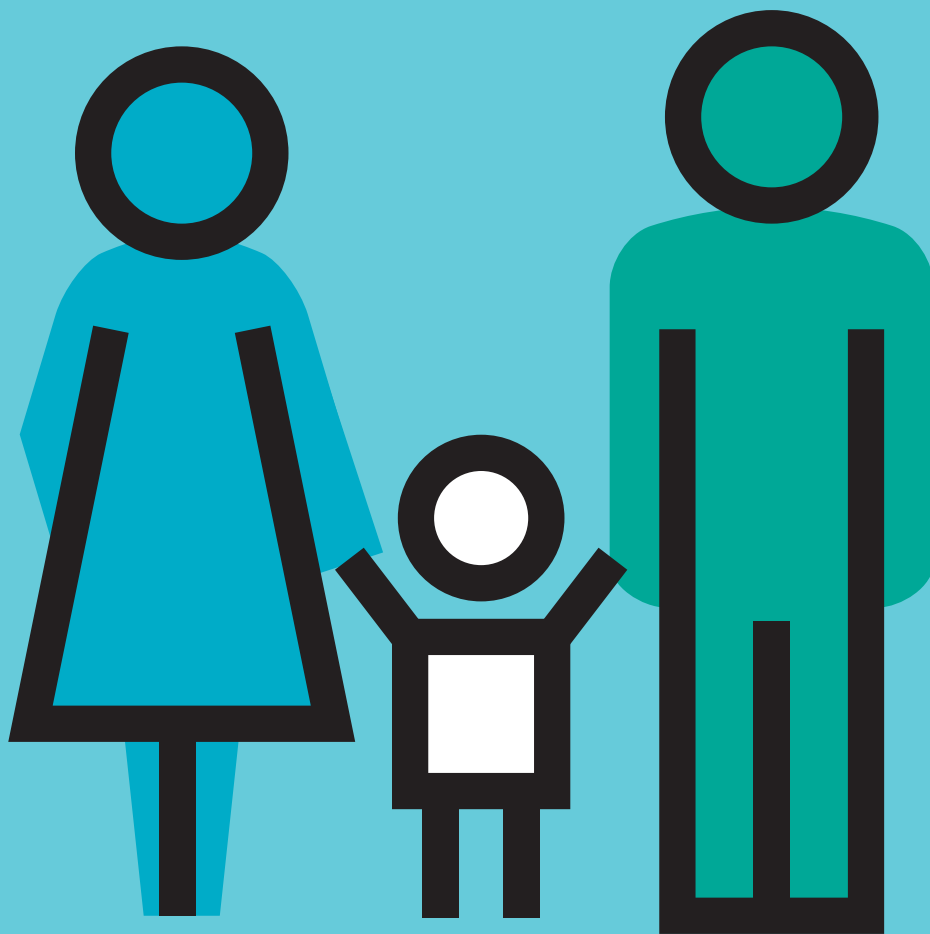


There are many ways social service navigation and experience can be improved. A number of respondents suggested a single location could be created where all the programs and services would be available under one roof.

*"Bring services together so it's a one stop shop."*

*"Have a central location where people can access information and support."*





# IT TAKES ALL OF US



No single person, organization or level of government can tackle social issues alone; it will take all of us working together to attain the goals and address the needs noted by respondents.

The goal of *Community Talk*, and in part the renewed social framework will be, to raise awareness and share results with businesses, citizens, local leaders, local organizations and all levels of government about the complex and interrelated issues our community faces.

Once the relevant issues have been identified, we can begin the work of uniting and mobilizing the entire community to address these issues together. Authentic partnerships and integrated approaches are integral to our collective success.

## What can you do to help build a stronger community?

*"We can do for each other instead of expecting a service or program to provide for us. There needs to be more empowering of neighbours to talk to each other and help each other rather than calling the County for neighbour disputes. Pick up a shovel, stop by and say hi, empower people to help each other."*

Community conversation participants and all survey respondents were asked the question "What can you do to help build a stronger community?" This question not only expands on the concept of 'It takes all of us' but it is also directly tied to Goal #7 in the Strathcona County Strategic Plan (2013-2030) to 'Build strong neighbourhoods/communities to support the diverse needs of our residents.'

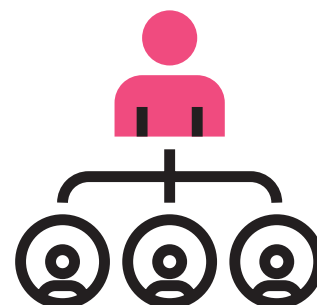
## The most frequent answers to this question were:

### 1. CITIZENSHIP

Being an active citizen is more than having a passport, obeying the law and paying taxes. While these are aspects of citizenship, other key characteristics include being active participants in one's community, helping others and accepting differences.<sup>25</sup> These are the means respondents identified to increase citizenship and to become part of the solution.

#### Volunteerism

Volunteerism is a value as well as a practice of giving one's time and talents for a greater good. Volunteer involvement strengthens communities and promotes change and development by identifying and responding to community needs. Volunteer participation is vital to a just and democratic society as it fosters civic responsibility, participation and interaction.<sup>26</sup>



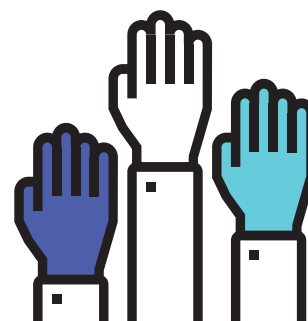
Freely giving one's time for the common good, is one way that people make Strathcona County stronger.

*"I volunteer within our community. It helps me understand what is going on and I get to meet people with different backgrounds and experiences."*

#### Community Involvement

One of the main messages of *Community Talk* is it takes all of us to build a strong community. Many people have indicated that they would like to get more involved but don't know where to start.

Community involvement and participation can be understood as a process where individuals, families or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community's development.<sup>27</sup>



*"If we all want to work together to make the community stronger, everyone should spend some of their time helping"*

<sup>25</sup> The Canadian Code for Volunteer Involvement: An Audit Tool (2006) [www.volunteer.ca/resource](http://www.volunteer.ca/resource).

<sup>26</sup> Community Tool Box Addressing Social Determinants of Health and Development. [www.ctb.uk.edu](http://www.ctb.uk.edu)

<sup>27</sup> Oakley and Marsden, 1987. Approaches to participation in rural development. Geneva: ILO.

## Help one another (empathy)

Empathy is often described as the ability to recognize and identify with another person's feelings and experiences. It is important in building a stronger, more connected community as it allows us to see each other as people and encourages acceptance and tolerance towards one another. Acting in an empathetic way towards one another can create deep and lasting connections that humans yearn for. As we connect and care for one another, the world (and our community) becomes a nicer place to live.<sup>28</sup>



*"I genuinely stop and listen to people - their joys, their anger, their sorrows, their confusions. I link them informally to people and places that can bring out the best in them and their passions."*

*"I will be a resource for all the residents that I meet. I will connect them to the person that can assist them within Strathcona County; even if the concern is not directly connected to my work I can be a 'connector'."*

## Work with each other to reach common goals (collaboration)

Collaboration is a process in which individuals, groups, and organizations work together to achieve desired results. The goal is to address existing and emerging challenges that cannot be easily solved by one group alone. It is through collaboration that communities can effectively share their expertise, skills, talents and passions with one another for the greater good.<sup>29</sup>



*"I can choose a goal that I would like to work towards to achieve and set up a plan to achieve it and then achieve it with my fellow citizens."*

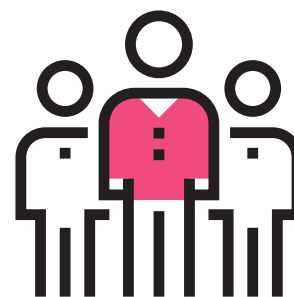
<sup>28</sup> Agosta, L. A rumor of empathy (2015). Center for Building a Culture of Empathy.

<sup>29</sup> Collaboration Framework - Addressing Community Capacity: National Network for Collaboration



## Neighbourliness

There are considerable benefits associated with being a good neighbour that can include an increased sense of belonging, social inclusion, enhanced personal safety and neighbourhood security, lower crime rates, reduced neighbour disputes, and added benefits to our overall health and well-being.<sup>30</sup>



Jane Jacobs, a renowned community developer, said, "A safe street is produced by eyes on the street."<sup>31</sup> This means people walking around, talking and getting to know one another. One of the most effective ways to increase community safety is by getting to know each other and looking out for each other's best interests.

*"We are connected to our neighbours and know who they are. We are able to help them when requested. (E.g. check on their homes when they are away, help with pets , bring in mail)."*

*"I like to help build a stronger community by making personal connections with my neighbours."*

*"We've made strong connections already with our neighbours. We support each other and the kids are building lasting friendships with other kids on our street."*

## 2. RESPECT OTHERS AND ACCEPT THEIR DIFFERENCES (INCLUSION, DIVERSITY, EQUITY)

Strathcona County is becoming more diverse each year as our population continues to grow. Ensuring we are both welcoming and inclusive to all people regardless of age, gender, sexual orientation, ability, race, religion, or socio-economic status will help foster a healthy and vibrant community.



*"Accept people for who they are and build people up, instead of bringing people down."*

*"I think having an open mind and being accepting and understanding of the differences of everyone is the first place to start."*

*"I give dignity and respect to every person I meet. Every single person has value and it is important for them to know that."*

<sup>30</sup> St. Albert, Alberta Cultivate the Good Neighbour in you (2012). [www.stalberta.ca](http://www.stalberta.ca)

<sup>31</sup> Jane Jacobs. The Death and Life of Great American Cities (1961)

### 3.COMMUNITY AWARENESS

Respondents felt that collectively, we are able to identify solutions and work together towards creating a supported, safe, and connected community. One frequently mentioned drawback was a general lack of knowledge and awareness about what is happening in the community.

Community engagement means people working together collaboratively, through inspired action and learning, to create and realize bold visions for their common future.<sup>32</sup>



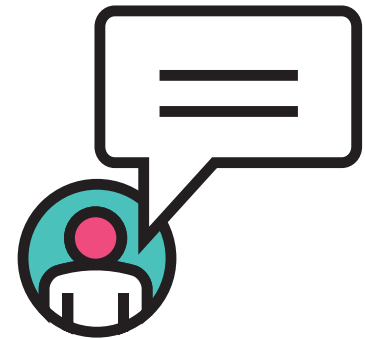
*“Leverage what connections I have in the community to have conversations about where we live and what we want it to be. Discuss what a shared responsibility looks like.”*

*“I can listen and read about things I don’t understand in our community.”*

### 4. IMPORTANT ISSUES ARE VOICED (ADVOCACY)

Many respondents expressed the importance of having issues raised, particularly for those who are most vulnerable and may not otherwise have a voice.

Becoming an advocate helps people have their concerns heard and considered when decisions are made that affect their community. People can advocate on behalf of their families, friends, children, or others in society to ensure they receive the care, services, rights or privileges they need to thrive. When a group of citizens come together to advocate for specific issues (e.g. affordable housing, quality education, livable incomes, disability rights, minority inclusion, etc.), they do so with the hope that their actions will change both public opinion and policy.<sup>33</sup>



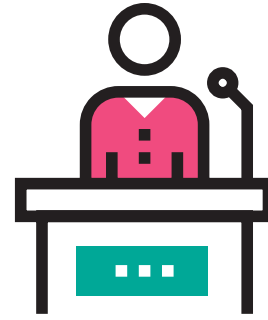
*“I can have conversations with people in the community and advocate for their interests and needs.”*

*“By being an advocate for myself, my family and my community. Working to put into place policy that will help preserve and build up family and community.”*

<sup>32</sup> Tamarack - An Institute for Community Engagement [www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

<sup>33</sup> seAp Advocacy (Support, Empower, Advocate, Promote) <http://www.seap.org.uk>





## NEXT STEPS

The *Community Talk* community engagement completed in late 2016 is just the start of our collective journey together. In the Winter/Spring of 2017 there will be additional opportunities for residents to be engaged. A group of community leaders have also come together to review the feedback received in *Community Talk* and propose how we step forward.<sup>34</sup>

All the information collected will inform the creation of a new social framework for Strathcona County. This renewed framework will be presented to the public and County Council at the May Priorities Committee with an anticipated return to a Council in June 2017. This framework will become a roadmap on how we can create a supported, safe and connected community together.

The invitation is to re-imagine our ideal community and to identify how we, as a community, can create it. As articulated in this report, there are numerous areas where the majority of respondents have suggested areas for improvement and refocus. If we continue to do the same as we have always done, it will be certain that we will get the same results. The hope is that *Community Talk*, and the subsequent renewed social framework, becomes the catalyst for a new journey where we leverage all assets, personal and collective, to address social challenges and co-create a community that supports its citizens to achieve their highest and best potential.

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<sup>34</sup> This group of community leaders includes change agents from local school divisions, non-profit organizations, Chamber of Commerce, Alberta Health Services, RCMP, faith community, library, and County staff from numerous departments.

# APPENDIX #1



## Community Talk Survey

### Introduction

We want to know your thoughts on how together we can create a supported, safe and connected community where everyone has the opportunity to thrive. By completing this survey, you are identifying the social goals that are most important to you as a community member and are providing valuable feedback on how we can accomplish them together.

Personal information is protected under authority of section 33(c) of the *Freedom of Information and Protection of Privacy Act* and will be used in the management and administration of Strathcona County's Community Talk program. If you choose to provide us with your contact information, Strathcona County may contact you to provide you with information regarding future engagement opportunities related to this program as well as other public engagement opportunities. If you have any questions regarding the collection or use of your personal information by Strathcona County, please contact (780) 464-4044.

### Where do you live?

- ☐ Sherwood Park
- ☐ Antler Lake
- ☐ Ardrossan
- ☐ Collingwood Cove
- ☐ Half Moon Lake
- ☐ Hastings Lake
- ☐ Josephburg
- ☐ North Cooking Lake
- ☐ South Cooking Lake
- ☐ Other rural Strathcona County
- ☐ Other, but work in Strathcona County
- ☐ I don't live or work in Strathcona County

### How old are you?

- ☐ 11-17 years old
- ☐ 18-24 years old
- ☐ 25-34 years old
- ☐ 35-44 years old
- ☐ 45-54 years old
- ☐ 55-64 years old
- ☐ 65-74 years old
- ☐ 75 years old or older

**Are you?**

- ☐ Male  
☐ Female  
☐ Prefer not to say  
☐ Other, please specify, if you wish: \_\_\_\_\_

**Please rate your level of agreement with the following statements.**

**Goal: People in Strathcona County feel like they belong and are connected to others.**

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
This is important for us to achieve as a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this is true right now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Goal: People in Strathcona County feel safe and are free from physical and emotional harm.**

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
This is important for us to achieve as a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this is true right now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Goal: People in Strathcona County are valued, respected and treated fairly.**

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
This is important for us to achieve as a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this is true right now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Goal: People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness).**

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
This is important for us to achieve as a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this is true right now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Goal: People in Strathcona County work together to make our community stronger.**

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
This is important for us to achieve as a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this is true right now.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Goal: People in Strathcona County have all of their basic needs met (for example, adequate income, education, childcare, housing and transportation).**

Right now I think people in Strathcona County have:

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
An adequate income.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality education.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality and affordable childcare.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable housing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable transportation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
These are all important for us to achieve as a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**In your opinion, which goal should we focus on first as a community?**

That people in Strathcona County:

- ☐ Feel like they belong and are connected to others.
- ☐ Feel safe and are free from physical and emotional harm.
- ☐ Feel valued, respected and are treated fairly.
- ☐ Are healthy (physical, mental, spiritual and emotional wellness).
- ☐ Work together to make our community stronger.
- ☐ Have their basic needs met (for example, adequate income, education, childcare, housing and transportation).
- ☐ Other, please specify: \_\_\_\_\_
- ☐ None of the above.

**How can we improve on ANY of the goals mentioned?**

*It will take all of us working together to continue to build a supported, safe and connected community.*

**What can you do to help build a stronger community?**

*Thank you for completing this survey! If you would like to be part of further community talks in early 2017, please provide your contact information on the separate sheet provided. Your survey responses will not be linked to your name.*



# APPENDIX #2

## THE DIFFERENCES BETWEEN YOUTH (11-17 YEAR OLDS) AND ADULT (18+) RESPONSES

During the two months of *Community Talk* an intentional effort was made to make sure the youth voice was captured. This led to multiple youth orientated community conversations and hundreds of students completing the survey in Elk Island Catholic and Elk Island Public school classrooms.

When comparing the results for youth (age 11-17) versus adults based on their responses to the six goals, it became apparent youth had a less optimistic view of our current state compared to adults. In general, youth were less likely than adults to feel these goals were as important to achieve and also less likely to feel we have already met these goals.

When the youth responses were analyzed, a common theme was they would like to see more amenities (rinks, skate parks, recreation spaces, etc.), age-specific activities and youth-friendly spaces within the community where they feel welcome and safe. It was also mentioned cost can be an inhibiting factor when it comes to participating in local sports, recreation or other local activities.

Many youth respondents talked about the negative effects of bullying and the impact it has on themselves and the rest of the community. This idea is supported by the fact that 83% of youth agreed it is important for people to feel safe and are free from physical and emotional harm. But when asked if this is true right now, only 56% of youth agreed that people currently feel safe.

Another common theme was the need for support and mental health services for youth. In a number of instances, youth said they would benefit from mental health training and education along with peer counselling and mediation.

### **The six goals**

---

In this section, a closer look was taken to review the differences between youth and adults, when comparing the six goals discussed during the survey. It is important to highlight these differences because there was an over-representation of the youth in this survey at 38% of the total sample size. As a result, their responses have an influence on the final result. It is important for the readers to be aware of such differences that exist between the two demographic groups.

## Goal #1:

When looking at the first goal “People in Strathcona County feel like they belong and are connected to others”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for youth as compared to adults (22.7% versus 14.7% gap respectively). Overall, youth were less likely than adults to feel that this goal was as important (83.8% compared to 90.0% respectively) and even less likely than adults to agree we have currently reached this goal (61.1% compared to 75.3% respectively).

**People in Strathcona County feel like they belong and are connected to others.**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Youth (11 - 17 Years Old)	83.8%	61.1%	22.7%
Adults (18+ Years Old)	90.0%	75.3%	14.7%

## Goal #2:

When looking at the second goal “People in Strathcona County feel safe and are free from physical and emotional harm”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for youth as compared to adults (26.4% versus 12.8% gap respectively). Overall, youth were less likely than adults to feel that this goal was as important (82.6% compared to 91.8% respectively) and even less likely than adults to agree we have currently reached this goal (56.2% compared to 79.0% respectively).

**People in Strathcona County feel safe and are free from physical and emotional harm.**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Youth (11 - 17 Years Old)	82.6%	56.2%	26.4%
Adults (18+ Years Old)	91.8%	79.0%	12.8%

\*% agreed this is important for us to achieve as a community includes all respondents who either strongly agreed, agreed, or somewhat agreed.

\*\* % agreed they think this is true right now includes all respondents who either strongly agreed, agreed, or somewhat agreed.

### Goal #3:

When looking at the third goal “People in Strathcona County are valued, respected and treated fairly”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for youth as compared to adults (23.5% versus 12.8% gap respectively). Overall, youth were less likely than adults to feel that this goal was as important (85.6% compared to 93.4% respectively) and even less likely than adults to agree we have currently reached this goal (62.1% compared to 80.6% respectively).

#### People in Strathcona County are valued, respected and treated fairly.

Age Demographics:	% agreed this is important for us to achieve as community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Youth (11 - 17 Years Old)	85.6%	62.1%	23.5%
Adults (18+ Years Old)	93.4%	80.6%	12.8%

### Goal #4:

When looking at the fourth goal “People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness)”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for youth as compared to adults (22.3% versus 17.7% gap respectively). Overall, youth were less likely than adults to feel that this goal was as important (81.7% compared to 90.8% respectively) and even less likely than adults to agree we have currently reached this goal (59.4% compared to 73.1% respectively).

#### People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness).

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Youth (11 - 17 Years Old)	81.7%	59.4%	22.3%
Adults (18+ Years Old)	90.8%	73.1%	17.7%

## Goal #5:

When looking at the fifth goal “People in Strathcona County work together to make our community stronger”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for youth as compared to adults (15.8% versus 21.5% gap respectively). Overall, youth were less likely than adults to feel that this goal was as important (83.7% compared to 92.3% respectively) and even less likely than adults to agree we have currently reached this goal (62.2% compared to 76.5% respectively).

**People in Strathcona County work together to make our community stronger.**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Youth (11 - 17 Years Old)	83.7%	62.2%	15.8%
Adults (18+ Years Old)	92.3%	76.5%	21.5%

## Goal #6:

When looking at the 6th goal on having all the basic needs met, a lower percentage of youth agreed (65.4%) that we currently have adequate income as compared to adults (73.3%). Similarly, a lower percentage of youth agreed (79.8%) that we currently have quality education compared to adults (85.1%). On the other hand, a significantly higher percentage of youth agreed (63.3%) that we currently have quality and affordable childcare compared to adults (39.9%). Similarly, a significantly higher percentage of youth agreed (51.5%) that we currently have affordable housing in Strathcona County as compared to adults (40.4%).

**People in Strathcona County have all of their basic needs met (for example, adequate income, education, childcare, housing and transportation).**

	Youth (11 - 17 Years Old)  % agreed they think this is true right now**	Adults (18+ Years Old)  % agreed they think this is true right now**	% difference between Youth & Adults
An adequate income	65.4%	73.3%	7.9%
Quality education	79.8%	85.1%	5.3%
Quality and affordable childcare	63.3%	39.9%	23.4%
Affordable housing	51.5%	40.4%	11.1%
Reliable transportation	70.2%	68.0%	2.2%

Overall, adults were slightly more likely than youth to agree that these basic needs/goals are all important for us to achieve as a community (95.1% compared to 91.0% respectively).

# APPENDIX #3

## ANALYSIS OF SENIOR (AGES 65+) RESPONSES

We know that currently, 1 in 7 Strathcona County residents is a senior and this segment of the population will continue to grow. As the feedback from seniors (people age 65 and older) was collected, it was observed that there was differing opinions on how seniors experience Strathcona County.

*“Not all seniors are isolated, there are many seniors who are active, engaged and we need to be engaging with seniors where they are at because some are still quite youthful.”*

*“Silver Birch has great activities for seniors to connect with each other to reduce isolation.”*

*“Recreation opportunities for seniors are good.”*

Alternatively, many seniors painted a bleaker picture on how they experience Strathcona County. There was a common sentiment that we have great services and opportunities for young families; however, the quality of life for seniors is much lower. One of the largest concerns is the lack of affordable housing - specifically designed and built for senior living.

*“We need another 3-4 or more Silver Birch type residences for seniors.”*

*“Seniors homes are great, but not enough room.”*

In addition to the housing concern, seniors also pointed out that programs and services could be advertised better, a need for more opportunities to connect with one another to help reduce isolation and difficulty with transportation to get around the community.

## Goal #1:

When looking at the first goal “People in Strathcona County feel like they belong and are connected to others”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for adults (18-64) as compared to seniors 65+ (16.1% versus 9.3% gap respectively).

**People in Strathcona County feel like they belong and are connected to other.**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Adults (18 - 64 Years Old)	90.6%	74.5%	16.1%
Seniors 65+	87.4%	78.1%	9.3%

## Goal # 2:

When looking at the second goal “People in Strathcona County feel safe and are free from physical and emotional harm”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for adults (18-64) as compared to seniors 65+ (14.3% versus 7.7% gap respectively).

**People in Strathcona County feel safe and are free from physical and emotional harm.**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Adults (18 - 64 Years Old)	92.4%	78.1%	14.3%
Seniors 65+	90.1%	82.4%	7.7%

\* % agreed this is important for us to achieve as a community includes all respondents who either strongly agreed, agreed, or somewhat agreed.

\*\* % agreed they think this is true right now includes all respondents who either strongly agreed, agreed, or somewhat agreed.

### Goal # 3:

When looking at the third goal “People in Strathcona County are valued, respected and treated fairly”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are slightly wider for adults (18-64) as compared to seniors 65+ (13.5% versus 10.0% gap respectively).

**People in Strathcona County are valued, respected and treated fairly.**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Adults (18 - 64 Years Old)	93.9%	80.4%	13.5%
Seniors 65+	91.4%	81.4%	10.0%

### Goal # 4:

When looking at the fourth goal “People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness)”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for adults (18-64) as compared to seniors 65+ (19.6% versus 11.7% gap respectively).

**People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness).**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Adults (18 - 64 Years Old)	91.4%	71.8%	19.6%
Seniors 65+	89.3%	77.6%	11.7%

## Goal # 5:

When looking at the fifth goal “People in Strathcona County work together to make our community stronger”, the results show that the gap between *how important this goal is to achieve as a community* in relation to whether we *have currently reached our goals* are significantly wider for adults (18-64) as compared to seniors 65+ (17.2% versus 10.8% gap respectively).

**People in Strathcona County work together to make our community stronger.**

Age Demographics:	% agreed this is important for us to achieve as a community*	% agreed they think this is true right now**	% difference between respondents ideal community and the current landscape
Adults (18 - 64 Years Old)	91.4%	71.8%	19.6%
Seniors 65+	89.3%	77.6%	11.7%

## Goal # 6:

When looking at the 6<sup>th</sup> goal on having all the basic needs met, a higher percentage of adults (18-64) agreed (74.5%) that we currently have adequate income as compared to seniors (68.9%). On the other hand, a significantly higher percentage of seniors agreed (49.3%) that we currently have affordable housing in Strathcona County as compared to adults (38.0%). All other differences between the two age groups were insignificant.

**People in Strathcona County have all of their basic needs met (for example, adequate income, education, childcare, housing and transportation).**

	Adults (18 - 64 Years Old)	Seniors 65+	% difference between Adults & Seniors
	% agreed they think this is true right now**	% agreed they think this is true right now**	
An adequate income	74.5%	68.9%	5.6%
Quality Education	85.1%	84.7%	0.4%
Quality and affordable childcare	40.6%	37.7%	2.9%
Affordable housing	38.0%	49.3%	11.3%
Reliable transportation	67.9%	68.2%	0.3%

Overall, adults (18-64) were slightly more likely than seniors (65+) to agree that these basic needs/goals are all important for us to achieve as a community (95.5% compared to 93.6% respectively).

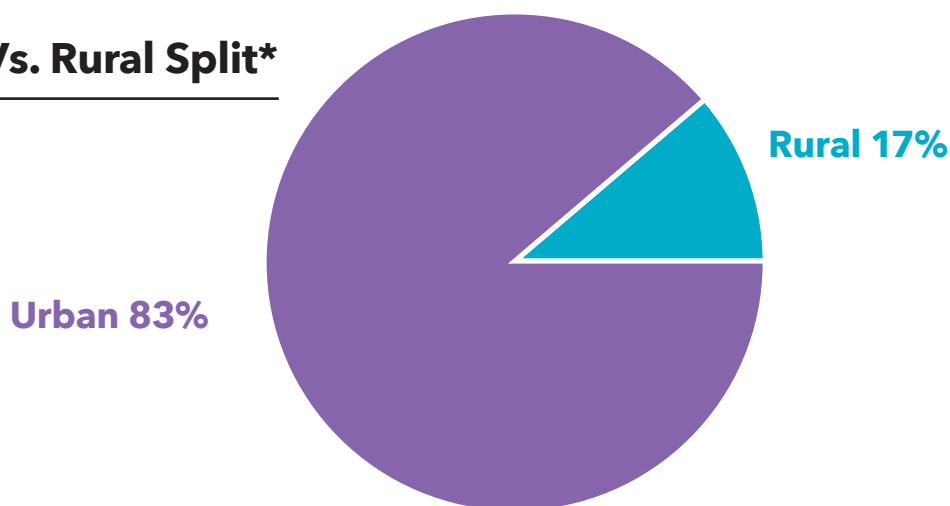


# APPENDIX #4

## SUB SEGMENT ANALYSIS ACCORDING TO PLACE OF RESIDENCE

When comparing the results for urban versus rural residents based on their responses on the first 5 goals, there were no significant differences found apart from the fact that urban residents were slightly more likely (3%–5% range) to rate these goals higher on the importance level as compared to rural residents. At the same time urban residents were also more likely to agree by a few percentage points that we are currently meeting our goals.

### Urban Vs. Rural Split\*



When asked about the 6<sup>th</sup> goal, a lower percentage of rural residents agreed (35.6%) that we currently have quality and affordable childcare compared to urban residents (41.2%). A lower percent of rural residents (35.6%) agreed that we currently have affordable housing compared to urban residents (42.0%). Similarly, a lower percentage of rural residents agreed (61%) that we currently have reliable transportation compared to urban residents (71%):

### Quality and affordable childcare

Urban - 41.2% Vs. Rural - 35.6%

### Affordable housing

Urban - 42.0% Vs. Rural - 36.5%

### Reliable transportation

Urban - 70.8% Vs. Rural - 60.6%





\* Data for this analysis was drawn from individuals 18+ for the categories of affordable and quality childcare and affordable housing since this age category has the best understanding to accurately respond to these areas.

# APPENDIX #5

## SUB SEGMENT ANALYSIS ACCORDING TO GENDER

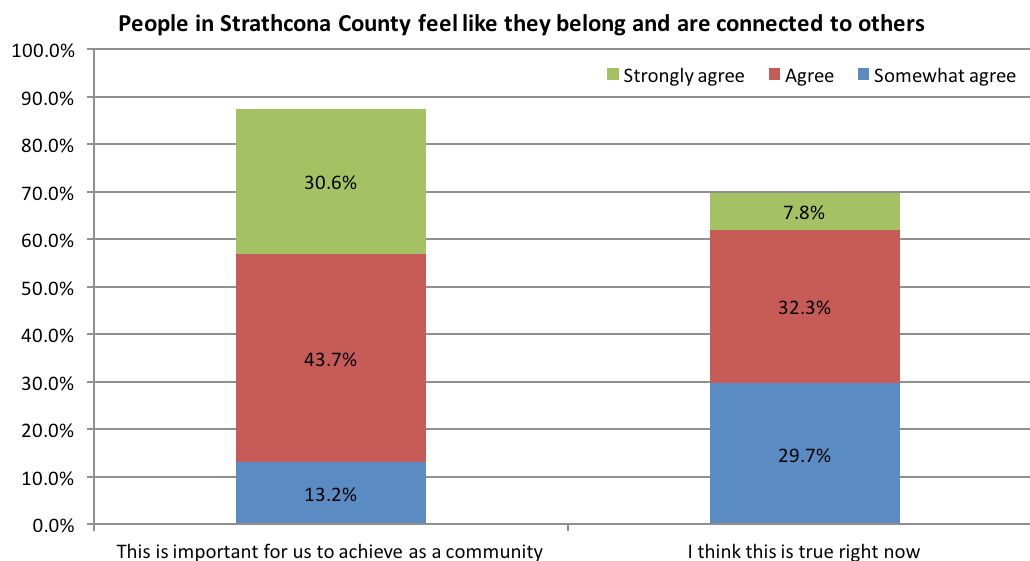
When comparing the results for males versus females based on their responses to the first 5 goals, there were no significant differences found between the two genders apart from females being slightly more likely to rate these goals higher on the importance level to achieve (2%-4% higher range) as compared to males. Females were less likely to agree citizens' basic needs have already been met. In addition, females were more likely to feel it is more important for us to concentrate first on the 6<sup>th</sup> goal of meeting people's basic needs compared to males (45% compared to 37% respectively).

### Are you?

Response	Percent	
Male	36.7%	
Female	59.6%	
Prefer not to say	1.7%	
Other, please specify if you wish:	1.9%	

# APPENDIX #6

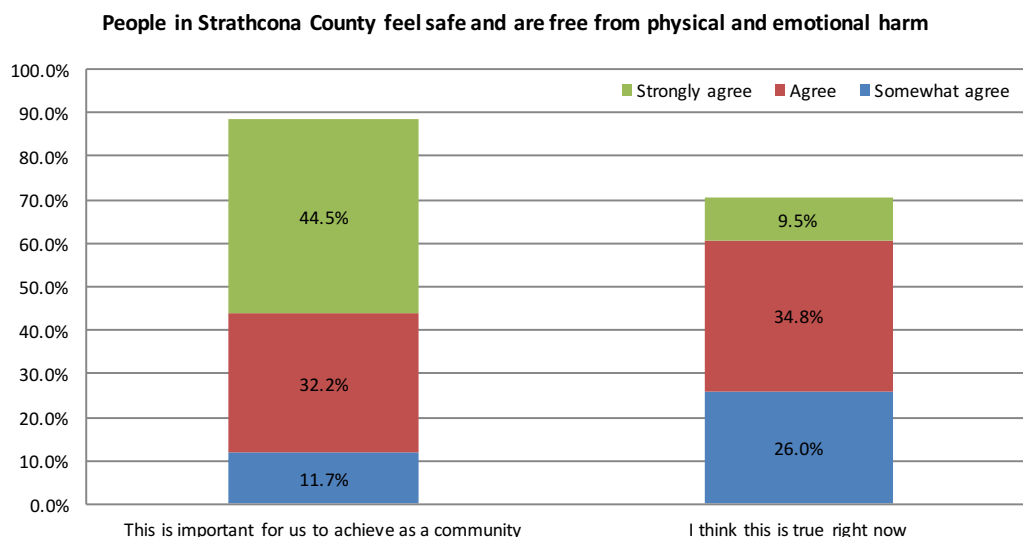
## Goal 1: People in Strathcona County feel like they belong and are connected to others.



This is important for us to achieve as a community = 87.5% somewhat agreed/agreed/strongly agreed

I think this is true right now = 69.8% somewhat agreed/agreed/strongly agreed.

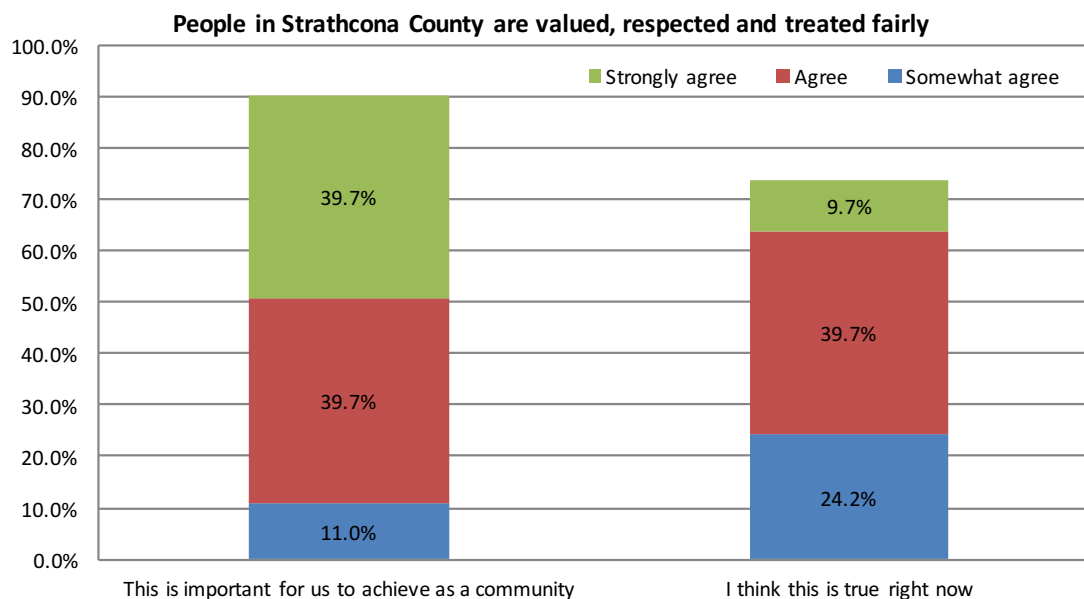
## Goal 2: People in Strathcona County feel safe and are free from physical and emotional harm.



This is important for us to achieve as a community = 88.4% somewhat agreed/agreed/strongly agreed.

I think this is true right now = 70.3% somewhat agreed/agreed/strongly agreed

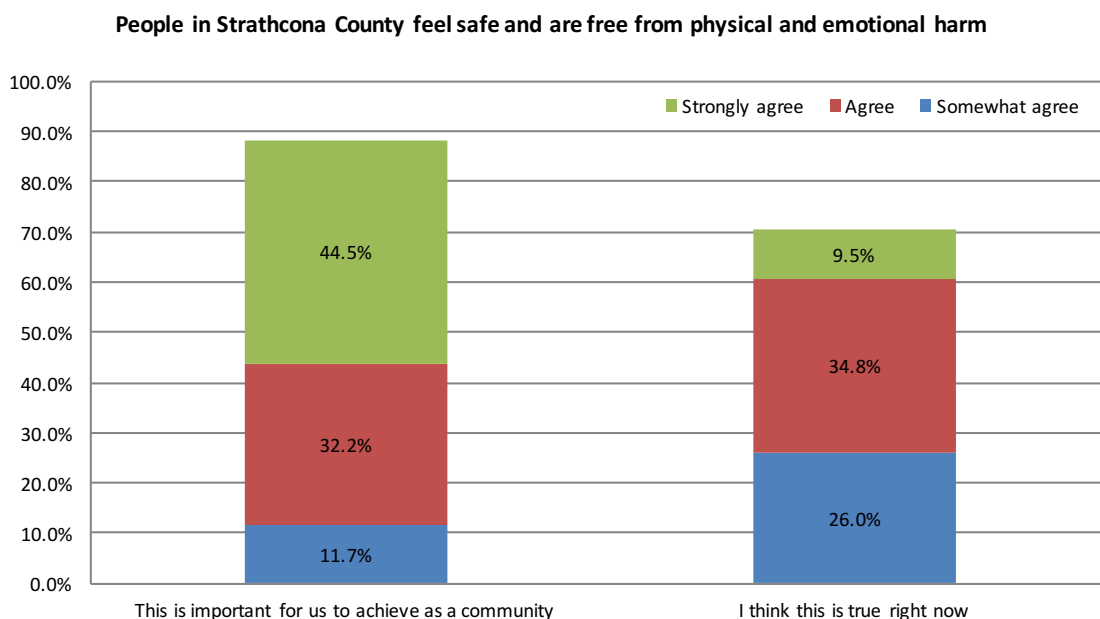
### Goal 3: People in Strathcona County are valued, respected and treated fairly.



This is important for us to achieve as a community = 90.4% somewhat agreed/agreed/strongly agreed

I think this is true right now = 73.6% somewhat agreed/agreed/strongly agreed

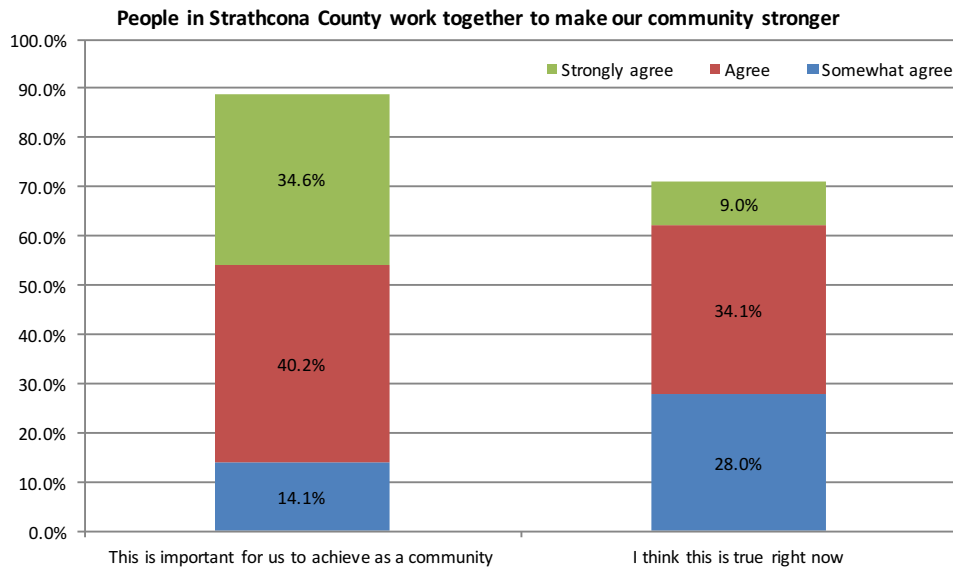
### Goal 4: People in Strathcona County are healthy (physical, mental, spiritual and emotional wellness).



This is important for us to achieve as a community = 87.4% somewhat agreed/agreed/strongly agreed

I think this is true right now = 67.9% somewhat agreed/agreed/strongly agreed

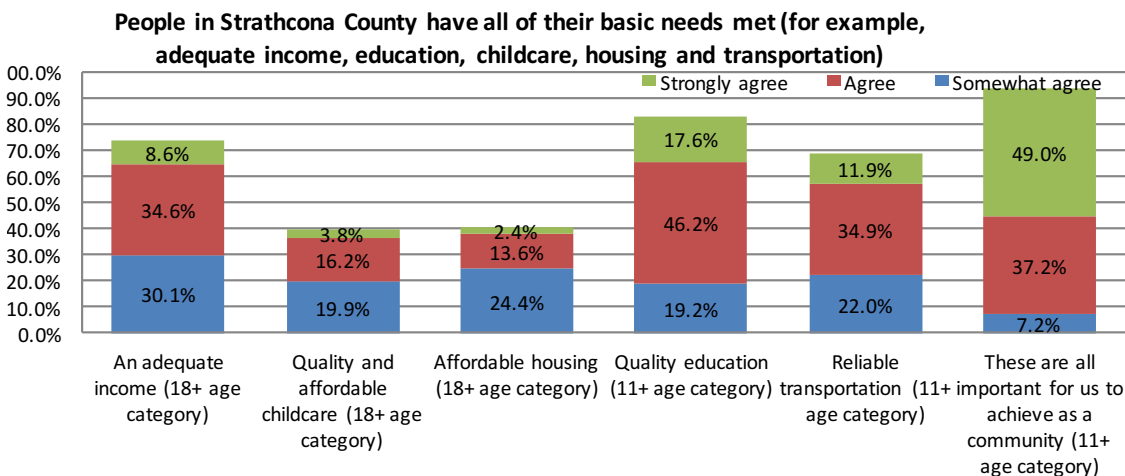
## Goal 5: People in Strathcona County work together to make our community stronger



This is important for us to achieve as a community = 88.9% somewhat agreed/agreed/strongly agreed

I think this is true right now = 71.1% somewhat agreed/agreed/strongly agreed

## Goal 6: People in Strathcona County have all their basic needs met (for example, adequate income, education, childcare, housing and transportation).<sup>35</sup>



When asked to prioritize the six goals, respondents overwhelmingly chose this goal as the first priority that our community should focus on first (41.4%). Respondents indicated a relatively favourable attitude towards our current achievement of quality education (83%), adequate income (73.3%) and reliable transportation (68.8%). Those who were surveyed also noted a significant need for improvement in the areas of affordable housing (40.4%) and quality and affordable childcare (39.9%).

<sup>35</sup> Data for this question was drawn from individuals 18+ for the categories of income, affordable childcare and affordable housing since this age group has the best understanding to accurately respond to this question. For the categories of education and transportation the data is reported on all survey respondents.

# APPENDIX #7

## QUESTION: HOW CAN WE IMPROVE ON ANY OF THE GOALS MENTIONED?

Over half (4,046) of respondents provided a written response to this question and hundreds more provided their input at community conversations. As all the comments for this question were analyzed the responses were categorized by themes. The following list is the most frequently talked about themes and number of respondents who mentioned each particular theme.

Theme	# of responses
Affordability (housing, childcare, transportation, recreation, income)	918
The need to work together for common goals	398
Feeling of safety	235
Fostering a sense of belonging and acceptance	218
Improvement to the transit system (including routes/frequency)	177
More community events-neighbourhood and County wide	183
Increase in mental health awareness and in services available	115
Better access to services & programs	101
More recreation facilities	76
Number of health services available (e.g. hospitals, doctors, clinics)	76
Communicate information more effectively	75
Need to have the public's opinion more often	64
Increase in mental health services and access	61
Need for education and awareness building	58
Communicate all the resources that are available	57
Lower taxes	56
Youth programs/activities/services	44

Theme	# of responses
Inclusion of minorities	43
Seniors programs and services	41
Childcare spaces and facilities available	35
Bullying as a community issue	34
Need more funding for community organizations & services	34
Importance of volunteering	34
General traffic concerns	33
Community safety	33
Number of spaces available for affordable housing	32
More reliable education	31
Need more jobs in the County	31
General health and wellness concerns	30
Keep our environment clean/environmentally friendly	29
Lack of recreation programming availability	28
Affordable health programming	26
Unemployment	24
Advocating for alternate forms of transportation	23
Food security	20

For reporting purposes this list includes all the themes that had at least 20 different comments.

# APPENDIX #8

## QUESTION: WHAT CAN YOU DO TO HELP BUILD A STRONGER COMMUNITY?

Over half of respondents provided a written response to this question and hundreds more provided their input at community conversations. As all the comments for this question were analyzed the responses were categorized by themes. The following list is the most frequently talked about themes and number of respondents who mentioned each particular theme.

Theme	# of responses
Volunteerism	819
Community Involvement	559
Help one another (empathy)	568
Respect others and accept their differences (inclusion, diversity, equity)	432
Work with each other to reach common goals (collaboration)	295
Community awareness	261
Neighbourliness	233
Important issues are voiced	211
Attend community events	204
Be a good citizen/ caring member of the community	173
Donate	72
Host community events	49





**COMMUNITY  
TALK**







**United Way**  
Alberta Capital Region  
Change starts here.

Give. Volunteer. Act.

# United Way Employee Campaign Highlights

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## BACKGROUND

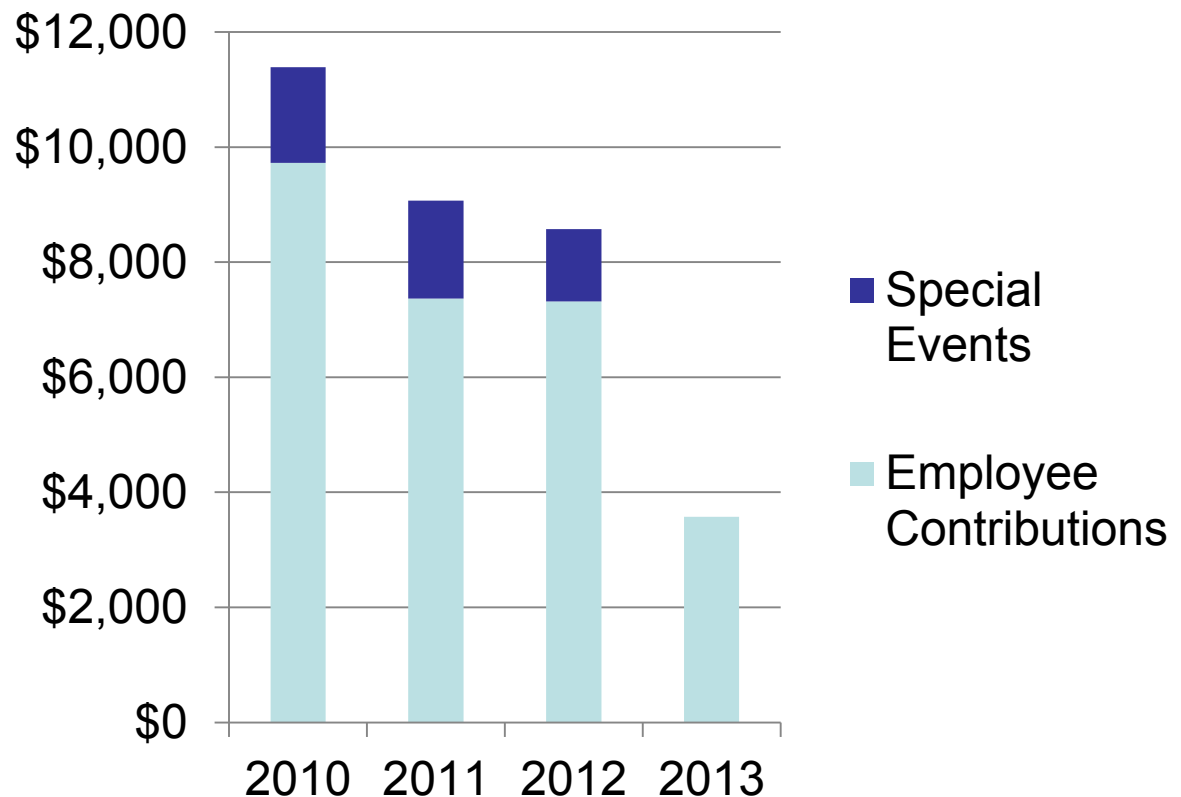
- Strathcona County employees have been partnered with the United Way since 1981.
- Prior to 2014, the campaign had stalled and lost momentum.



## Past History 2010-2013

In 2013,  
donations  
dropped to an  
all-time low of  
\$3,573.

Out of over  
1,500 staff,  
only 10 people  
donated.





# 2014

- A new employee campaign committee was formed with four employees and a Campaign Representative from the United Way.
- The week-long campaign ran from November 3 to 7.
- Our goal was a lofty \$15,000!

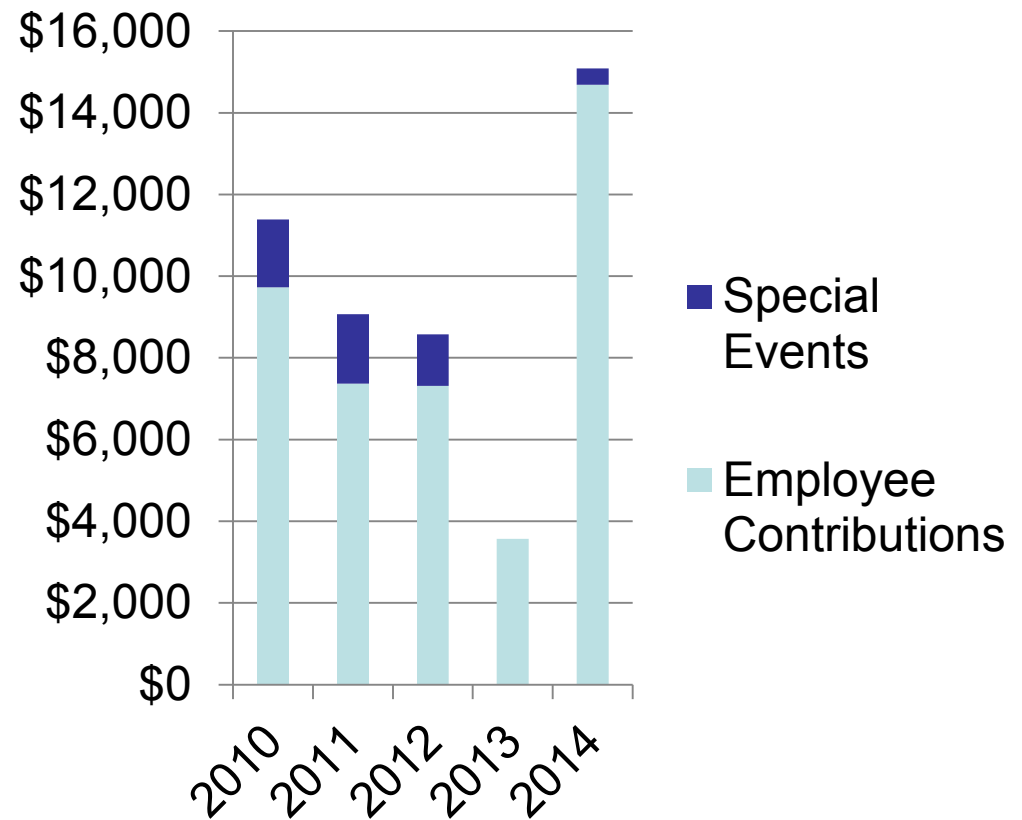


# 2014

The campaign was hugely successful, and raised a total of **\$15,083!**

Number of donors increased from 10 to 51.

Majority of donors came from the four departments that had an ambassador.





# 2014 Quantum Leap Award Recipient

The United Way nominated Strathcona County for the “Quantum Leap” Award in recognition of our 400% increase in employee contributions.

We were one of two organizations that received the award out of 15 nominees.



*Red Tie Gala*   
2014 AWARDS OF DISTINCTION

Photo Booth Sponsored By  
**INNOVATIONS  
MUSIC**  
In tune with your musical needs





# 2015

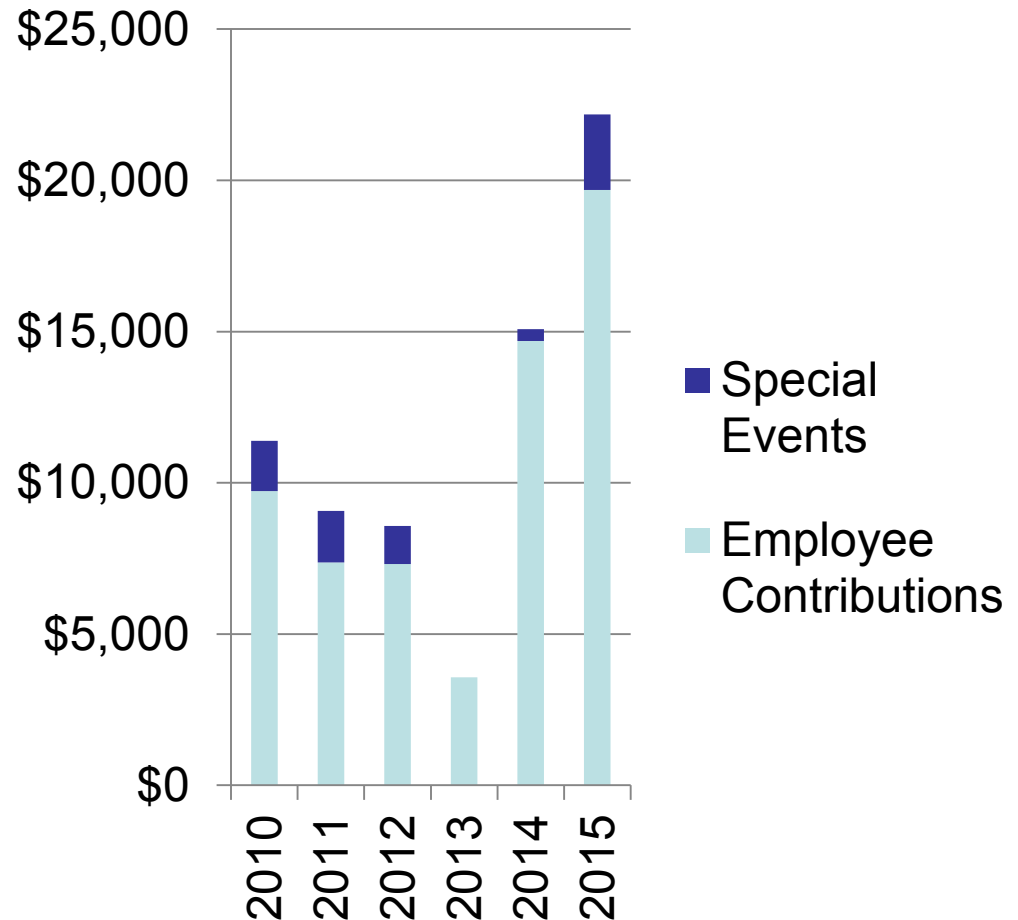
- One new ambassador joined us from PDS.
- \$16,500 goal (10% increase).
- Campaign ran for two weeks in October, plus we added the “Be Seen in Jeans” campaign during Rodeo Week.
- We added a few fun and unique fundraising events, including a chili cook-off and different raffles.



# 2015

The momentum continued to grow, and we reached a new record of **\$22,195.74!**

Number of donors stayed the same at 51.





# 2016

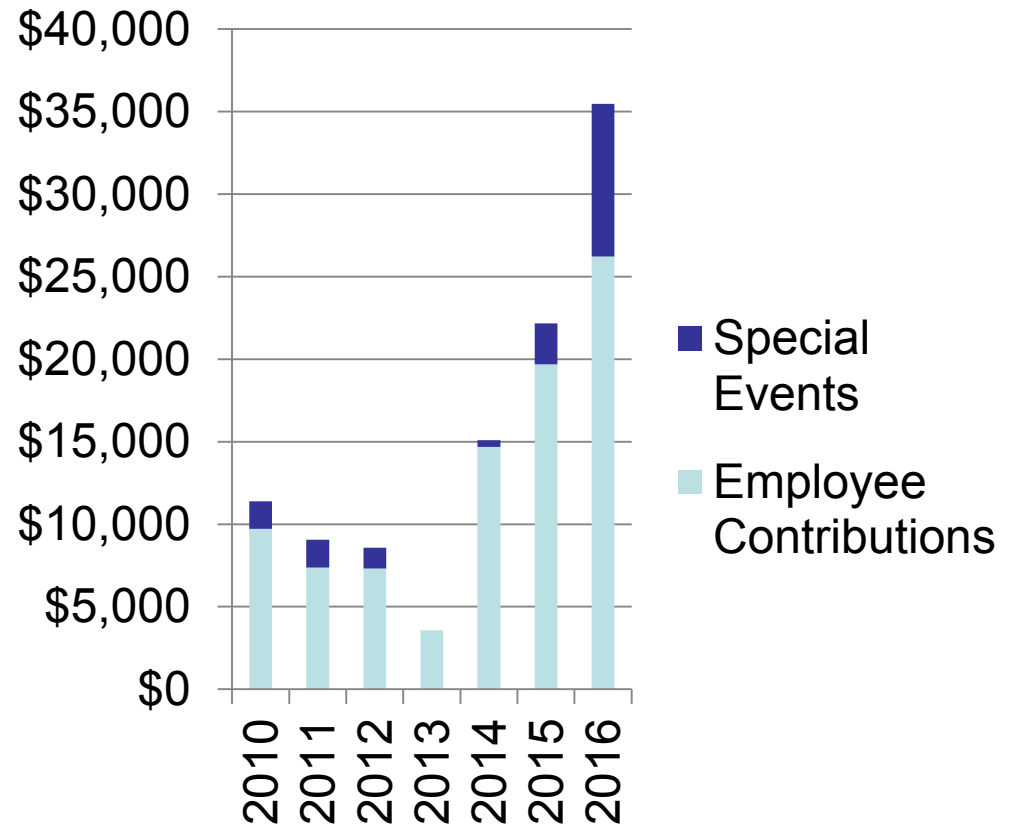
- Six new ambassadors joined the team!
- Campaign ran for 8 weeks from October 7 to December 2.
- A goal of \$25,000 was set.



# 2016

The response was overwhelming and another new record of **\$35,462.23** was set!

Number of donors increased from 51 to 80.





## 2016 Staff Events

Connor McDavid  
Jersey Raffle

**\$2,000 raised**



PDS and FCS  
Soup Kitchens

**\$1,800 raised**





## 2016 Staff Events

Be Seen In Jeans (and a jersey!)

**Over \$1,200 was raised**

SPSY Chili Cook-Off

**Almost \$500 was raised**





# Rising Star Award Nomination

Once again the United Way has nominated the Employee Campaign Team for an award. This award is presented to the Workplace Campaign Committee that:

- achieved stronger than expected results and engagement compared to previous years;
- followed Best Practices to promote the United Way Campaign, and;
- showed creativity and enthusiasm in the promotion and execution of the workplace campaign.





# United Way in Strathcona County

- Over 5,000 people live in poverty in Strathcona County.
- In 2015, \$187,841 was invested by the United Way in the Boys and Girls Club of Strathcona County, the Saffron Sexual Assault Centre, and the Strathcona Shelter Society.
- United Way investments directly supported over 16,000 clients from Sherwood Park and Strathcona County in 2015.





# Campaign Team

Finally, a **HUGE** thanks and congratulations to the 2016 United Way Employee Campaign Team!

- Sheldon Weatherby – HR
- Jean Bell – FCS
- Debbie Rawson – TAS
- Sheryl Mayko – Transit
- Rhonda Duncan – SCES
- Taylor Price – RPC (Emerald Hills Aquatic Centre)
- Catherine Potvin – ITS
- Cathy Reed – RPS (Parks Compound Facility)
- Stacey Nestorowich – RPC (Admin)
- Brad Johnson – Fleet Services
- And special thanks to Rick Baker from the United Way

**VERBAL PRESENTATION****Alberta Emergency Management Agency Achievement Award****Report Purpose**

To advise the Priorities Committee that Strathcona County Emergency Services accepted the 2016 Alberta Emergency Management Agency (AEMA) Emergency Management Achievement Award in the category of Fostering Partnerships on behalf of Strathcona County.

**Enclosure**

- 1 Copy of letter from AEMA regarding receipt of achievement award

November 1, 2016

Chief Iain Bushell  
Fire Chief  
Strathcona County Emergency Services  
2001 Sherwood Drive  
Sherwood Park AB T8A 3W7

Dear Chief Bushell, *Iain*


The Alberta Emergency Management Agency (AEMA) Emergency Management Achievement Award celebrates exemplary achievement in Emergency Management by recognizing individuals and groups that have made remarkable contributions toward building a better prepared and more disaster resilient community.

In recognition of your team's commitment to collaboration and relationship building, it is my pleasure to congratulate you as a recipient of the 2016 AEMA Emergency Management Achievement Award in the category of *Fostering Partnerships*. Your nomination marks the first time that a third party has submitted a nomination for a deserving recipient.

We would like to present this award to you, on behalf of your team, at the 2016 AEMA Stakeholder Summit. The awards ceremony will take place following the opening remarks on the morning of November 21, 2016. To confirm your attendance at the awards ceremony, please contact Katie McQuestion, Stakeholder Relations Manager, at [Katie.McQuestion@gov.ab.ca](mailto:Katie.McQuestion@gov.ab.ca) or at 780-644-3254.

Thank you for your contribution and service to your community. Alberta continues to grow stronger and more resilient because of emergency management leaders like you.

Sincerely,



Shane Schreiber  
Managing Director

cc: Brad Pickering, Deputy Minister  
Her Worship Roxanne Carr, Mayor of Strathcona County  
Rob Coon, Chief Administrative Officer, Strathcona County  
Carly Benson, Director of Emergency Management, Town of High River

*NB: Thank you for all of your support!*  
*Shane*



**Priorities Committee Meeting\_Feb14\_2017**

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**STRATEGIC INITIATIVE AND UPDATE****Strathcona County Emergency Services Annual Statistics Report 2016****Report Purpose**

To provide Priorities Committee with statistics from Strathcona County Emergency Services for 2016.

**Strategic Plan Priority Areas**

**Economy:** n/a

**Governance:** n/a

**Social:** Emergency Services provides quality services ensuring a climate of safety in the community.

**Culture:** n/a

**Environment:** n/a

**Other Impacts**

**Policy:** n/a

**Legislative/Legal:** n/a

**Interdepartmental:** n/a

**Summary**

Enclosure 1 shows a comparison of Strathcona County Emergency Services statistics from January 1, 2016 to December 31, 2016.

**Enclosure**

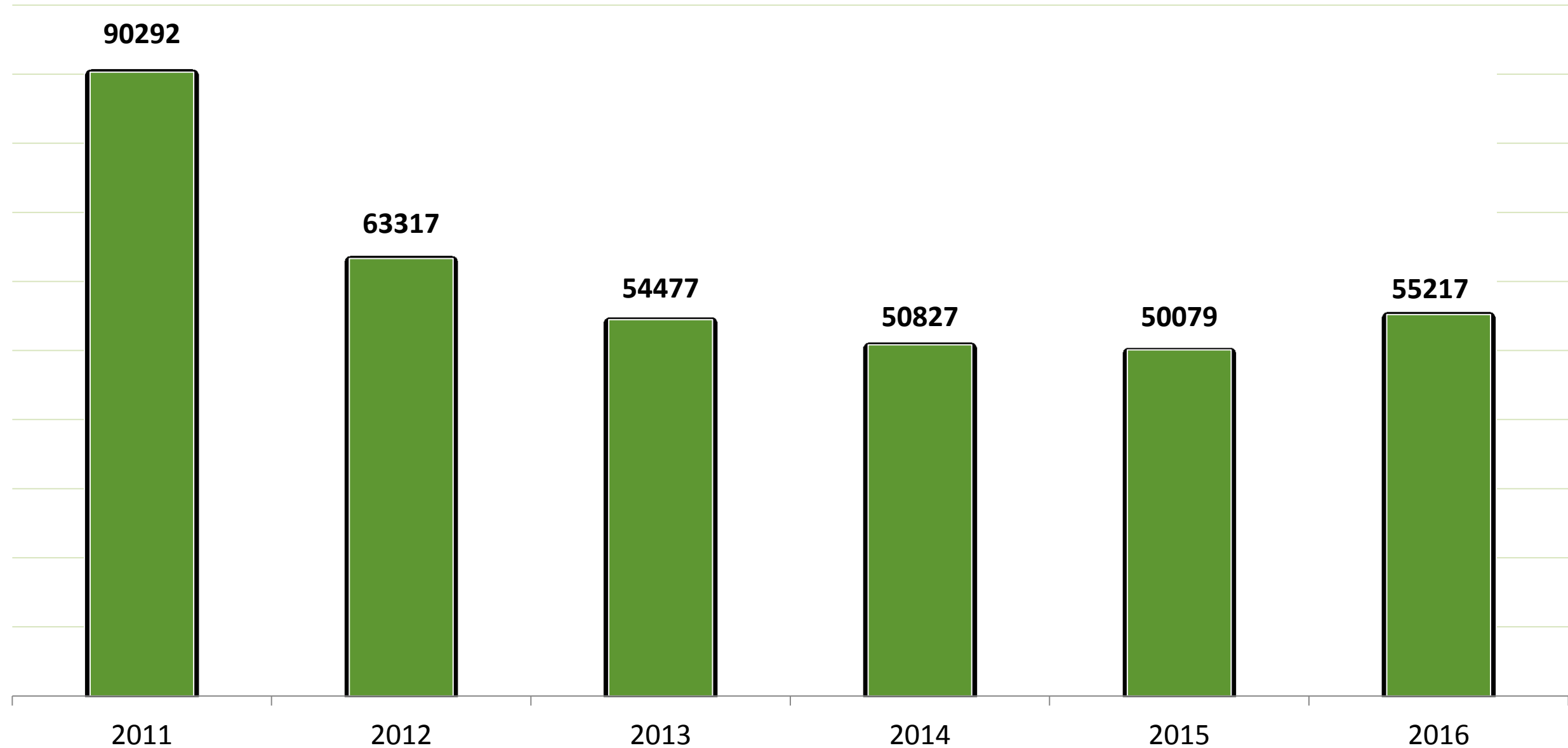
1 ppt Emergency Services 2016 Annual Statistics Report (Document: 9802361)

# Strathcona County Emergency Services Annual Statistics 2016

Priorities Committee Meeting  
February 14, 2017

Presenters: Fire Chief Iain Bushell  
Deputy Chief Devin Capcara, Deputy Chief Vern Elliott,  
Deputy Chief Bob Scott, Assistant Chief Dawn Nash,  
Assistant Chief Jason Greidanus

# 9-1-1 Calls Answered



# Total Events Dispatched

<b>4255 events</b>		
1477		Strathcona County
556		City of Leduc
335		City of Wetaskiwin
317		City of Fort Saskatchewan
1570		Other (Vegreville, Lamont County, Beaver County, Flagstaff County, etc.)



Increase of 9% from 2015

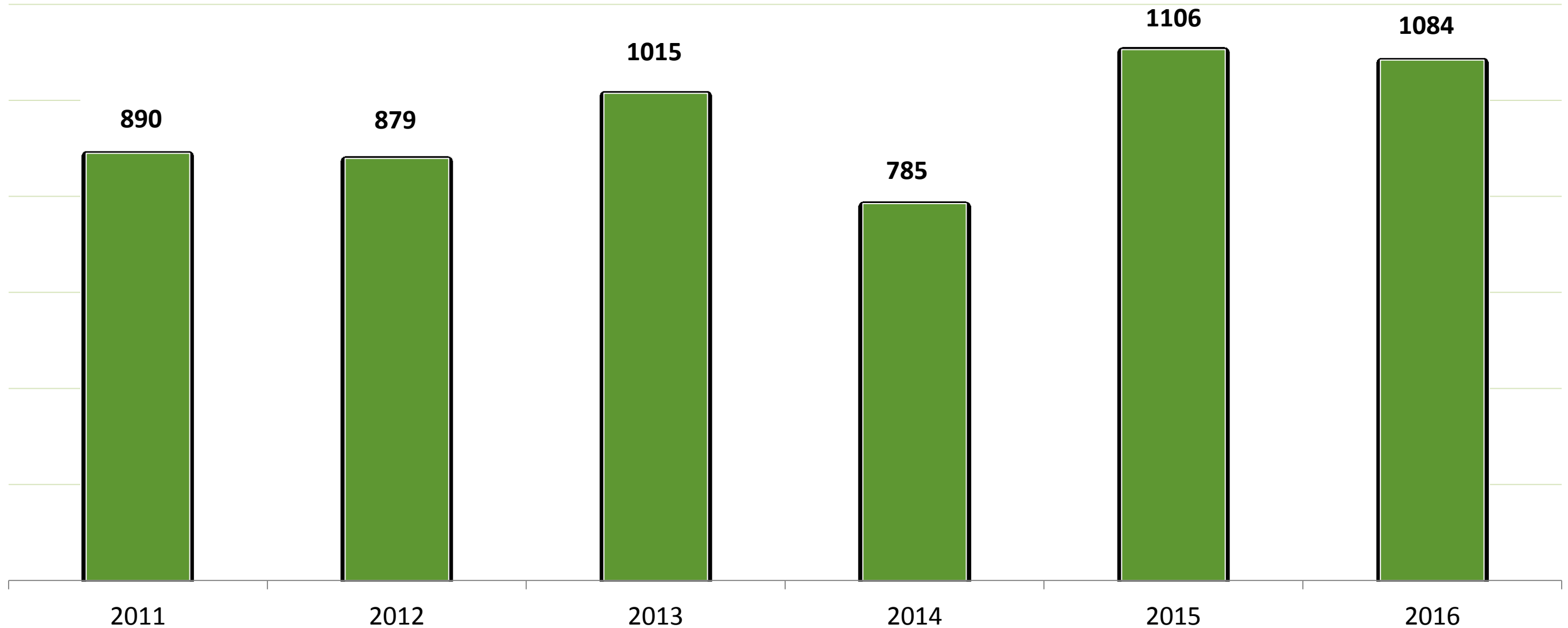


# Fire Responses

1084 Fire Responses		
550		Alarms
78		Structure fires
183		Outside fires
44		Vehicles fires
75		Dangerous goods
154		Other (electrical, smoke, etc.)

Decrease of 2% from 2015

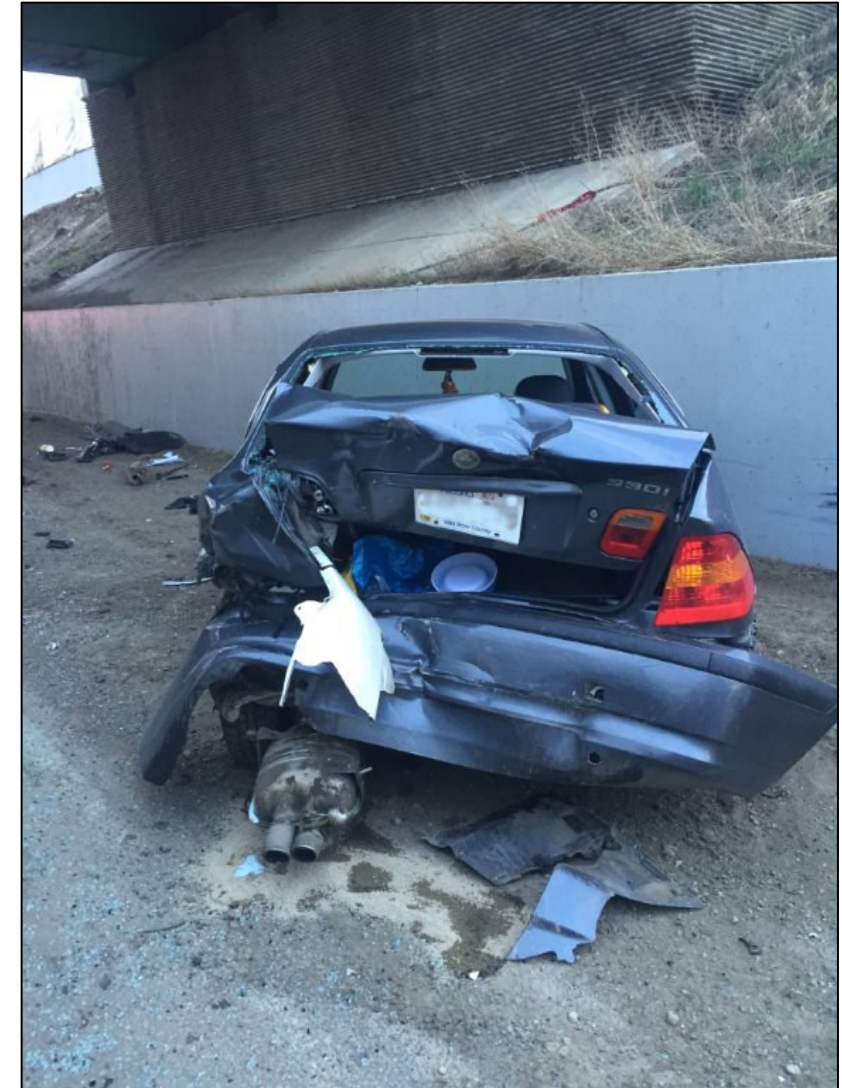
# Fire Responses



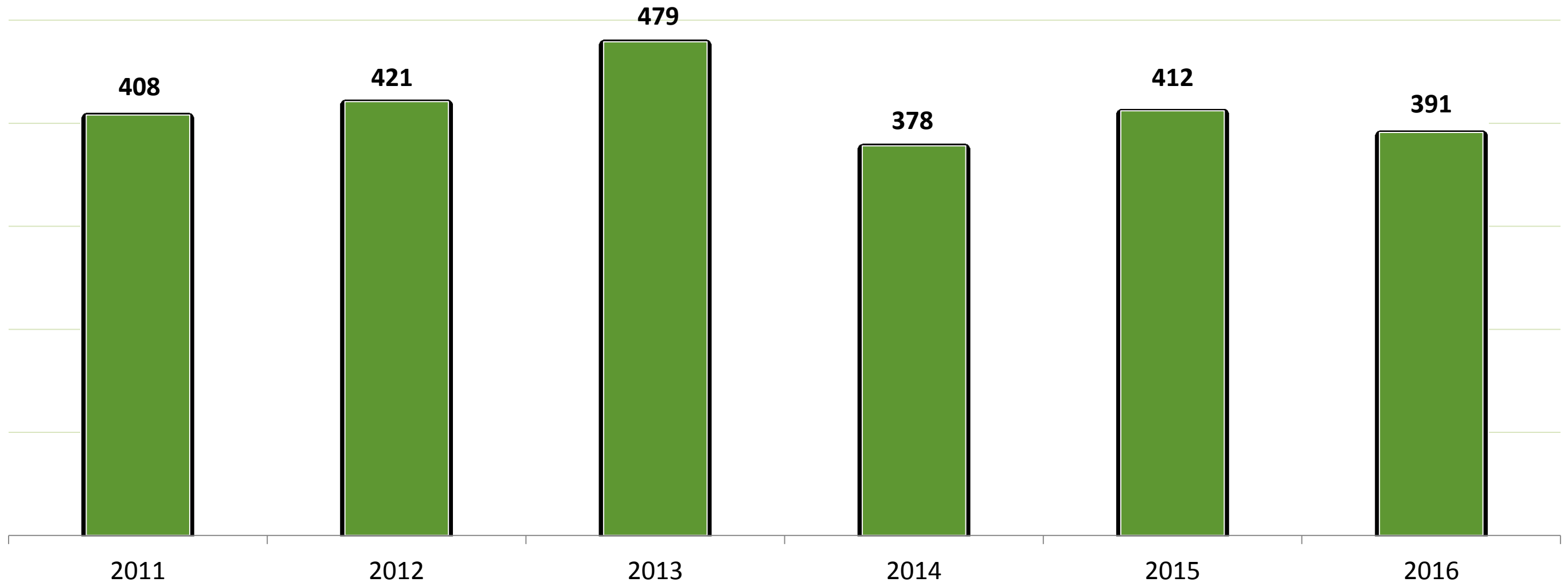
# Rescue/Motor Vehicle Collision Responses

391 rescue, motor vehicle and collision responses

Decrease of 5% from 2015



# Rescue/Motor Vehicle Collision Responses

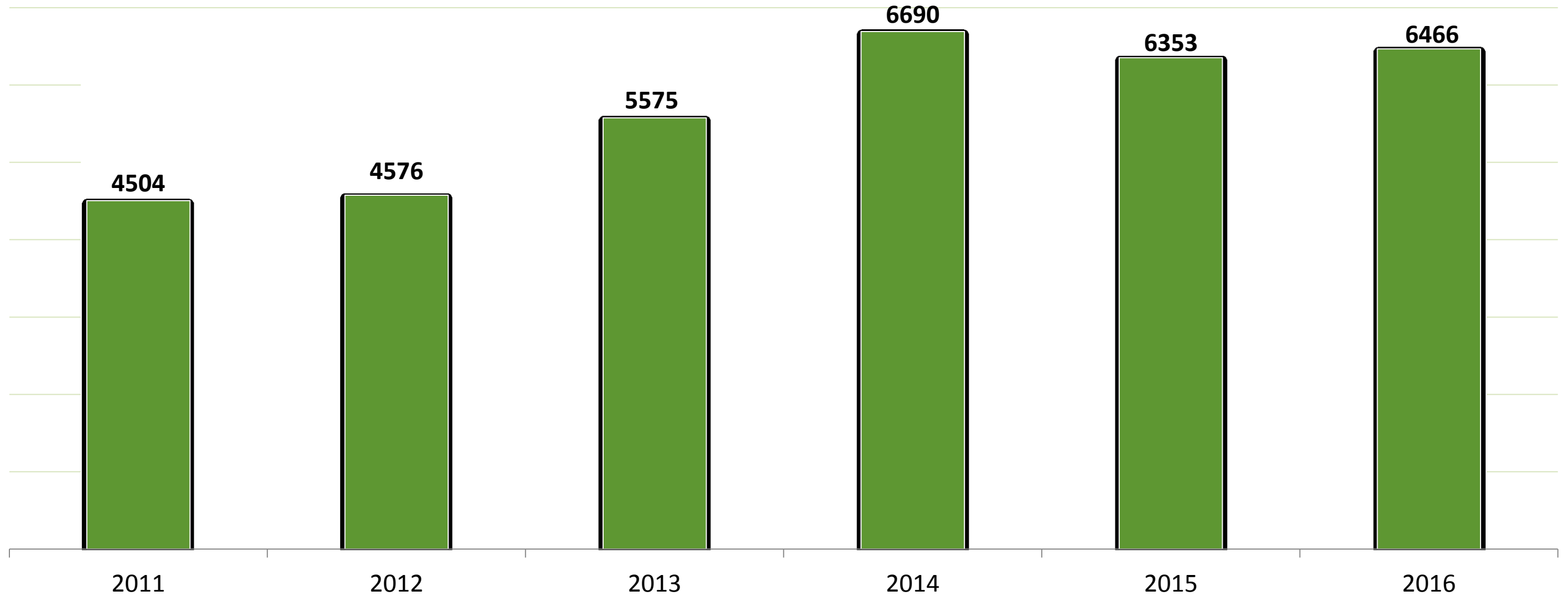


# EMS Events

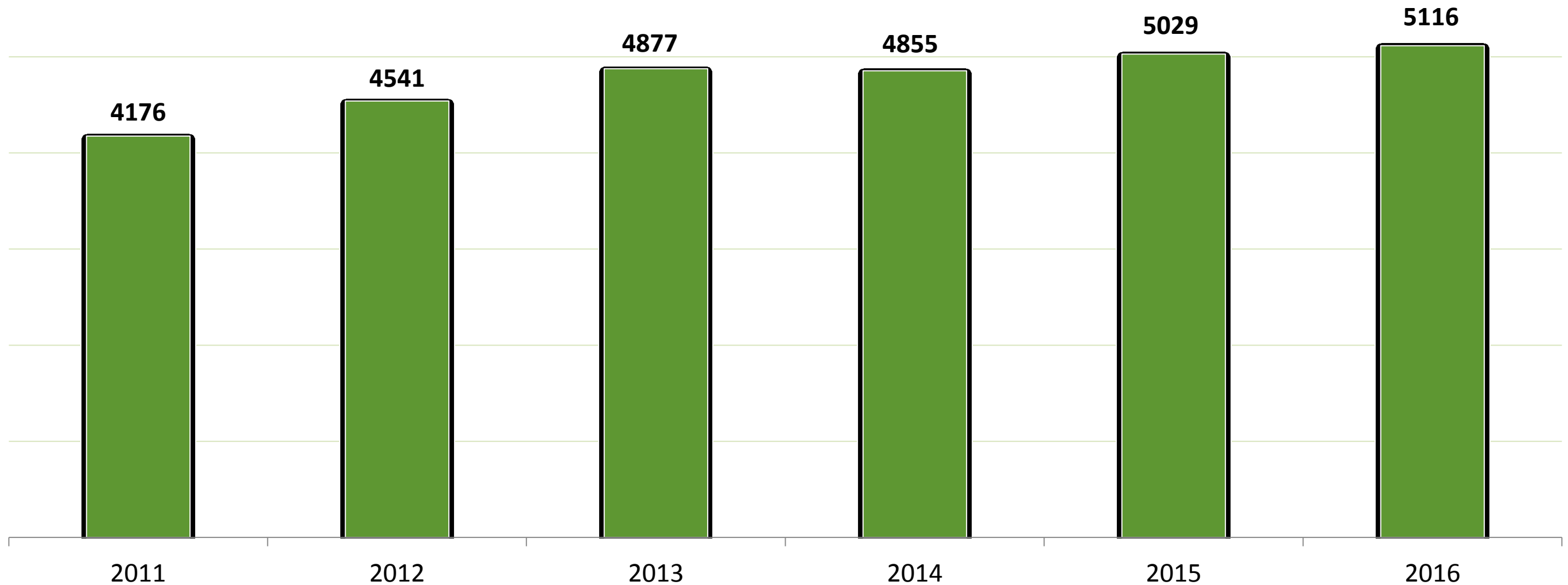
Between  
6332 and 6466  
EMS events



# Total EMS Events

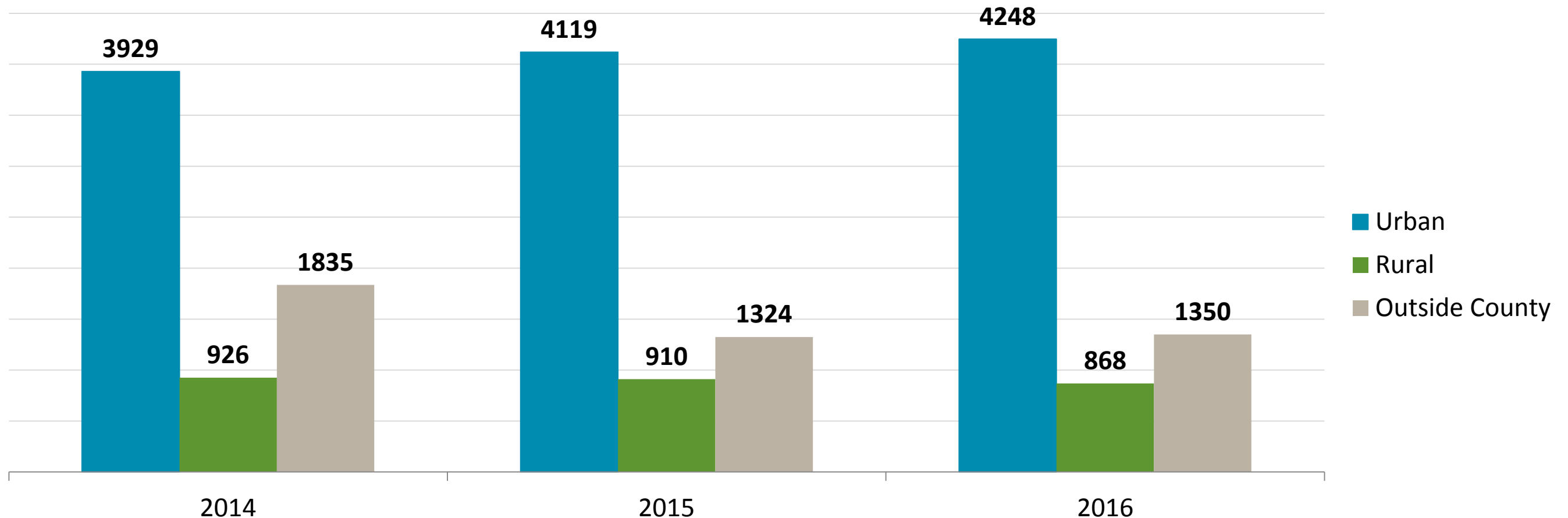


# EMS Events Within Strathcona County



# EMS Events Response Locations

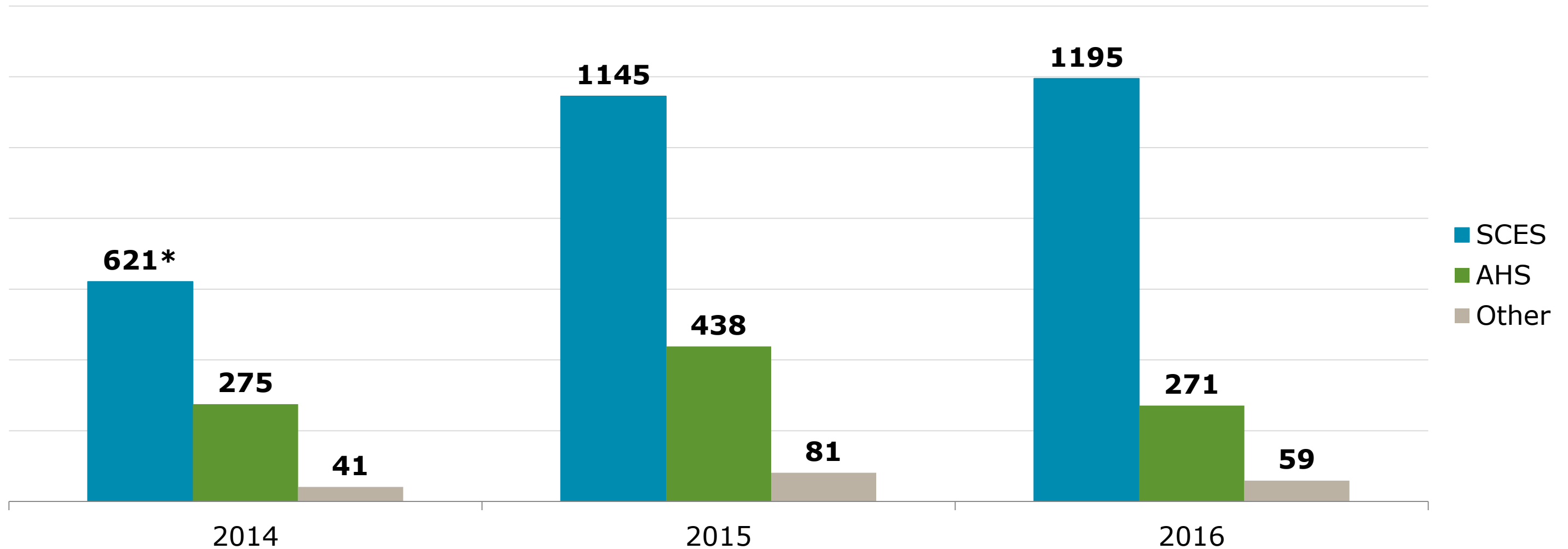
Although we continue to work with Alberta Health Services to release our ambulances back to Strathcona County after an Edmonton response, 2016 saw an increase of 1.77% from 2015.





# EMS Transports

Patients transported to Strathcona Community Hospital by ambulance



\*Reporting period from July to Dec, 2014.

# Ambulance Statistics From AHS

- Emergency medical calls in Strathcona County **5627**
- Responded to by SCES ambulances 4678 (83.1%)
- Inter facility transfer calls originating in Strathcona County **1981**
- Total inter facility transfer calls from Strathcona Hospital 1729
- Responded to by SCES ambulances 271 (13.6%)
- Other inter facility transfer calls outside of Strathcona County 90
- SCES ambulance calls in other municipalities **1350**  
(976 patients)
- Total calls originating in Strathcona County **7608**
- Total calls responded to by SCES 6389 (83.9%)

# Medical First Responses

334 Medical First Response (MFR) calls, decrease of 15% from 2015.

A MFR is when a fire apparatus attends a medical event.

Criteria to respond:

- As a co-response for a cardiac arrest (echo event)
- If an ambulance has a longer than 15 minute response time (charlie, delta events)
- Part-time stations co-respond (charlie, delta, echo events)



# Accreditation Canada

SCES is contractually required to obtain a certificate of accreditation from Accreditation Canada for ambulance services.

November, 2016 saw the achievement of Primer status which is the first stage of accreditation.

Qmentum status, the second and accrediting stage is currently being addressed and certification is expected in Q4 of 2018.





# Dangerous Goods Events

- Attended 75 dangerous goods events
- Events include fuel spill, gas leak/gas odour, hazardous material or outside odour
- 29% decrease from previous year

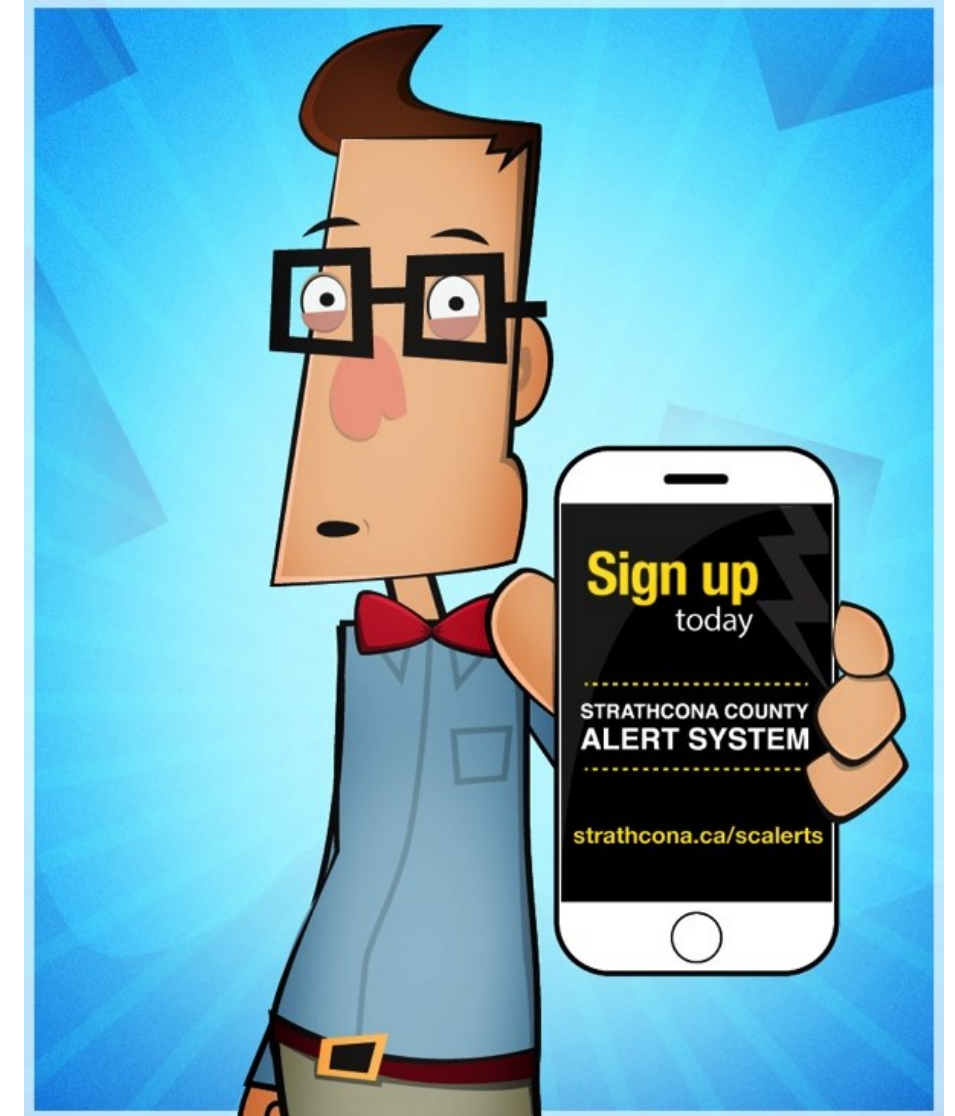


# Strathcona County Alert Registrations

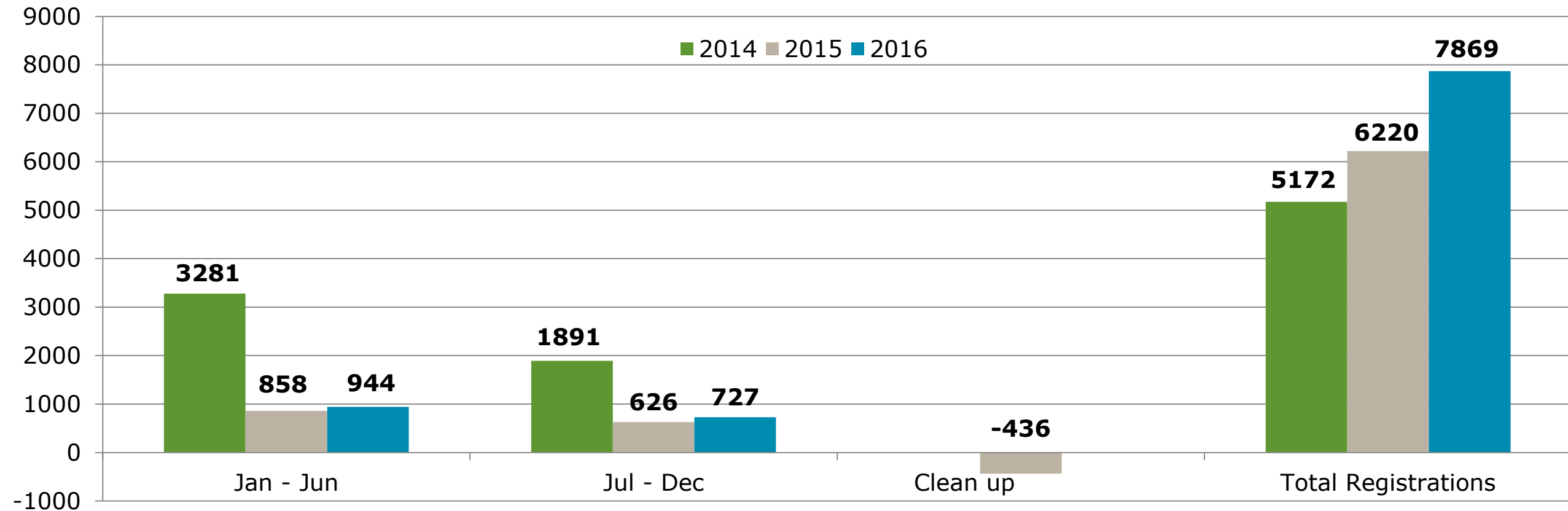
7869 registrations are active on the SC Alert System (does not include employees)

1671 registrations were activated in 2016

26.5% increase in registered users from previous year, with 22 registrations deactivated



# SC Alert Registrations



## 4 Public Alerts Issued:

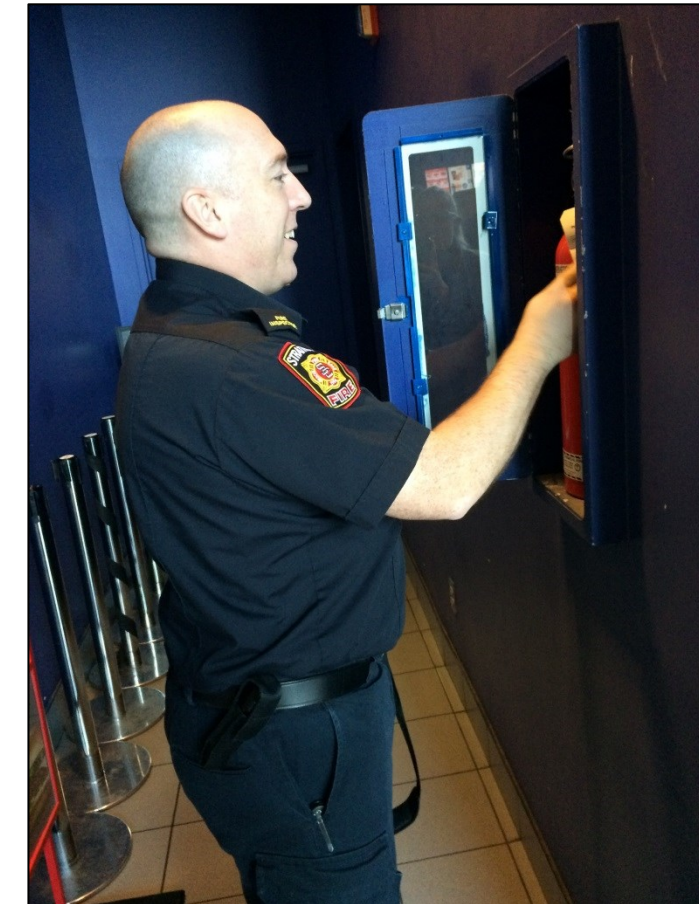
- 2 Fire Ban (implemented April/lifted May)
- 2 Mandatory Alerts (water emergency implemented/lifted February)
- 1 Full system Test Notification (September)

## Employee Alerts Issued:

- 36 severe weather alerts
- 2 EOC Activation test/exercise (April)
- 2 IMT deployment for Fort McMurray Wildfire (May)

# Fire Inspections

2493 inspections completed		
694		Annual
1236		Re-inspections (some re-inspections done from previous annual inspections)
7		Complaint
2		Construction site
81		Final occupancy
101		Follow-up or action required
65		Lockbox
228		Notice to rectify
61		Occupant load card
11		Requests
5		Special event
2		Fireworks (high hazard - display)





# Fire Prevention

## 1993 Activities completed

<b>10</b>		Fire safety plan reviews
<b>17</b>		Fire permit – oversize burn inspection
<b>8</b>		Complaints – fire code
<b>21</b>		Complaints – burning
<b>45</b>		Inquiries – fire code
<b>7</b>		Community safety education support
<b>86</b>		Fire investigations completed
<b>103</b>		Fireworks permits issued
<b>1696</b>		Fire permits issued

# Rural FireSmart

Activities		
214		Individual home hazard assessments
5		Community assessments: Garden Heights, Green Haven Estates, Holland Drive, Ryedale Estates, High Ridge Place
10		Community education events
1		Community chipping events (Midway Estates)





# Urban FireSmart

## Activities

62		Urban Parks/Reserve area that were assessed.
2		Parks/Reserve areas where wildfire prevention treatments were applied on county properties.
2		Neighborhoods that were targeted for specific education on wildfire reduction activities. Sherwood Park was targeted for a general information campaign.



# Resident Interactions

Interacted with 21,502 Strathcona County residents in a non-emergency environment, such as classrooms, tradeshow, community events, and fire inspections, which is 22% of residents based on most recent census.

11% or 2153 more residents than previous year.



# Community Safety Education

Courses Delivered		
Emergency Preparedness		<b>159 events</b> 5951 citizens engaged
First Aid/CPR		<b>39 courses</b> 560 citizens trained
Fire Prevention		<b>367 programs</b> 5187 citizens engaged
Public Relations (Sparky/Station Tours)		<b>277 events</b> 9745 citizens engaged
Recovery Program (New in 2016)		<b>3 events (2 Rural, 1 Urban)</b> 129 citizens engaged (Rural: Wye Haven, Aspen View   Urban: Orchid Crescent)



# Occupational Health, Safety and Training

	Professional Qualification Courses	Number of Members	Total Hours
On-line training	3	122	3548
Correspondence courses	10	21	736
Emergency Services instructed	18	777	5670
Off-site training	5	215	7582
			<b>17,536</b>

# Industrial and Table Top Exercises

Participated in a number of exercises:

- Nova Chemicals x2 (ER Plan drill)
- Edmonton Fire (storage tank fire awareness)
- Shell (EOC drill)
- Suncor x2 (full scale)
- Air Liquide (full scale)
- Keyera x3 (full scale)
- Regional Water Quality Association Exercise (Tabletop)
- Sherritt Metals (Functional Exercise)
- Kinder Morgan/ Transmountain (Workshop)
- Strathcona County EOC Exercise 16 (April)



# Feedback and Questions

Thank You





**Priorities Committee Meeting\_Feb14\_2017**

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**STRATEGIC INITIATIVE AND UPDATE****South Cooking Lake Aircraft Water Rescue Update****Report Purpose**

To provide an update to Priorities Committee on the South Cooking Lake aircraft crash and water rescue event that occurred on June 28, 2016.

**Council History**

July 5, 2016 - Council was provided with an update on the South Cooking Lake rescue that took place on June 28, 2016.

**Strategic Plan Priority Areas**

**Economy:** n/a

**Governance:** n/a

**Social:** Work with local residents to ensure the safety of the lake area.

**Culture:** n/a

**Environment:** Review conditions of County wetlands and lakes to ensure emergency vehicles can respond promptly to urgent situations.

**Other Impacts**

**Policy:** n/a

**Legislative/Legal:** n/a

**Interdepartmental:** n/a

**Enclosure**

1 ppt 2016 South Cooking Lake Aircraft Water Rescue Update (Document 9790816)

# 2016 South Cooking Lake Aircraft Crash and Water Rescue

## After Action Report & Plan

Iain Bushell  
Fire Chief & Director

# Agenda

- SCES preparation for this incident
- Incident overview
- After Action Report overview
- Strengths
- Areas of improvement
- Recommendations



# Preparation for this Incident

SCES has had a dedicated Water Rescue Team in place since 2006. Team members must maintain numerous credentials including:

- Advanced swift and static water rescue technician
- Rope rescue technician
- Advanced ice rescue technician
- Watercraft operators license
- Bronze Cross lifeguard certification



The Team meets to conduct training, at a minimum, once a month on an annual basis and often participates in collaborative training with other rescue teams in the Capital Region.

# Preparation for this Incident

SCES employs numerous rescue techniques and pieces of equipment to conduct water rescues. There are the two primary pieces of equipment: the airboat and the rapid deployment crafts (RDC).

The Water Rescue Team conducted a training evolution on Cooking Lake on April 4, 2016. At that time they launched the RDC and tested a new (recently acquired) transom and motor. The Team was able to maneuver the craft in the shallow water. At the time the Team had no reason to believe that access to the lake or lake conditions would present a significant challenge in the foreseeable future.



# The following is an excerpt of the pre-plan prepared for Cooking Lake:



*Cooking Lake Pre-Plan – identified access points*

1. South Cooking Lake Airport – best access – Range Rd 221 and Twp Rd 514
2. Cooking Lake Sailing Club – Range Rd 220 North of Hwy 14
3. Range Rd 214 North of Hwy 14 – open field – no shelter
4. Twp Rd 513A and Range Rd 211– do not use – pending maintenance of road. Good for winter boat access if lots of snow
5. Range Rd 213 South of Twp 520 - do not use – pending maintenance of road.
6. 51521 Range Rd 214 – private property – get permission from home owner. Best access to northeast corner of the lake

# June 28, 2016 Incident Overview

- On the morning of June 28, 2016 a single engine Cessna float plane (using wheels) took off from Cooking Lake Airport
- Shortly after takeoff the Pilot experienced difficulties which ultimately led to a failed water landing on South Cooking Lake
- The plane ended up nose down/tail up inverted in the shallow water and the Pilot was able to extricate himself from the aircraft
- Emergency crews from SCES and the Strathcona detachment of the RCMP responded to the incident
- Members of the public independently attempted to assist with the rescue effort
- The Water Rescue Team encountered difficult conditions
- The time from 911 call to the rescue of the Pilot was 4 hours and 21 minutes



# Incident Details

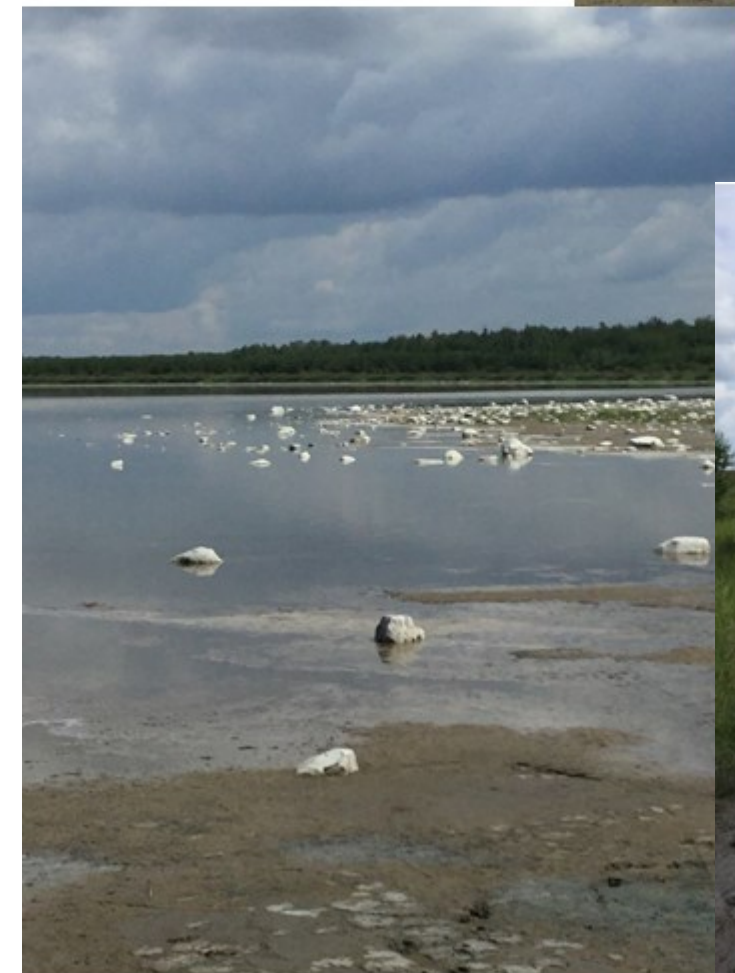
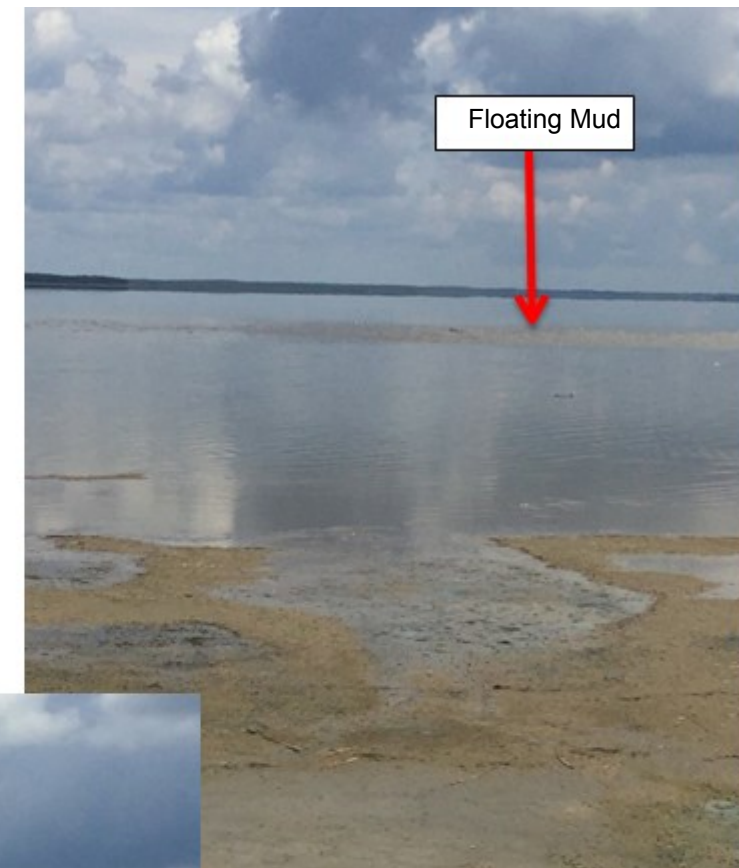
0945 hours	Initial 911 call from a South Cooking Lake resident on RR214
0950 hours	Platoon Chief, Squad 1, Engine 2, Ambulance, and RCMP dispatched
0950 hours	Water Rescue Team (special operations truck and airboat) is paged
0953 hours	First contact between RCMP and Canadian Forces Joint Rescue Coordination Centre (JRCC)
1022 hours	Squad 1 arrives at 911 caller's location
1102 hours	JRCC was advised that airboat launch was in progress
1109 hours	First airboat launch attempt
1406 hours	Patient transported by ambulance to Strathcona Community Hospital

# After Action Report Overview

## Challenges:

The initial 911 report of the plane's distance from shore was incorrect, indicating 200m, when it was closer to 1000m from the nearest shoreline.

Four launch sites all had varying degrees of difficulty which created inaccessible pathways to launch the airboat, due to mud and ruts.



# After Action Report Overview

Launch docks were hampered by muddy shores. There was up to two feet deep of a sludgy mud which took on a thick consistency, and made moving through the area extremely slow. A significant amount of energy was expended.

Once on the lake, the RDC (yellow inflatable) was hampered by pockets of floating mud. Much of the lake was too shallow for the RDC to float with its crew.

Rocky shorelines precluded many areas along the shore from becoming launch sites for the airboats.



# The Rescue

Three trips to the aircraft were made once the airboat was safely launched into the lake:



1. The boat was lightened by removing all non-essential equipment and a single rescuer deployed from shore, picked up a rescuer from the RDC and then went to the aircraft to retrieve the Pilot and the first bystander.
2. A single operator retrieved the RDC, the second SCES rescuer, and the second bystander. All three boats (the RDC, the bystanders canoe, and the inflatable kayak) were brought back to shore.
3. Escorted the Transport Canada Officer to the plane and then returned officer to shore.





# Strengths

A plan was in place for lake access – responders were familiar with the area, however hampered by a change in lake conditions.

Emergency crews were deployed quickly to the event including:

- initial 1<sup>st</sup> alarm response for an aircraft emergency
- the Water Rescue Team activation
- members of the RCMP and Enforcement Services
- early contact with Canadian Forces Search and Rescue
- Early notification of Transport Canada



Rescuers worked cohesively as a team and considered many options.

# Strengths continued

Good collaboration between RCMP and SCES

Early recognition of difficult access - multiple rescue operations initiated

Early identification of a stable patient – the pace of all operations was calculated based on risk and were conducted safely, with consideration given to the preservation of the patient, rescuers and equipment

# Areas of Improvement

- Information flow and updates to Council, the public and county staff
- Location of crash site identified
- Frequent situational reports
- Availability and need for Canadian Forces SAR helicopter not shared effectively between RCMP and SCES
- Use of personal phones for conversations, resulting in no follow-up radio communications to maintain situational awareness

# Areas of Improvement continued

- Airboat capabilities appear to have diminished over time
- Alternate consideration to the mud issues to be considered
- Responders were on the water for an extended period of time expending significant energy
- Media interviews – interpreted by civilians as a criticism to those who attempted to assist in the rescue



# Recommendations

- Radio system upgrade (AFRRCS in 2017 budget)
- Airboat to be evaluated and repaired/modified to bring it back to its original capabilities (completed by Fleet)
- Additional equipment to be evaluated for consideration in future acquisitions (partially complete)
- Equipment/supplies/procedures to be evaluated and implemented to assist with difficult launches (partially completed)
- Water Rescue Team to compile a list of area resources available through mutual aid. Information will be added to the pre-plan resource book and provided to the Operations group (completed)
- Operational change to Special Operations Team deployment model (under consideration)



**Priorities Committee Meeting\_Feb14\_2017**

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**STRATEGIC INITIATIVE AND UPDATE****2016 RCMP and Enforcement Services Year End Statistical Report****Report Purpose**

To provide the Priorities Committee with statistics from RCMP and Enforcement for the year 2016.

**Council History**

The RCMP provides statistics to Council semi-annually.

**Strategic Plan Priority Areas**

**Economy:** n/a

**Governance:** n/a

**Social:** Increase the safety of our residents and their property

**Culture:** n/a

**Environment:** n/a

**Other Impacts**

**Policy:** Municipal Policy SER-010-002 Strathcona County Constable and Bylaw Services Procedures.

**Legislative/Legal:** The RCMP is governed by the RCMP Act and legislated by the Provincial Police Service Agreement. Peace Officers act under the authority of the Alberta Police Act.

**Interdepartmental:** n/a

**Summary**

The statistical report provides a five year comparison of statistical figures for the RCMP and a three year comparison figures for Strathcona County Enforcement Services.

**Enclosure**

1. 2016 RCMP and Enforcement Services Year End Statistical Presentations (Document 9792636)
2. Summary of 2016 Stats RCMP (Document 9792877)
3. Summary of 2016 Stats Enforcement Services (Document 9792409)

## Enclosure 2 - RCMP Summary Q4 2016 Statistics

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Variance</u>	
<i>Offence Type</i>								<u>2015-2016</u>	<u>2010-2016</u>
<b>Traffic Offences - Criminal Code</b>									
Impaired Operation Related Offences	655	772	862	837	871	860	729	-18.0%	10.2%
Dangerous Operation of M.V.	33	26	22	28	40	58	64	9.4%	48.4%
Other Criminal Code	67	58	57	55	56	92	43	-114.0%	-55.8%
<b>Total Traffic Offences - Criminal Code</b>	<b>755</b>	<b>856</b>	<b>941</b>	<b>920</b>	<b>967</b>	<b>1,010</b>	<b>836</b>	<b>-20.8%</b>	<b>9.7%</b>
<b>Traffic Collisions</b>									
Fatal	4	7	7	5	5	5	5	0.0%	20.0%
Non-Fatal Injury	432	497	462	571	587	641	584	-9.8%	26.0%
Property Damage Reportable	2,831	2,581	2,512	2,669	2,662	2,534	2,386	-6.2%	-18.7%
Property Damage Non-Reportable	335	364	422	487	354	346	285	-21.4%	-17.5%
<b>Total Traffic Collisions</b>	<b>3,602</b>	<b>3,449</b>	<b>3,403</b>	<b>3,732</b>	<b>3,608</b>	<b>3,526</b>	<b>3,260</b>	<b>-8.2%</b>	<b>-10.5%</b>
<b>Traffic Offences - Provincial</b>									
RCMP Traffic Tickets	16,275	20,985	26,010	24,768	22,267	22,632	22,043	-2.7%	26.2%
<b>Intersection Safety Device Tickets</b>									
Photo Radar Tickets Issued	17,513	40,916	29,196	-	-	-	-		
I.S.D. Speed Tickets Issued	7,490	7,126	6,993	5,183	4,441	10,581	15,107	30.0%	50.4%
I.S.D. Red Light Tickets Issued	1,098	605	478	626	760	990	877	-12.9%	-25.2%
<b>Total Intersection Safety Device Tickets</b>	<b>26,101</b>	<b>48,647</b>	<b>36,667</b>	<b>5,809</b>	<b>5,201</b>	<b>11,571</b>	<b>15,984</b>	<b>27.6%</b>	<b>-63.3%</b>
<b>Drug Enforcement</b>									
Trafficking	81	82	130	90	136	134	100	-34.0%	19.0%
Production	6	4	5	6	3	5	6	16.7%	0.0%
Possession	362	427	405	416	543	611	531	-15.1%	31.8%
Export or Import Drugs	4	1	1	-	1	1	1	0.0%	-300.0%
<b>Total Drug Enforcement</b>	<b>453</b>	<b>514</b>	<b>541</b>	<b>512</b>	<b>683</b>	<b>751</b>	<b>638</b>	<b>-17.7%</b>	<b>29.0%</b>
<b>Crimes Against Person</b>									
Person Crime Related to Death	-	1	2	2	2	4	2	-100.0%	100.0%
Robbery, Threats, Harassment	317	332	331	343	337	363	370	1.9%	14.3%
Kidnapping/Hostage/Abduction	7	8	3	6	7	11	2	-450.0%	-250.0%
Assaults	443	454	402	388	412	499	435	-14.7%	-1.8%
Sexual Offences	49	50	56	54	71	84	75	-12.0%	34.7%
<b>Total Crimes Against Person</b>	<b>816</b>	<b>845</b>	<b>794</b>	<b>793</b>	<b>829</b>	<b>961</b>	<b>884</b>	<b>-8.7%</b>	<b>7.7%</b>
<b>Domestic Violence</b>									
Family and Domestic Violence	414	545	728	760	714	849	884	4.0%	53.2%
<b>Elder Abuse</b>									
Elder Abuse	62	73	53	21	31	23	14	-64.3%	-342.9%
<b>Property Crimes</b>									
Break and Enter	378	264	348	343	296	460	466	1.3%	18.9%
*Theft of Motor Vehicle	148	158	161	187	195	209	197	-6.1%	24.9%
Theft Over \$5000	54	38	55	50	46	48	68	29.4%	20.6%
Theft Under \$5000	1,609	1,230	1,434	1,251	1,410	1,369	1,634	16.2%	1.5%
Possession of Stolen Goods	113	118	192	212	258	304	271	-12.2%	58.3%
Fraud	240	222	247	273	355	390	522	25.3%	54.0%
Arson	59	37	34	32	26	29	40	27.5%	-47.5%
Mischief	1,119	834	894	700	699	857	896	4.4%	-24.9%
<b>Total Property Crimes</b>	<b>3,720</b>	<b>2,901</b>	<b>3,365</b>	<b>3,048</b>	<b>3,285</b>	<b>3,666</b>	<b>4,094</b>	<b>10.5%</b>	<b>9.1%</b>
<b>Common Police Activities</b>									
Common Police Activities	15,212	15,422	14,491	13,544	13,085	13,167	12,328	-6.8%	-23.4%
<b>Provincial Statutes (Excluding Traffic)</b>									
All Provincial Statutes (Excl.Traffic)	2,223	1,958	1,788	1,669	1,804	1,840	1,897	3.0%	-17.2%
<b>TOTAL OCCURRENCES</b>	<b>69,633</b>	<b>96,195</b>	<b>88,781</b>	<b>55,576</b>	<b>52,474</b>	<b>59,996</b>	<b>62,862</b>	<b>4.6%</b>	<b>-10.8%</b>



### Enclosure 3 - Enforcement Services Summary Q4 2016 Statistics

	Variance					
<b>Bylaw Enforcement Occurrences</b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2015-2016</u></b>	<b><u>2013-2016</u></b>
Off Highway Vehicle	264	306	163	125	-30.4%	-111.2%
Unsightly Premises	257	225	199	198	-0.5%	-29.8%
Debris on Roadway	136	84	78	46	-69.6%	-195.7%
Commercial Vehicle Inspections	208	222	236	215	-9.8%	3.3%
Alarm Response	255	228	256	322	20.5%	20.8%
Noise	366	370	343	308	-11.4%	-18.8%
Warrant Processing	429	625	962	658	-46.2%	34.8%
Dog Control	2,637	2,433	2,664	1,937	-37.5%	-36.1%
Parking Violations	3,221	2,459	2,986	2,408	-24.0%	-33.8%
Other Provincial and Bylaw	3,122	4,443	4,507	4,592	1.9%	32.0%
<b>Total Bylaw Enforcement Occurrences</b>	<b>10,895</b>	<b>11,395</b>	<b>12,394</b>	<b>10,809</b>	<b>-14.7%</b>	<b>-0.8%</b>
<b>Enforcement Services Tickets Written</b>						
Traffic Unit	17,238	16,657	19,398	18,725	-3.6%	7.9%
General Duty Unit	7,742	7,695	7,028	8,088	13.1%	4.3%
<b>Total Enforcement Services Tickets Written</b>	<b>24,980</b>	<b>24,352</b>	<b>26,426</b>	<b>26,813</b>	<b>1.4%</b>	<b>6.8%</b>
<b>Taxi Bylaw *</b>						
Driver Permits Issued			153	217	29.5%	100.0%
Taxi Permits Issued			85	93	8.6%	100.0%
<b>Total Taxi Bylaw Permits Issued</b>			<b>238</b>	<b>310</b>	<b>23.2%</b>	<b>100.0%</b>

*\*This process was halted early in the year due to legal challenges which voided several sections of the Bylaw.  
As a result a new "Vehicle for Hire" Bylaw is being prepared by Strathcona County Legal and Legislative Services\**



# Statistical Report 2016



## Royal Canadian Mounted Police & Strathcona County Enforcement Services February 14, 2017

Inspector Beth Leatherdale  
Acting Officer In Charge  
Strathcona County Detachment

Document # 9792636  
Enclosure 1

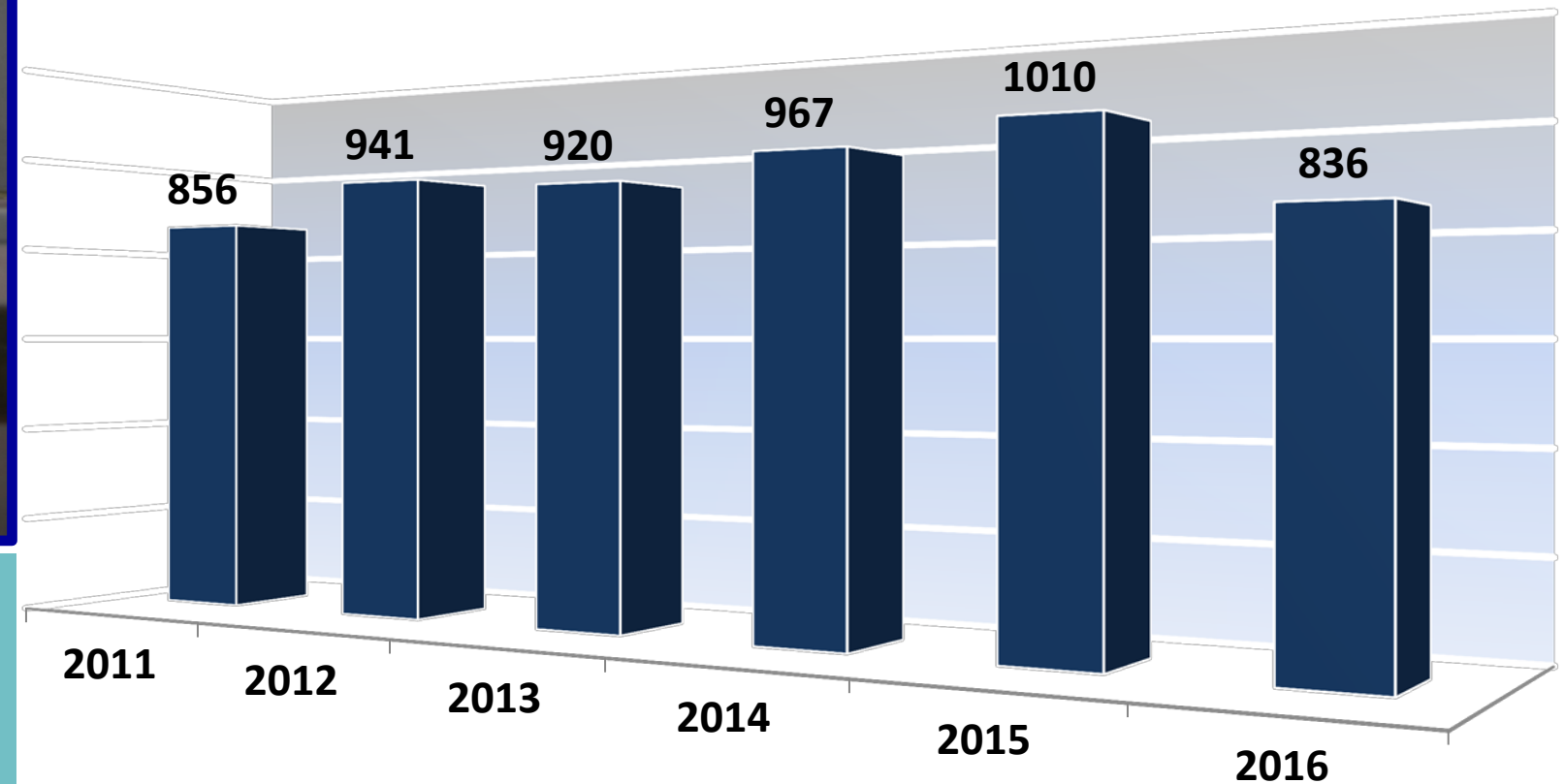


# Criminal Code Traffic Offences

2016



- 729 Impaired Driving Offences
- 64 Dangerous Operation MV
- 43 Other Criminal Code





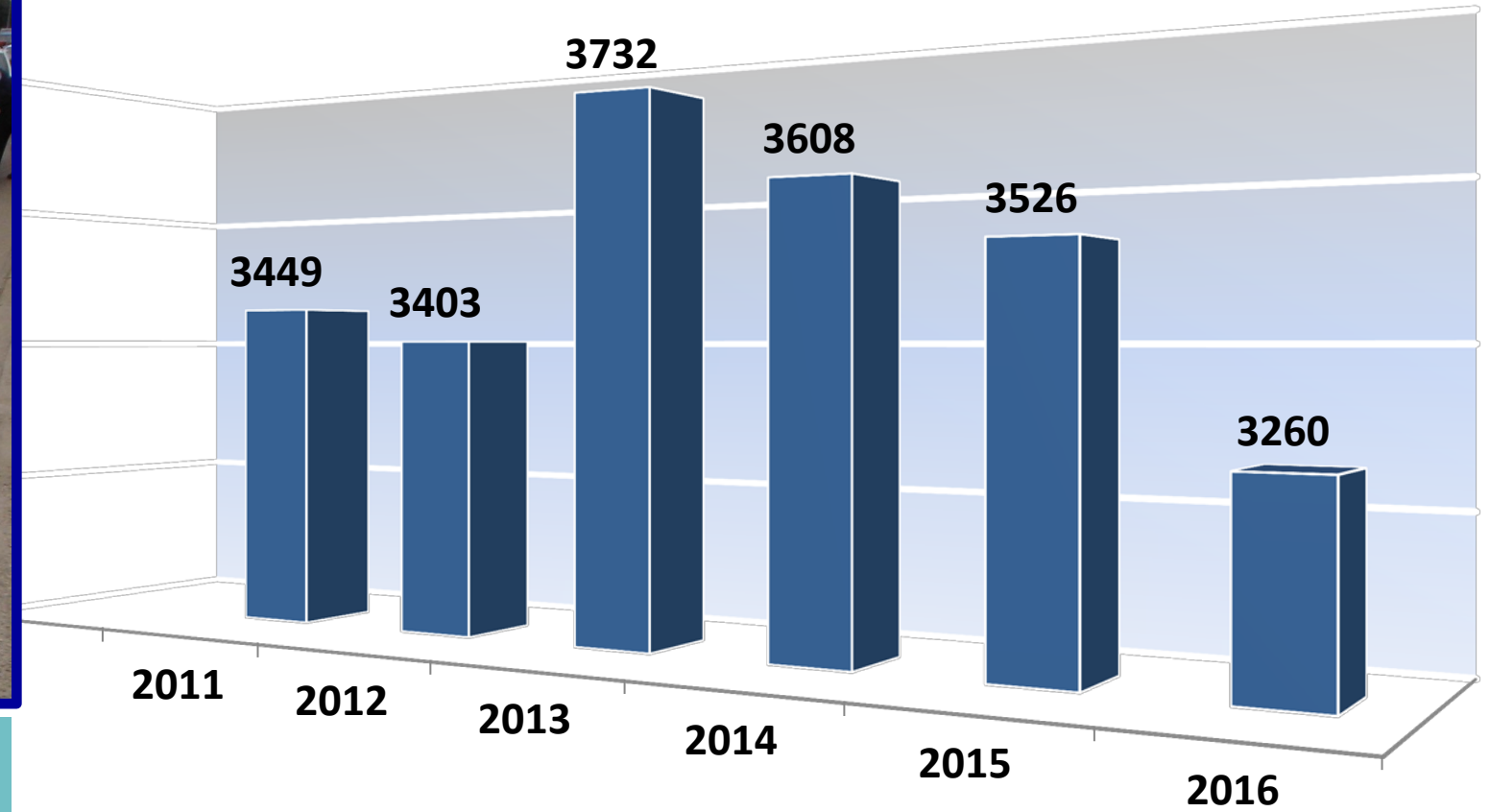


# Traffic Collisions

2016



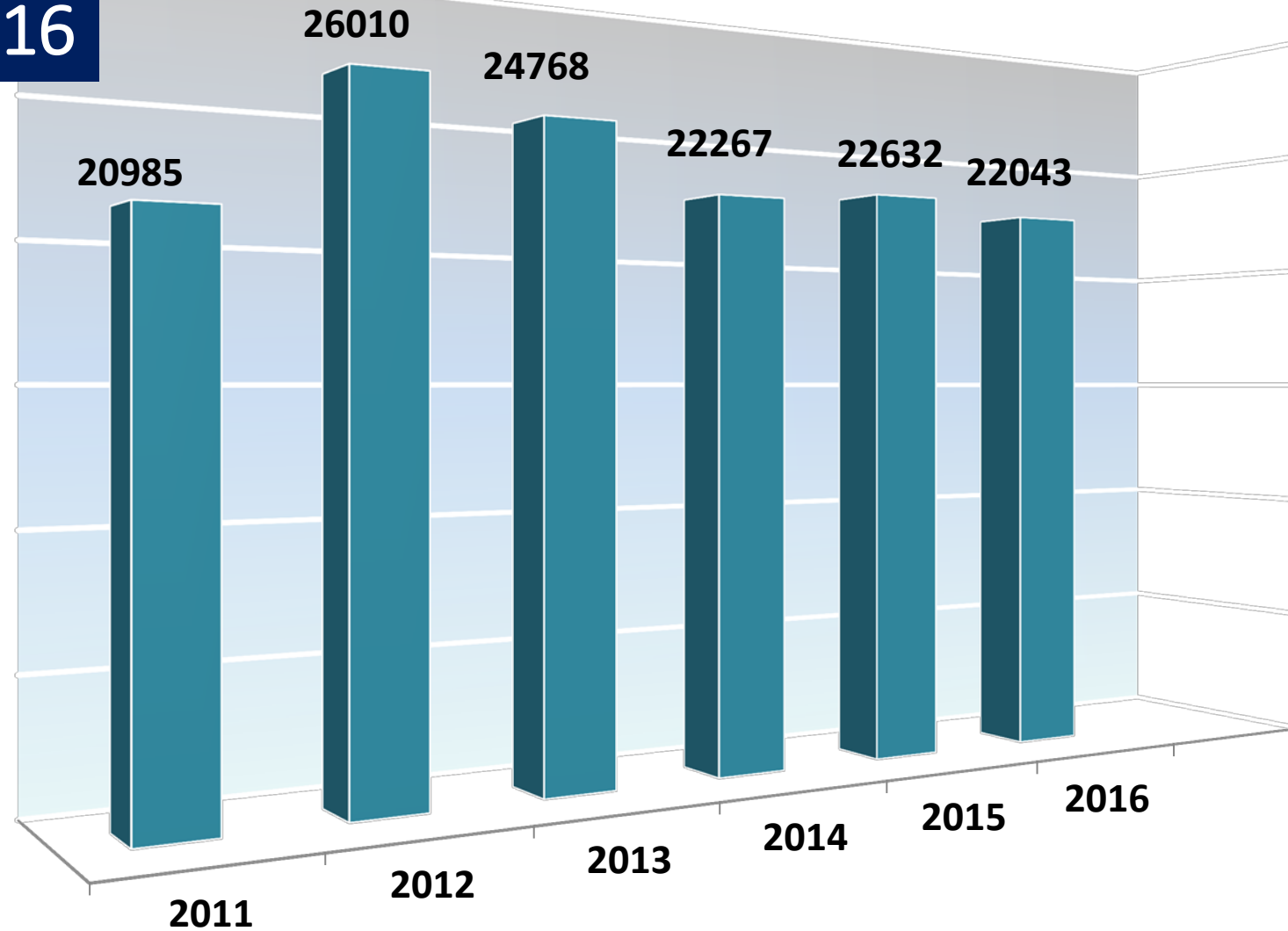
- 5 Fatal
- 584 Injury (59 Serious Injury)





# RCMP Traffic Tickets

2016



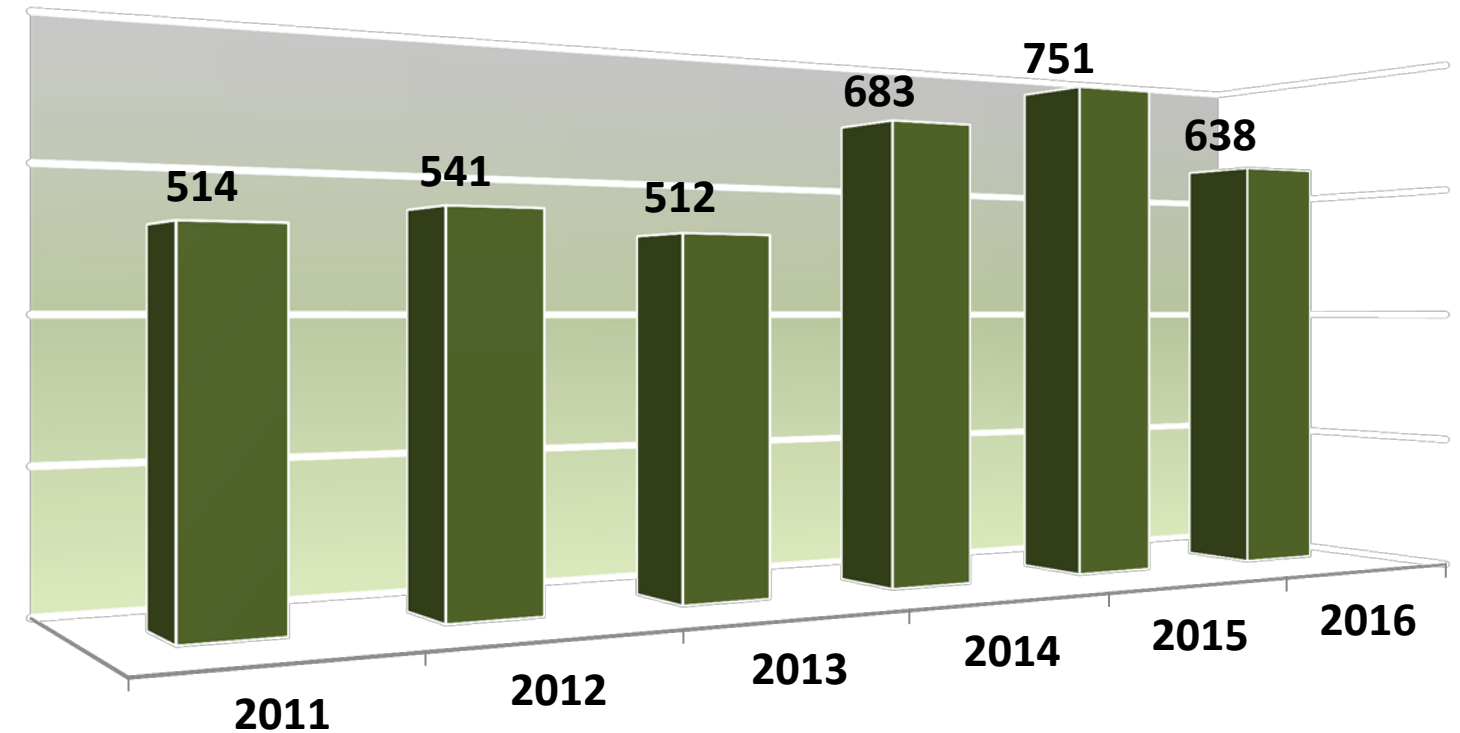


2016



- 100 Drug Trafficking Offences
- 531 Possession of Drugs
- 6 Production of Drugs

# Drug Enforcement

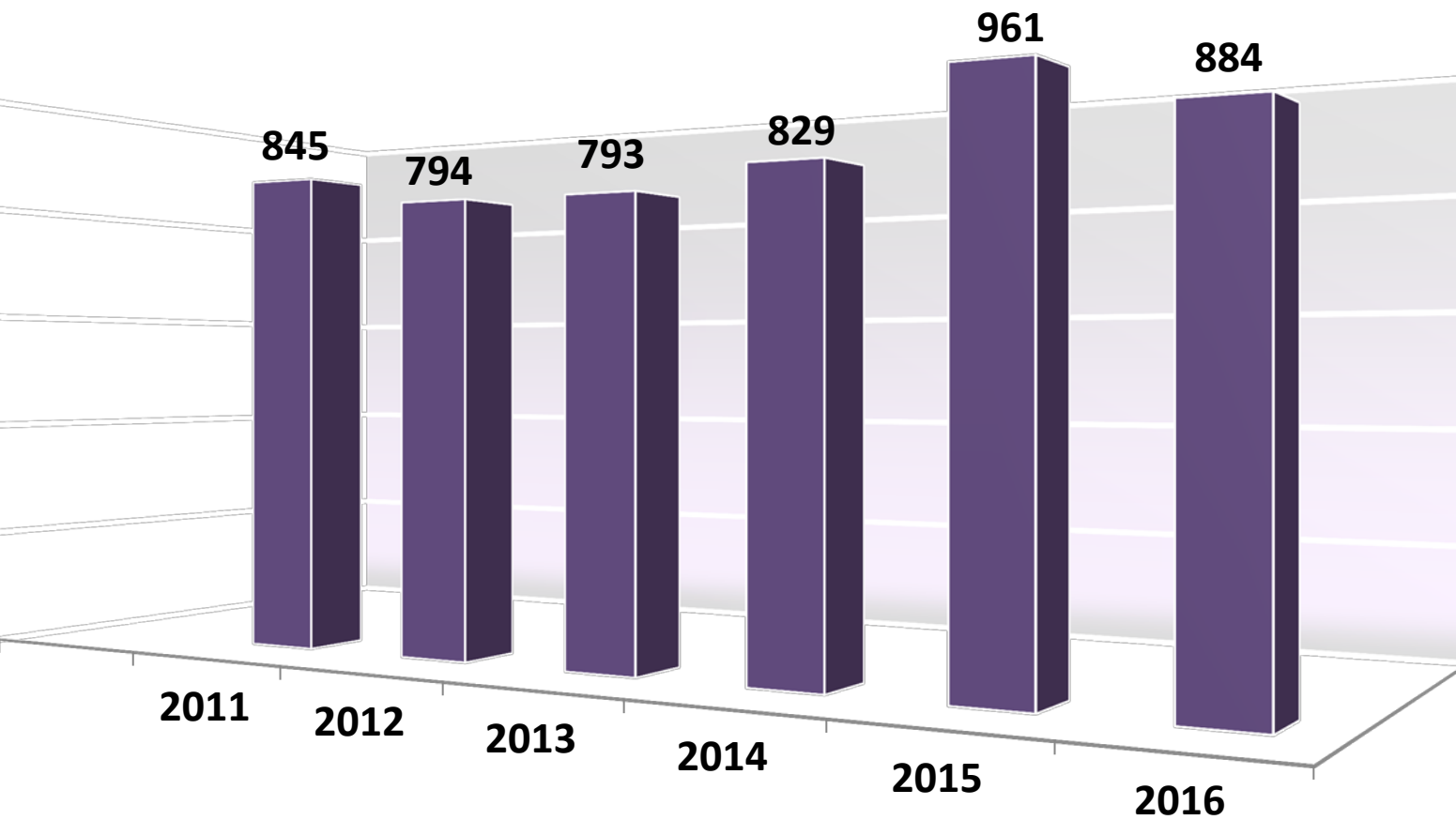






2016

# Crimes Against Person

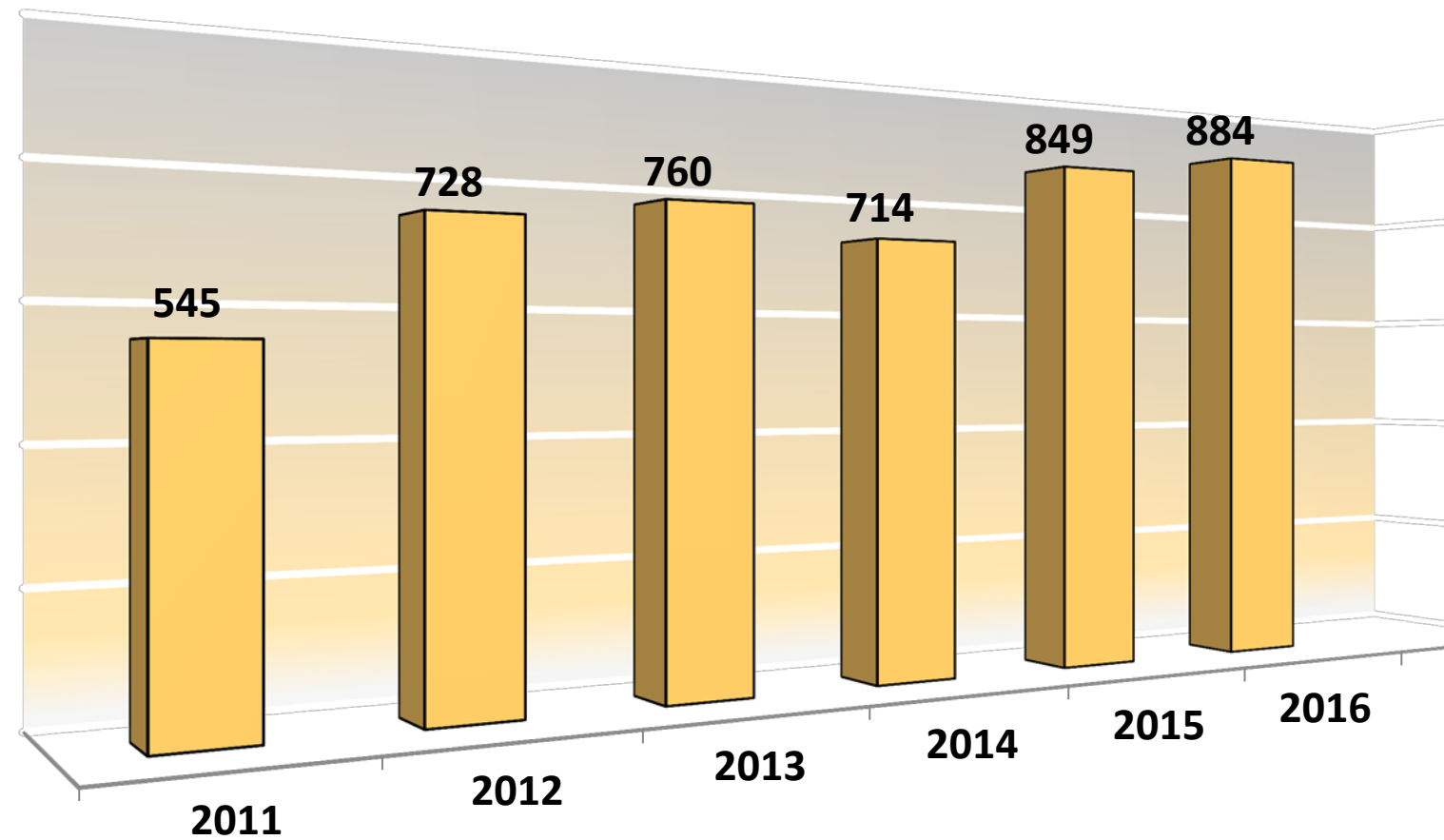


- 370 Robberies, Threats, Harassment
- 2 Kidnappings
- 75 Sexual Offences
- 435 Assaults



2016

# Family/Domestic Violence

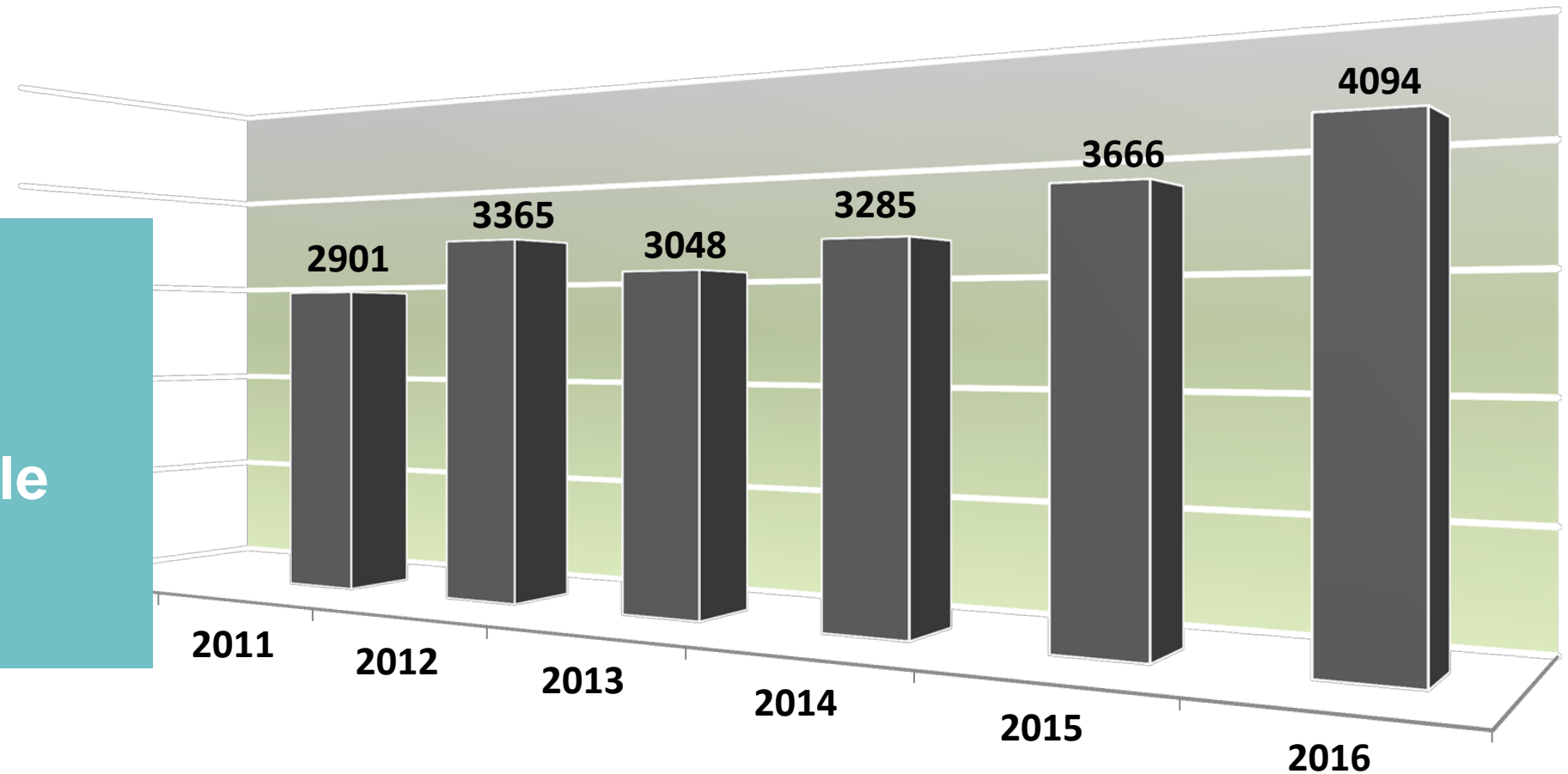




2016

# Property Crimes

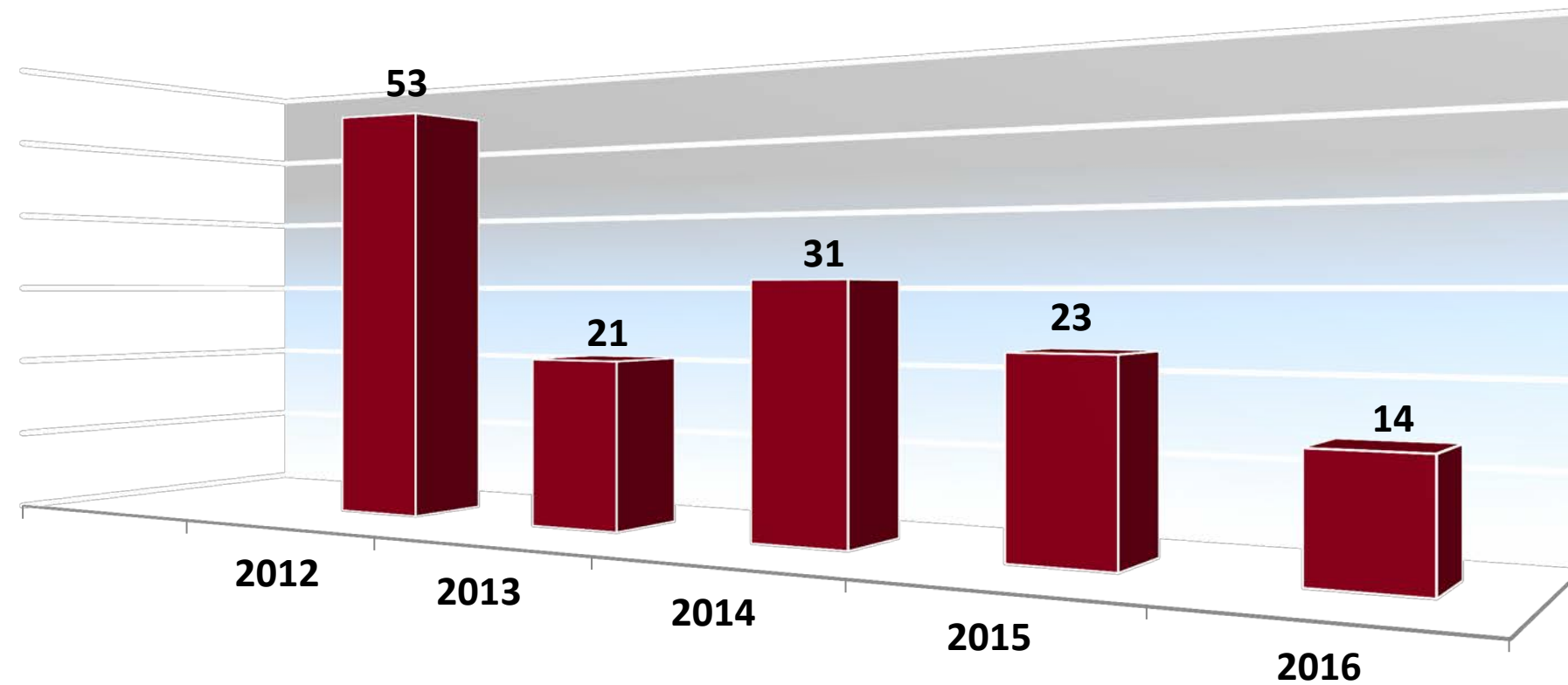
- 466 Break and Enter
- 1634 Theft Under \$5000
- 68 Theft Over \$5,000
- 197 Theft of Motor Vehicle
- 522 Fraud
- 896 Mischief





2016

# Elder Abuse Statistics







# Enforcement Services



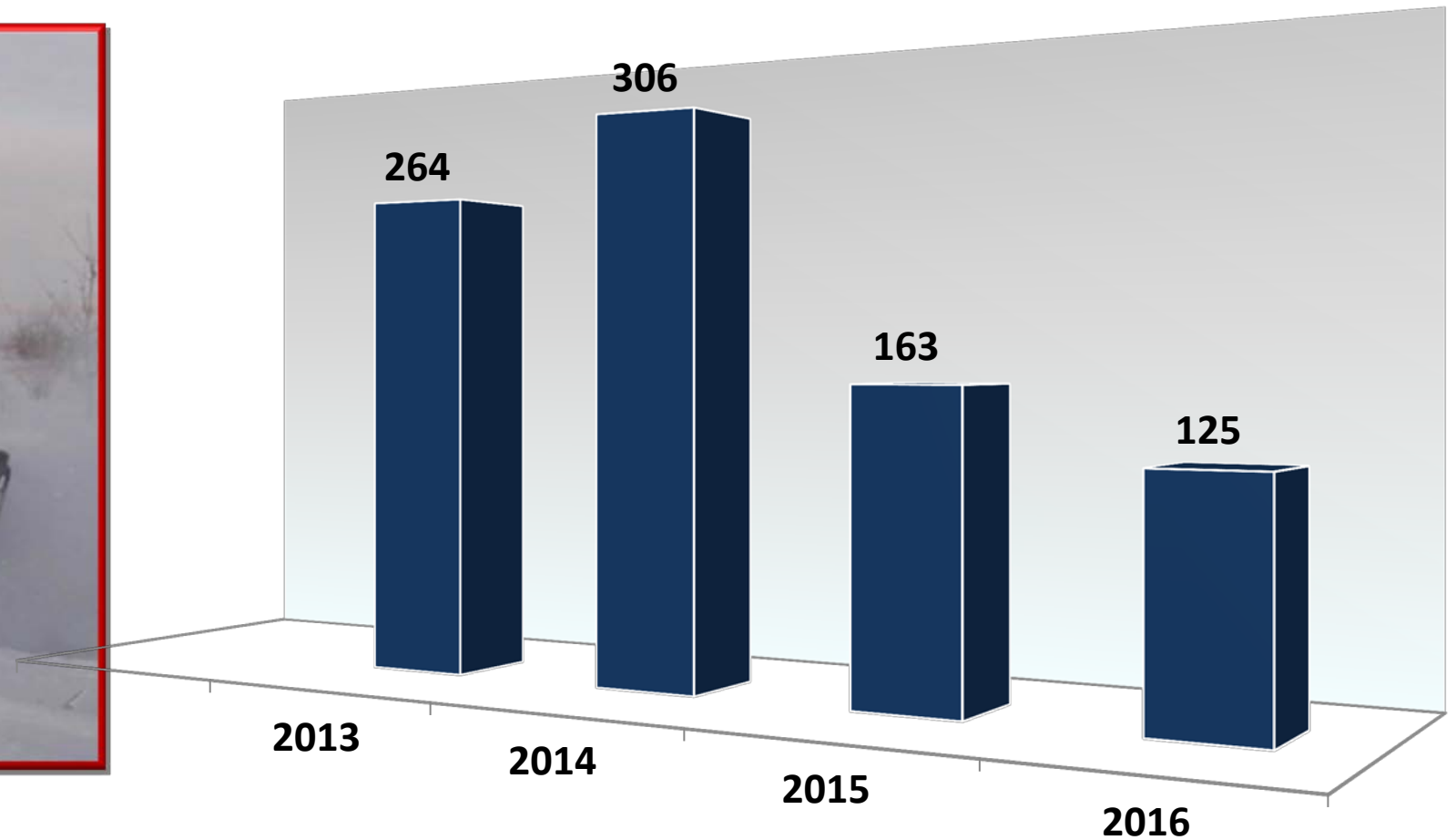
**Jim Peebles**  
Manager RCMP & Enforcement Services





2016

# Off Highway Vehicle

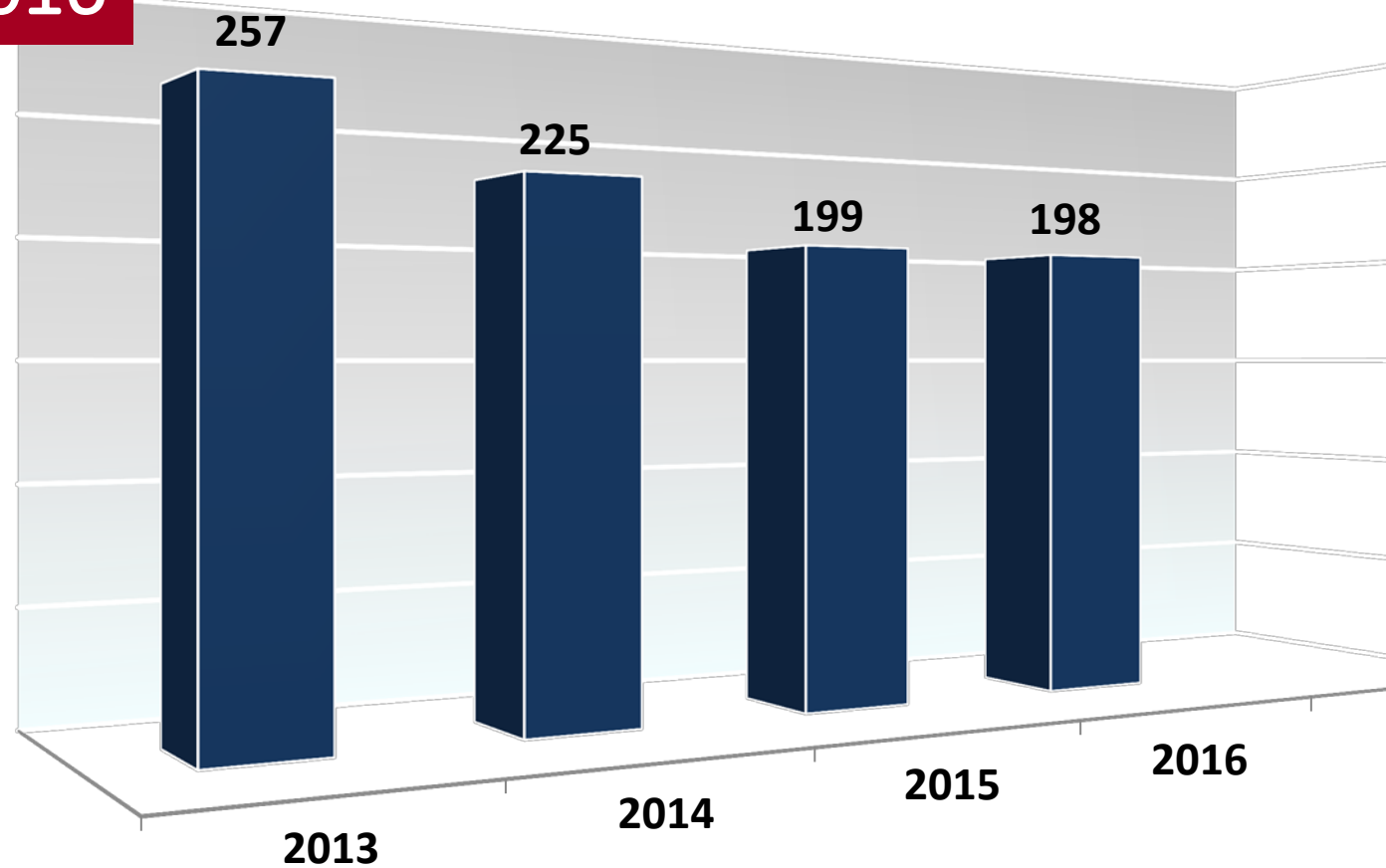




2016

# Unsightly Premises

## Unsightly Premises



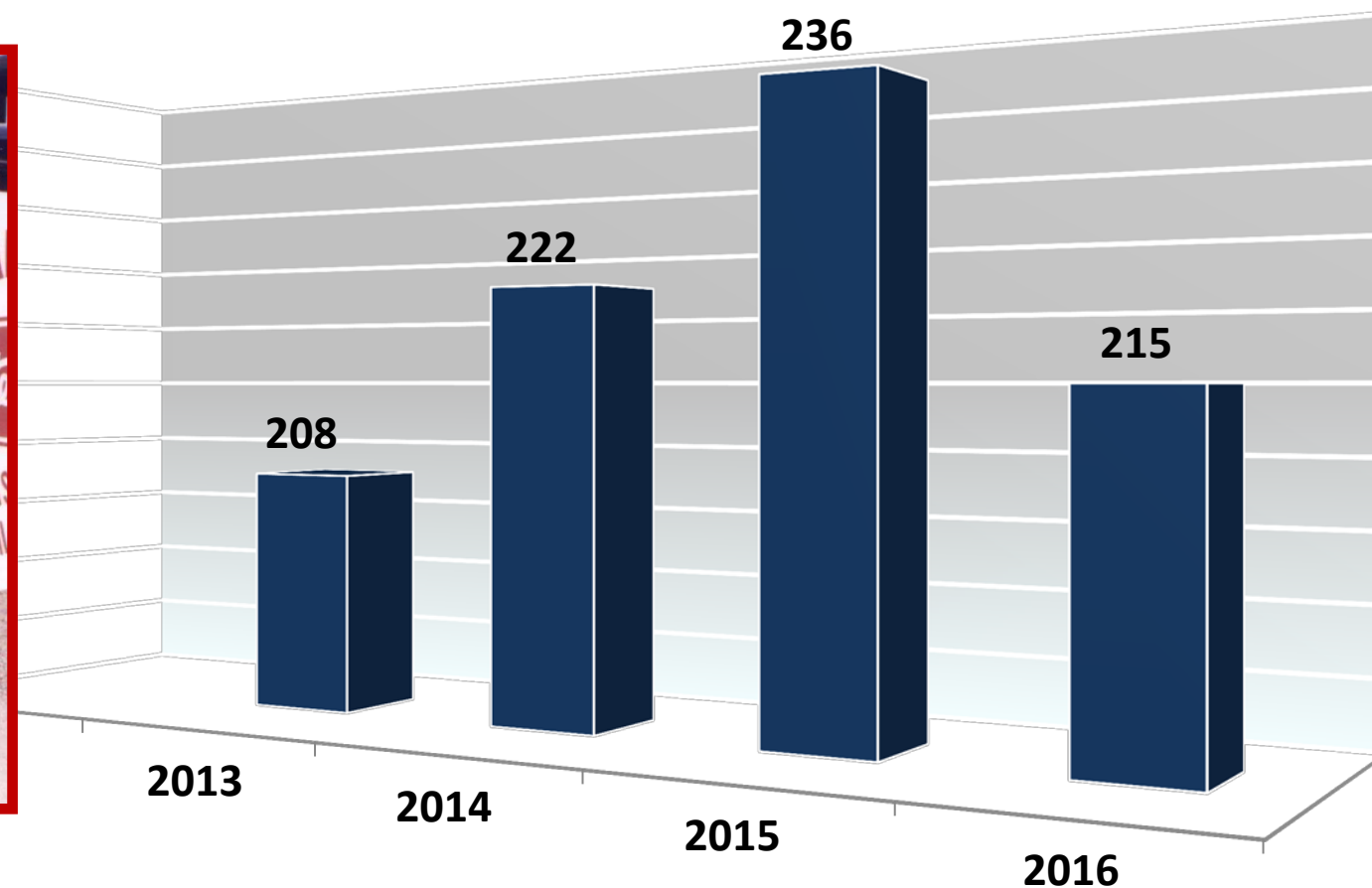




2016



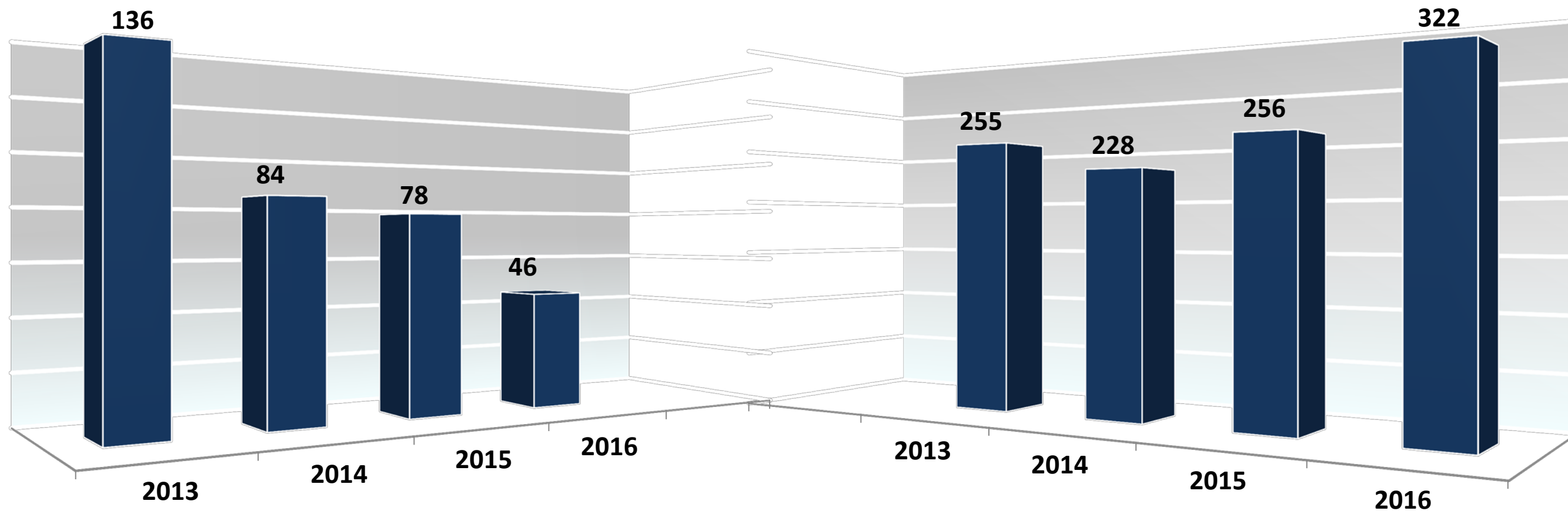
# Commercial Vehicle Inspections





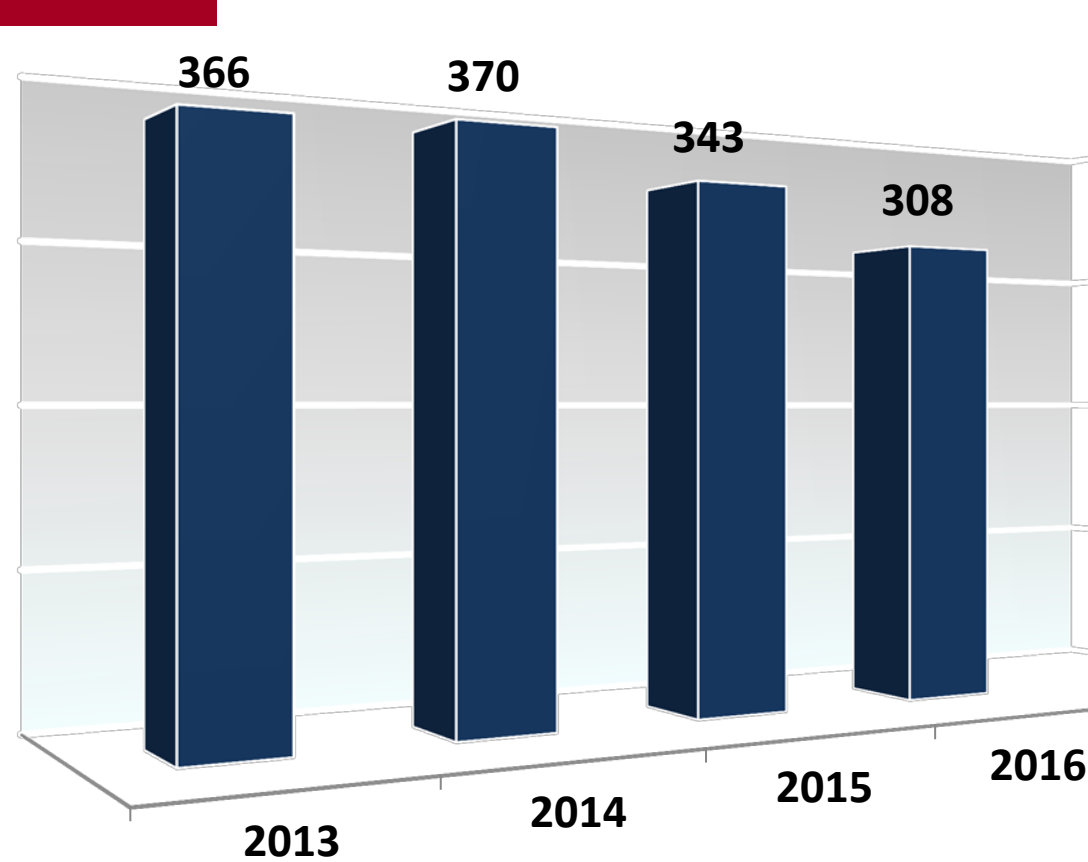
# Debris on Roadway

# Alarm Response

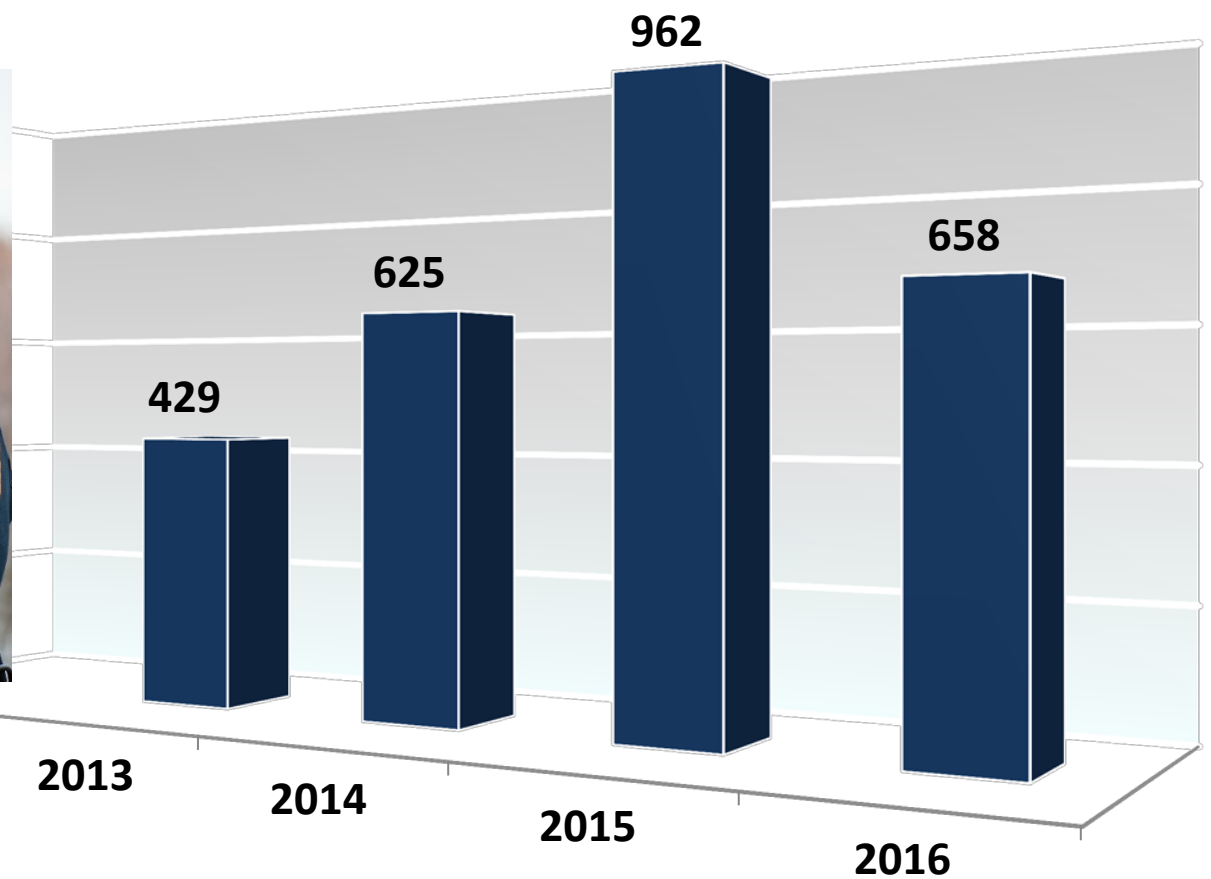




## Noise



## Warrant Processing



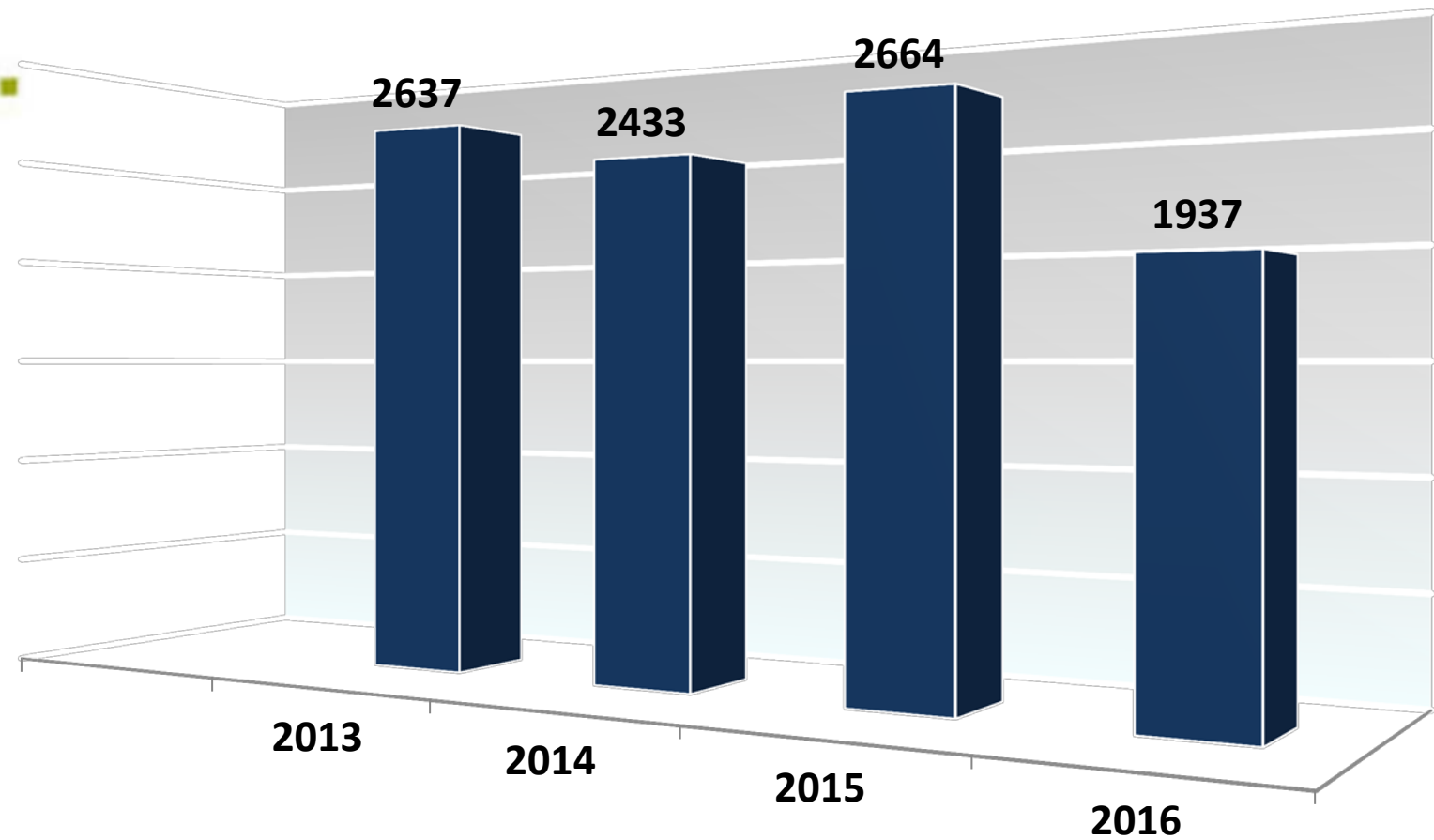


# Dog Control

Love your dog...



License your dog

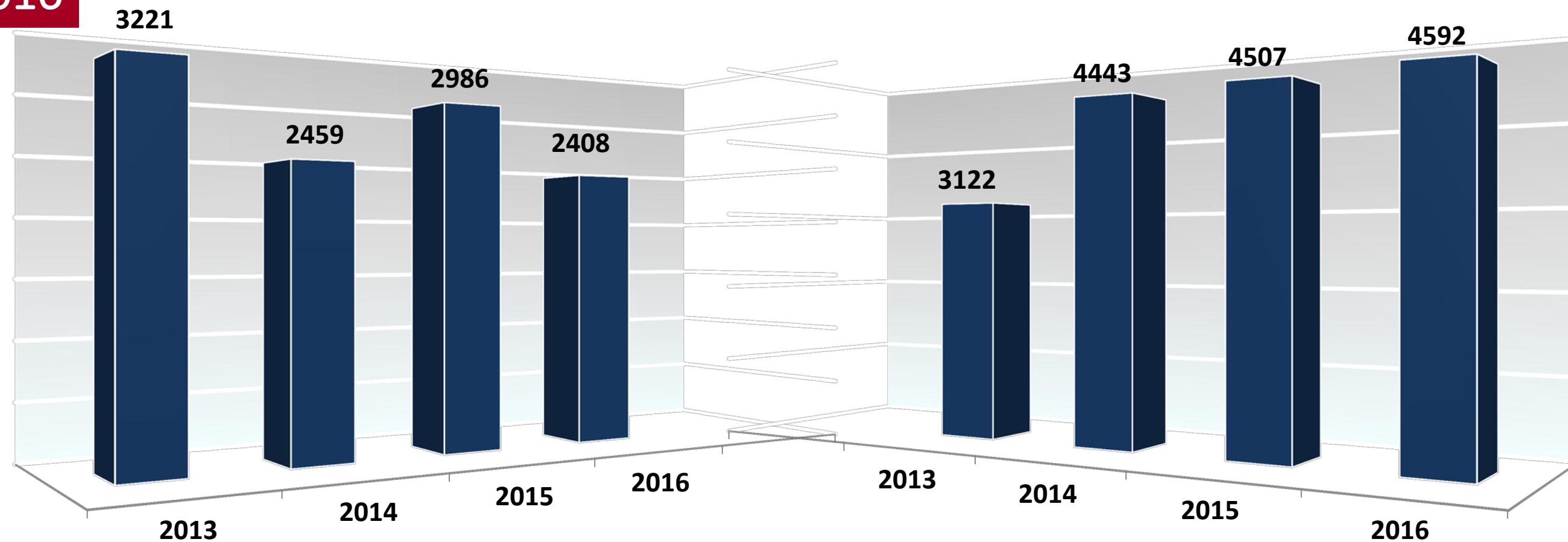






## Parking Violations

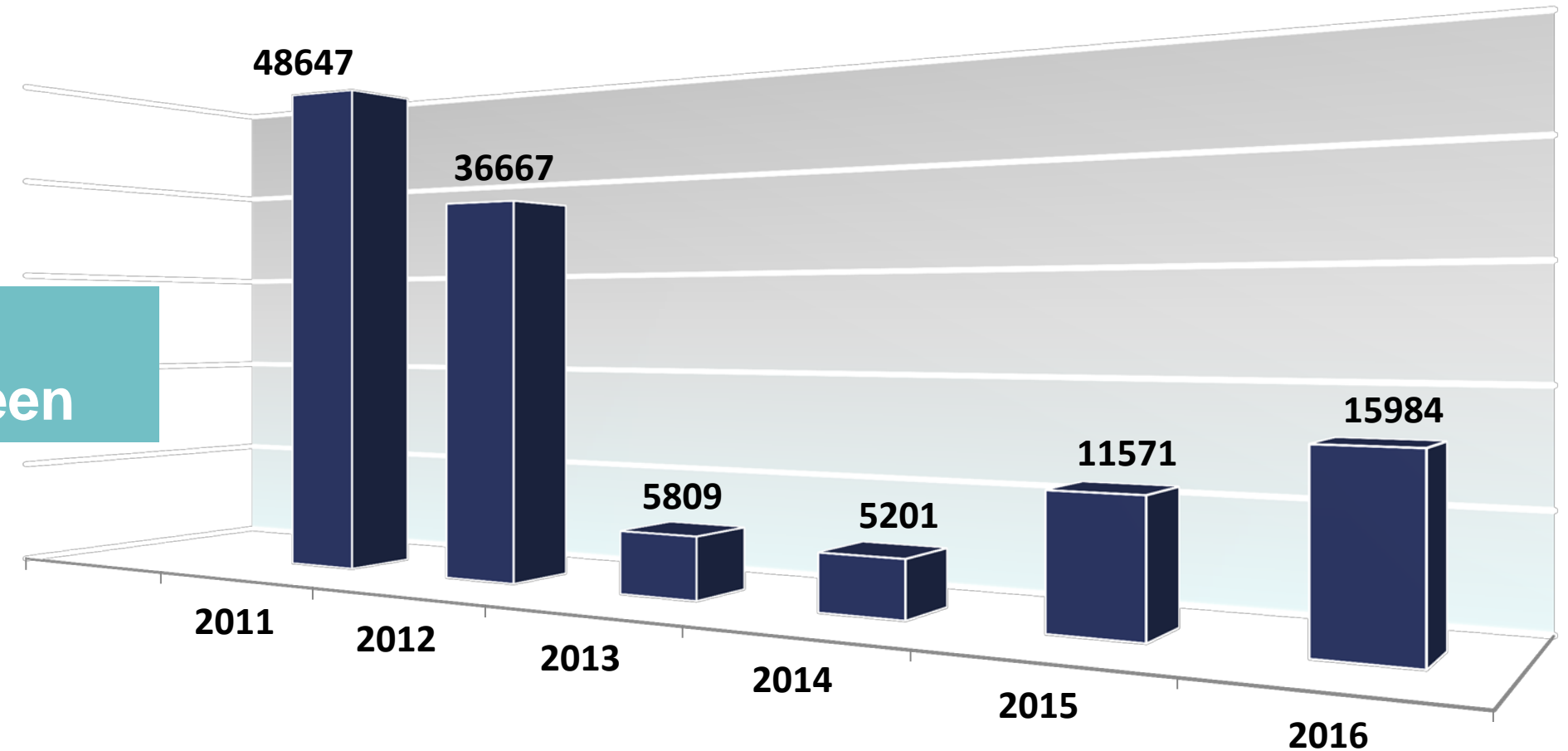
## Other Provincial & Bylaw





# Automated Traffic Enforcement

- 877 ISD Red Light
- 15107 ISD Speed on Green

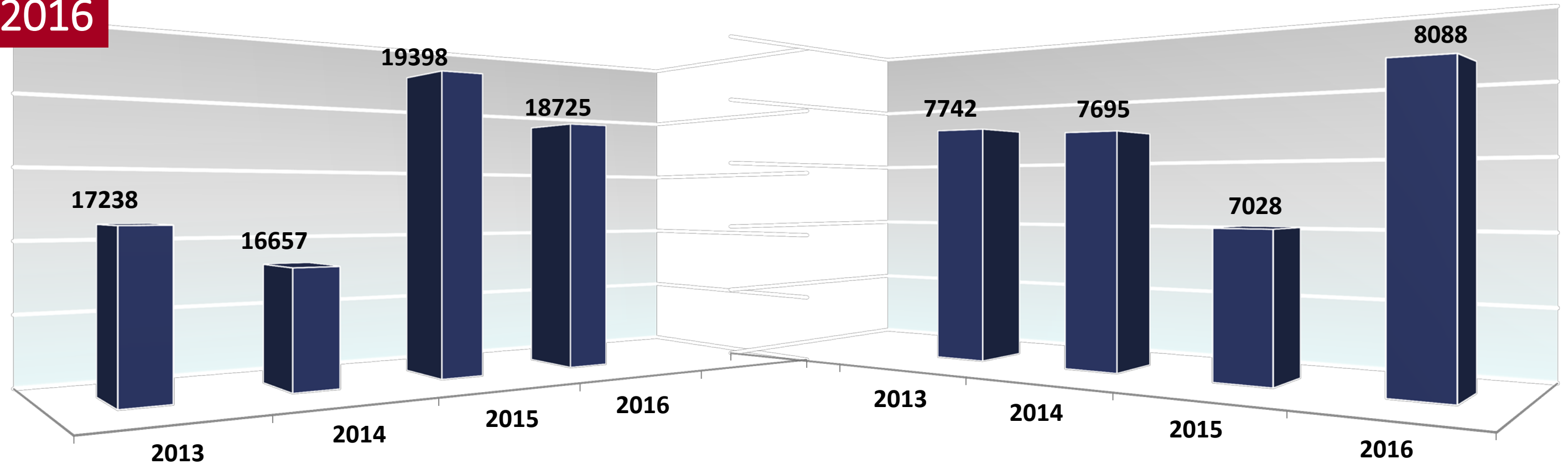




# Traffic Tickets



2016



Traffic Unit

General Duty



# Questions





**Priorities Committee Meeting\_Feb14\_2017**

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**STRATEGIC INITIATIVE AND UPDATE****Municipal Development Plan Update – General Sections and Implementation****Report Purpose**

To provide the Priorities Committee with an overview of the General and Implementation sections for the Municipal Development Plan (MDP) Update.

**Council History**

March 6, 2007 – Council approved Motions 175/2007 and 176/2007, amendments to MDP Bylaw 1-2007.

May 22, 2007 – Council approved MDP Bylaw 1-2007.

March 11, 2010 – Capital Region Growth Plan was adopted by Province.

February 19, 2013 – Council approved Bylaw 42-2012 to ensure the MDP was in conformance with the Capital Region Growth Plan.

April 21, 2015 – Council received an overview of the MDP Update process and public engagement.

July 14, 2015 - Priorities Committee received an update on the MDP Update process and public engagement.

November 10, 2015 - Priorities Committee received an update on the MDP Update process and public engagement.

February 16, 2016 - Priorities Committee received an update on the MDP Update process.

March 22, 2016 - Council directed that Administration include consideration of land use options within the rural/urban transition policy area (Colchester) in the current MDP Update.

May 17, 2016 – Priorities Committee received an update on the MDP Update process for information.

June 14, 2016 - Priorities Committee received an update on the MDP Update process.

November 22, 2016 - Priorities Committee received an overview of the Rural Service Area and Options for Colchester.

January 24, 2017 - Priorities Committee received an overview of the Urban Service Area and Hamlet sections for the MDP Update.

**Strategic Plan Priority Areas**

**Economy:** The Economic Development section of the MDP will be reviewed to ensure policy aligns with the objectives of the Economic Sustainability Framework and the Strategic Plan for a diverse economy and effective and efficient municipal infrastructure.

**Governance:** The public engagement and communications plan for the MDP Update will aim to create an inclusive process that engages residents and stakeholders.

**Social:** The MDP Update will review the social development section of the document to ensure it reflects the objectives of the Social Sustainability Framework and the Strategic Plan for an active and healthy community.

**Culture:** The MDP Update will be reviewed to ensure it aligns with the Strategic Plan to create vibrant, creative communities.

**Environment:** The MDP Update will review the environmental section of the document to ensure it reflects the objectives of the Environmental Sustainability Framework and the Strategic Plan to protect our environment and preserve biodiversity.

### **Other Impacts**

**Policy:** Policy 17.4 of the MDP indicates a major review of the document is to be conducted every five years in order to ensure the Plan remains valid and effective.

**Legislative/Legal:** Any changes to the MDP will require passage of a bylaw to replace or amend Bylaw 1-2007.

**Interdepartmental:** Multiple Strathcona County departments are involved in the MDP Update.

### **Summary**

Administration is bringing forward information on the current status of the MDP Update as well as a detailed overview on the draft General and Implementation sections of the MDP Update. See Enclosure 1 for more detail.

### **Communication Plan**

A range of stakeholders such as community groups, school boards, developers, as well as the general public have been, and will continue to be, consulted for the MDP Update. The County has utilized traditional engagement tools such as open houses, stakeholder interviews, posters, newspaper advertisements and the County website. In addition, the County has a white board video, online engagement hub, backgrounder discussion papers, e-newsletters, postcards, bus ads, portable signs and has utilized social media such as Facebook, Twitter, and Instagram to engage the public.

### **Enclosure**

1 MDP Update General Sections and Implementation PowerPoint

# Municipal Development Plan Update General Section and Implementation

Priorities Committee  
February 14, 2017



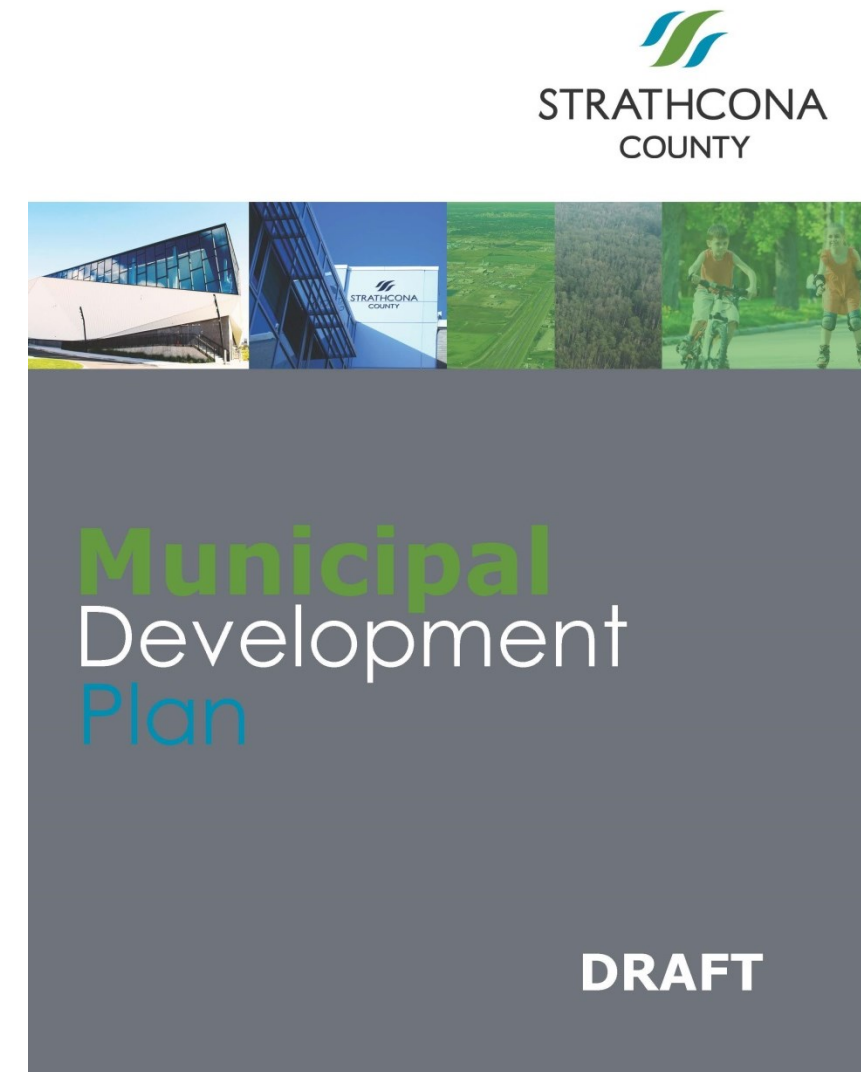
MUNICIPAL DEVELOPMENT PLAN UPDATE  
**SHAPING OUR FUTURE**

# MDP Update - Agenda

- MDP Update – Document Format
- General Section
  - Arts, Culture, Heritage
  - Environment
  - Economic Development
  - Transportation
  - Utilities
- Urban Service Area
  - Transportation
- Implementation
  - Transition
  - Review
  - Implementation
- Next Steps

# MDP Update – Document Format

- Introduction and Context
- Interpretation
- **General**
- Urban Service Area
  - **Sherwood Park Transportation**
- Rural Service Area
- **Implementation**
- Definitions
- Maps





# MDP Update – General Section

## Arts, Culture, Heritage

### Goal

Provide opportunities for residents to celebrate the culture, heritage and creativity of Strathcona county.

### Objectives

- Continue to develop a vibrant and creative County
- Recognize the county's unique history.

### Policy Highlights – Arts and Culture

- Encourage public art;
- Ensure a variety of spaces for events and festivals;
- Encourage creative wayfinding for walkable areas within the Urban Service Area and Hamlets;
- Encourage opportunities for visual and performing arts, music and literature;
- Encourage tactical urbanism in the Urban Centre and Hamlets.



# MDP Update – General Section

## Arts, Culture, Heritage

### Policy Highlights – Heritage

- Opportunities for historic education programs;
- Identify and conserve the County's cultural heritage through: designation of structures, Recognition Plaques, maintain Heritage Inventory and encourage public art which reflects history;
- Support heritage/ cultural tourism for existing historic sites throughout the County;
- Promote heritage awareness and community partnerships;
- Ensure preparation of historical impact assessment where required.



# MDP Update – General Section

## Environment

### Goal

Be an environmental leader and ensure responsible use of the natural landscape.

### Objectives

- Responsible use of the natural landscape;
- Restoration of natural systems;
- Work towards creating a more environmentally responsible community.

### Policy Highlights – Conservation

- Require supporting environmental and technical studies;
- Conservation of Environmentally Significant Areas;
- Encourage conservation easements;
- Encourage pollution prevention and control technologies.





# MDP Update – General Section

## Environment

### Policy Highlights – Conservation

- Minimum development setbacks from waterbodies;
- Encouraging the use of alternative building methods for more sustainable housing;
- Stormwater quantity and quality monitoring systems;
- Requiring the use of compost in landscaping.



### Policy Highlights – Actions and Initiatives

- Encouraging programs which increase awareness of the Beaver Hills Biosphere;
- Wetland Conservation Policy for Strathcona County in alignment with provincial legislation;
- Active participation in environmental stewardship organizations such as, but not limited to, the Nature Conservancy of Canada ,the Beaver Hills Initiative, North Saskatchewan Watershed Alliance;
- Implementing the Capital Region Air Quality Management Framework.



# MDP Update – General Section

## Economic Development

### Goal

Strathcona County will increase and diversify its economy.

### Objectives

- Strong diversified economy;
- Opportunities for petrochemical cluster development.

### Policy Highlights

- Encouraging a diversified energy sector;
- Encouraging innovative employment opportunities in a variety of sectors;
- Encouraging traditional agricultural opportunities, while fostering an environment for innovative agricultural support services;
- Encouraging continued promotion of Strathcona County locally, nationally and internationally as a place that is open for business and investment;
- Encouraging opportunities for tourism.

# MDP Update – General Section

## Utilities

### Goal

Safe and efficient utility systems.

### Objectives

- Safe, reliable and efficient development of utilities;
- Increased access to communication networks;
- Integrity of utility and pipeline corridors.

### Policy Highlights –General

- Requiring that public health be considered a first priority;
- Encouraging cold weather low impact development.



# MDP Update – General Section

## Utilities

### Policy Highlights – Pipelines and Corridors

- Cooperation with surrounding municipalities and utility companies to create and maintain integrated utility corridors;
- Encouraging pipeline planning to reduce land fragmentation;
- Encouraging the use of pipeline and utility corridors as multi-use corridors.

### Policy Highlights – Communication

- Considering the extension of communication services into the Rural Service Area where deemed appropriate;
- Considering the introduction or extension of wireless communication facilities that have minimal impact on environmental features and on nearby residents;
- Encouraging cooperation with Industry Canada to create and implement policies for locating communication facilities in the County;
- Encouraging the co-location of communication facilities to reduce the overall land needs and visual impact of these facilities.



# MDP Update – General Section

## Utilities

### Policy Highlights – Utility Systems

- Requiring a Utilities Master Plan for Strathcona County;
- Encouraging a regional approach for water demand management;
- Cooperation with the Alberta Capital Region Wastewater Commission;
- Encouraging joint wastewater system planning, with the Capital Region Sewage Commission and the City of Edmonton.

### Policy Highlights – Solid Waste

- Encouraging cooperation with surrounding municipalities on the planning and development of an integrated regional solid waste management system;
- Encouraging that new developments use methods to divert materials from landfills.

### Policy Highlights – Shallow Utilities

- Requiring that developers co-ordinate with shallow utility companies on servicing capacity in new developments;
- Requiring that new developments provide the extension of other utility services such as gas, electrical and telecommunication lines in the Urban Service Area.

### Policy Highlights – Alternative Energy

- Encouraging continued use and development of alternative energy supplies such as district energy within the County.



# MDP Update – General Section

## Transportation

### Goal

Safe and efficient transportation systems.

### Objectives

- Safe, reliable and efficient transportation systems;
- Opportunities for active transportation;
- Access to a customer-focused, reliable, efficient and safe transit system;
- Responsible operation of aviation transportation systems.

### Policy Highlights –General

- requiring an Integrated Transportation Master Plan for Strathcona County;
- encouraging Transit Oriented Development throughout the Urban Service Area.

### Policy Highlights –General

- cooperation between municipal, provincial and federal governments to enhance economic growth through the development of an integrated, multi-modal transportation network;
- reducing the cost of existing and future roadways by promoting Transportation Demand Management (TDM) principles such as car-pooling, ride-share, public transit, walking, biking, working from home, and non-traditional work hrs.



# MDP Update – General Section

## Transportation

### Policy Highlights – Trails

- Requiring a Trails Strategy for the County;
- Encouraging the design, development and maintenance of an integrated trail network throughout Strathcona County, with linkages to adjacent Capital Region municipalities, the province and the country including the regional trail linkages of the Trans Canada Trail and the River Valley Alliance Trail Network;
- Considering linking tourism opportunities through active transportation networks where feasible;
- Encouraging connectivity of the River Valley Alliance Trail Network through the provision of footbridges and boat docks or launches.

### Policy Highlights –Rail

- Encouraging cooperation with rail lines to determine appropriate preventative mitigation measures for development adjacent to rail lines.

### Policy Highlights – Transit

- Requiring a Transit Master Plan for the County;
- Considering studying future opportunities for BRT (Bus Rapid Transit) and Long term LRT (Light Rail Transit) connections in cooperation with surrounding municipalities and the Capital Region Board;
- Encouraging continued express bus inter-municipal transit service by focusing on transit priority corridors between the Urban Service Area and the City of Edmonton;
- Encouraging local transit service delivery methods which meet the needs of the community.

### Policy Highlights – Airports

- Economic opportunities for regional airport facilities at the Strathcona Airport, Cooking Lake Airport, and other airports;
- Encouraging increased usage of the Strathcona Airport (Josephburg Aerodrome) by industry;
- Requiring compliance with the Edmonton Garrison Heliport Zoning Regulations.

# MDP Update – Urban Service Area

## Sherwood Park - Transportation

### Objectives

- Provides transportation choice for residents;
- Provides active transportation networks that are safe, comfortable and connected;
- Provides public transportation that is efficient, reliable and economical;
- Provides street networks and parking appropriate to the land use context;
- Provides transportation that is viable in the long term.



### Policy Highlights –General

- Encouraging an inter-connected multi-modal transportation system;
- Requiring developers to construct and pay for the full cost of transportation infrastructure to facilitate<sup>14</sup> their development.

# MDP Update – Urban Service Area

## Sherwood Park - Transportation

### Policy Highlights – Active Transportation

- Requiring streets and trails to create an interconnected active transportation network throughout the Urban Service Area of Sherwood Park;
- Requiring efficient sidewalk and/or multi-modal trail connections between residential, commercial and community services wherever possible;
- Encouraging street and intersection design principles that create safe and inviting pedestrian, transit and active transportation connections;
- Requiring lighting, street trees and furniture along main active transportation corridors and at transit controlled locations.

### Policy Highlights – Public Transportation

- Requiring the Urban Service Area of Sherwood Park to maintain a public transportation system which includes transit service;
- encouraging that transit controlled locations are integrated into new developments as early in the process as possible;
- Requiring bicycle parking for future transit controlled locations;
- Transit upgrades be prioritized in Compact Development Areas and the Urban Centre.



# MDP Update – Urban Service Area

## Sherwood Park - Transportation

### Policy Highlights – Roadway Networks

- Encouraging street design to incorporate complete streets philosophy into the roadway network where appropriate such as the Compact Development Policy Area and the Urban Centre Policy Area;
- Promote street networks appropriate to the land use context by encouraging differing Levels of Service (LOS) depending on the Policy Area.

### Policy Highlights – Parking

- Encouraging the reduction in the number of surface parking spaces within the Compact Development Policy Area and the Urban Centre Policy Area.



# MDP Update – Implementation

## Draft Transition and Review Policies

### Policy Highlights – Transition

- Where the existing Land Use Bylaw zoning for a lot conflict with the policies within this plan and the lot is within an approved Area Structure Plan or conceptual scheme, development may proceed as per the existing Land Use Bylaw zoning and applicable Area Structure Plan or conceptual scheme;
- Where the existing Land Use Bylaw zoning for a lot conflict with the policies within this plan and the lot does not fall under an approved Area Structure Plan or Conceptual Scheme, development must comply with this plan;
- Where a bylaw to approve an Area Structure Plan, Area Structure Plan Amendment or Land Use Bylaw amendment has been deemed complete, Council may proceed with the bylaw provided that final adoption occurs no later than two (2) years from the date on which this Municipal Development Plan is adopted;
- Where a conceptual scheme has been adopted, implementation of the conceptual scheme may occur, if it occurs no later than two (2) years from when this Municipal Development Plan is adopted.

### Policy Highlights – Transition Continued

- Conceptual schemes that have been adopted and are more than five (5) years old that do not comply with this plan and do not have approved zoning shall be rescinded;
- Where an application for subdivision has been deemed complete, approval of the subdivision may proceed, provided that the approval occurs no later than six (6) months from the date on which this Municipal Development Plan is adopted.

### Policy Highlights – Review

- Review the need for an update to the MDP every 5 years;
- Minor amendments will be completed as needed. At a minimum, amendments shall follow the public consultation and referral requirements of the Municipal Government Act.

# MDP Update – Draft Implementation Items

Topic	Policy Area	Implementation Item	Justification	Task Duration
Land Use Bylaw	General	Update the Land Use Bylaw to ensure consistency with MDP.	The Land Use Bylaw requires alignment with this document. Updates are required to ensure consistency.	Long
		Update the Land Use Bylaw to remove references to conceptual schemes for Agricultural Land Use Districts.	Increased direction on subdivision eliminates the need for conceptual schemes.	Short
		Complete standards for prevention and mitigation of risks adjacent to rail lines in the Land Use Bylaw.	Prevention and mitigation of risks adjacent to rail lines is required.	Moderate
		Update the definitions of the Land Use Bylaw to ensure consistency with the MDP.	The Land Use Bylaw requires alignment with this document. Updates are required to ensure consistency.	Short
		Update the Land Use Bylaw to include small scale tourism as uses within appropriate districts.	Consideration is given to small scale tourism. Small scale tourism is not an existing use under the Land Use Bylaw.	Short
		Complete a land use district for the purposes of medium and large scale tourism.	Consideration is given to medium and large scale tourism. There is not an existing land use zone for these uses.	Moderate
	Hamlets	Review the need for amendments to the existing Small Hamlet Boundaries.	Growth has been prioritized in Growth Hamlets. The boundaries of Small Hamlets should be reassessed to ensure that hamlet development demand is not being absorbed in Small Hamlets.	Long

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Land Use Bylaw		Update uses in Hamlet Land Use Districts to ensure compatibility with the Growth Hamlet and Small Hamlet Policy Areas.	The Land Use Bylaw requires alignment with this document. Updates are required to ensure consistency.	Moderate
	Agriculture Large Holdings	Complete a district specific to the Agriculture Large Holdings Policy Area.	The current Land Use Bylaw has an agricultural general zoning that is applied throughout the rural areas. In order to achieve the objectives of the Agriculture Large Holdings Policy Area an agriculture zoning tailored to this area is required.	Moderate
	Agriculture Small Holdings	Complete a district specific to the Agriculture Small Holdings Policy Area.	The current Land Use Bylaw has an agricultural general zoning that is applied throughout the rural areas. In order to achieve the objectives of the Agriculture Small Holdings Policy Area an agriculture zoning tailored to this area is required.	Moderate
	Country Residential	Update the Land Use Bylaw to remove High Density Country Residential Districts.	The Capital Region Board requires that density be limited to 50 lots per quarter section in the County Residential Policy Area.	Short
		Update Land Use Bylaw to provide increased consideration for re-subdivision of Country Residential.	Consideration is given to re-subdivision of existing lots.	Short
	Beaver Hills	Complete a land use district for medium and large scale seasonal recreational resorts.	Increased consideration is given to seasonal recreational resorts. There is not an existing land use zone for these uses.	Moderate
		Complete a district specific to the Beaver Hills Policy Area.	The current Land Use Bylaw has an agricultural general zoning that is applied throughout the rural areas. In order to achieve the objectives of the Beaver Hills Policy Area an agriculture zoning tailored to this area is required.	Moderate

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# MDP Update – Draft Implementation Items

	<b>Urban Service Area</b>	Update the Land Use Bylaw to include land use districts which allow for the mixed-use development as described within the Sherwood Park Urban Service Area.	The current Land Use Bylaw does not include a mixed-use zone suitable to accomplish the policies of the Urban Service Area.	Long
<b>Area Concept Plans</b>	<b>Country Residential</b>	Update the Country Residential Area Concept Plan to reflect the changes in the Local Employment Policy Area.	Select lots south of the railway tracks have been removed from the Country Residential Policy Area and placed under the Local Employment Policy Area to better suite their current zoning and uses.	Short
		Update the Country Residential Area Concept Plan to remove high density.	The Capital Region board requires that density be limited to 50 lots per quarter section in the County Residential Policy Area.	Short
		Update the Country Residential Area Concept Plan to encourage re-subdivision.	Increased consideration is given to re-subdivision of existing lots.	Moderate
		Update the Country Residential Area Concept Plan to match the criteria set out in the MDP for the Country Residential Area Concept Plan (CRACP).	Requirements have been established regarding the CRACP.	Moderate
		Update the Country Residential Area Concept Plan to ensure consistency with this Municipal Development Plan.	The CRACP requires alignment with this document. Updates are required to ensure consistency.	Moderate
		Complete the Bremner Area Concept Plan (BACP).	Requirements have been established regarding the BACP.	Long
	<b>Urban Service Area</b>			
<b>Standards and Studies</b>	<b>Hamlets</b>	Review landscaping standards to integrate public agriculture and edible landscapes in Hamlets.	Public agriculture and edible landscapes are encouraged.	Moderate
		Review the need for multi-modal connectivity including transit to Growth Hamlets, possibly through development of small-scale mobility hubs and park and rides.	Consideration is given to multimodal connectivity to hamlets. A review is required to assess the need and feasibility.	Moderate

<b>Standards and Studies</b>		Update the Design and Construction Standards to require a modified grid pattern of streets and trails as opposed to traditional cul-de-sacs within Growth Hamlets.	Modified grid patterns are required in Growth Hamlets.	Long
		Complete Servicing Master Plans and identify the required infrastructure to facilitate growth in Growth Hamlets.	Servicing Master Plans are required in Growth Hamlets.	Long
	<b>Beaver Hills</b>	Complete Design and Construction Standards for seasonal recreational resorts.	Consideration has been given to Seasonal Recreational Resorts. Seasonal Recreational Resorts have not been previously considered within County Design and Construction Standards.	Long
	<b>Heartland</b>	Review the need for an update to Strathcona County's cumulative risk assessment for the Heartland Policy Area every five years.	Maintenance of a cumulative risk assessment is required.	Short
		Complete a Transportation Network Study for the Heartland Policy Area.	A Transportation Network Study for the Heartland Policy Area is required.	Long
		Complete a Master Drainage Plan for the Heartland Policy Area	A Master Drainage Study for the Heartland Policy Area is required.	Long
		Complete a Master Utility Plan for the Heartland Policy Area	A Master Utility Plan for the Heartland Policy Area is required.	Long
	<b>Urban Service Area</b>	Review landscaping standards to integrate public agriculture, native vegetation, compost and edible landscapes in urban areas.	Public agriculture, native vegetation, compost and edible landscapes are encouraged.	Moderate
		Review Design and Construction standards to encourage Transit Oriented Development techniques.	Transit oriented development techniques are encouraged within areas of the Urban Service Area.	Long
		Review Design and Construction standards to encourage compact forms.	Compact forms are encouraged within areas of the Urban Service Area.	Long
		Review Design and Construction standards to	Walkability is encouraged within the Urban Service	Long



# MDP Update – Draft Implementation Items

<b>Standards and Studies</b>		encourage walkability.	Area.	
	<b>Transportation</b>	Review the need for an update to Strathcona County's Transportation Master Plan to ensure alignment with this plan.	The Transportation Master Plan requires alignment with this document. Updates are required to ensure consistency.	Long
		Reduce Parking Requirements in the Urban Center and the Compact Development Area.	Reduce parking requirements are encouraged within areas of the Urban Service Area.	Moderate
		Review the need for active transportation connections between tourism opportunities.	Consideration is given to active transportation connections between tourism opportunities.	Long
<b>Programs</b>	<b>Conservation</b>	Complete programs highlighting the importance of Environmentally significant areas and the Beaver Hills Biosphere.	Programs highlighting the importance of environmentally significant areas and the Beaver Hills Biosphere are encouraged.	Moderate
		Complete the Climate Change Resiliency Plan.	Programs increasing the County's climate change resiliency are encouraged.	Long
		Complete the Biodiversity Conservation Plan.	Programs increasing conservation of the County's biodiversity are encouraged.	Long
		Incentive program for green building.	Green building is encouraged throughout the county.	Long
	<b>Heavy Industrial/Heartland Policy Areas</b>	Complete a formal industrial partner engagement program.	Require that industry has programs in place to aid in reducing potential risk hazards including education programs.	Long
		Complete a comprehensive industrial inspection Program.	Require that industry has programs in place to aid in reducing potential risk hazards including education programs.	Long
		Complete a community emergency response plan.	Require that industry has programs in place to aid in reducing potential risk hazards including education programs.	Long

<b>Inclusionary Housing</b>	<b>Hamlets</b>	Complete an Inclusionary Housing Program for Growth Hamlets.	Inclusionary housing is encouraged within Growth Hamlets.	Long
	<b>Urban Service Area</b>	Complete an Inclusionary Housing Program for Sherwood Park Urban Service Area.	Inclusionary housing is encouraged or considered within areas of the Urban Service Area.	Long
<b>Design Guidelines</b>	<b>Hamlets</b>	Complete the development of Growth Hamlet Design Guidelines.	Design Guidelines are required for Growth Hamlets.	Long
	<b>Urban Service Area</b>	Complete the development of Urban Design Guidelines.	Design Guidelines are required to implement the policies of the Urban Service Area.	Long
		Complete the development of School Site design Guidelines	School sites are encouraged to meet site selection criteria.	Long
<b>Area Structure Plans</b>	<b>General</b>	Update applicable Area Structure Plans to ensure consistency with this MDP.	The Land Use bylaw requires alignment with this document. Updates are required to ensure consistency.	Long
		Review the locations of potential school sites within Area Structure Plans.	School sites are encouraged to meet site selection criteria.	Moderate
	<b>Hamlets</b>	Review the need for the completion of new Area Structure Plans or update of existing Area Structure Plans in each hamlet.	County Area Structure Plans require alignment with this document. Updates are required to ensure consistency.	Moderate
		Update Growth Hamlet Area Structure Plans following the completion of servicing master plans.	School sites are encouraged to meet site selection criteria.	Moderate
		Update Growth Hamlet Area Structure Plans to following completion of design guidelines.	Design Guidelines are required for Growth Hamlets.	Short
		Update Growth Hamlet Area Structure Plan(s) to include policies regarding transit if transit becomes available in the future.	Consideration is given to multimodal connectivity to hamlets.	Moderate

# MDP Update – Draft Implementation Items

		Review the need for amendments to the existing Small Hamlet Boundaries.	Growth has been prioritized in Growth Hamlets. The boundaries of small hamlets should be reassessed to ensure that hamlet development demand is not being absorbed in small hamlets.	Long
<b>Municipal Development Plan</b>	<b>Hamlets</b>	Review the need for amendments to the existing Small Hamlet Boundaries.	Growth has been prioritized in Growth Hamlets. The boundaries of small hamlets should be reassessed to ensure that hamlet development demand is not being absorbed in small hamlets.	Long
<b>Policy/ Processes</b>	<b>General</b>	Complete guidelines for Agricultural Impact Assessments within the County.	An AIA is required for new growth areas. There are no existing County guidelines AIAs.	Long
	<b>Beaver Hills</b>	Complete a process for conservation subdivisions.	Consideration is given to conservation subdivisions. This type of subdivision does not currently have a process.	Moderate
	<b>Conservation</b>	Update the Strathcona County Wetland Conservation Policy to ensure alignment with provincial legislation.	Provincial legislation is being updated. A Wetland Conservation Policy in alignment with the provincial legislation is required.	Moderate
		Update the County's environmental reserve, municipal reserve, conservation easement policies and any other environmental policies to ensure consistency with this plan.	Adjustments have been regarding how reserves are required in rural areas. Updates are required to ensure consistency.	Moderate
	<b>Growth Management</b>	Complete and maintain a statutory plan policy which contains a terms of reference for statutory plans that is consistent with this plan and the Capital Region Board Growth plan.	Requirements for statutory plans have been established.	Long

	<b>Urban Service Area</b>	Complete and maintaining a Redevelopment Plan policy which contains a terms of reference for redevelopment plans that is consistent with this plan.	Requirements for area redevelopment plans have been established.	Long
		Complete a policy regarding the requirements of Parks Master Plans.	Parks Master Plans are required for redevelopment of parks.	Long
<b>Conceptual Schemes</b>	<b>General</b>	Complete a rescinding of existing conceptual schemes that were adopted more than five (5) years prior to the adoption of this plan and do not have zoning under the Land Use Bylaw.	Conceptual schemes that were adopted more than five (5) years prior to the adoption of this plan and do not have zoning under the Land Use Bylaw require rescinding.	Moderate
		Complete a rescinding of existing conceptual schemes that are adopted within five (5) prior to the adoption of this plan and do not have zoning under the Land Use Bylaw within two years following of the adoption of this plan.	Conceptual schemes that are adopted within five (5) prior to the adoption of this plan and do not have zoning under the Land Use Bylaw within two years following of the adoption of this plan require rescinding.	Moderate
<b>Area Redevelopment Plans</b>	<b>Urban Service Area</b>	Update the existing Centre in the Park Redevelopment plan to ensure consistency with this plan.	County Area Redevelopment Plans require alignment with this document. Updates are required to ensure consistency.	Long
		Review the need for Area Redevelopment plans throughout the Urban Service Area.	Area Redevelopment Plans are required to meet the policies of the urban service area.	Long
		Establish Redevelopment levies where required.	Developers are required to pay for infrastructure cost required for redevelopment.	Long

# MDP Update – Next Steps

- Internal and External Referral on second draft – January/February 2017
- Survey January 19<sup>th</sup> – February 13<sup>th</sup>
- Council March 7<sup>th</sup> – Outstanding Items needing Direction
- Final Draft Spring 2017 – timing may depend on Provincial approval of the Edmonton Metropolitan Region Growth Plan.

# MDP Update

## Discussion

Councillor Request Report

February 14, 2017

#	Elected Official Name	Subject	Req type	Meeting date	Due date	Resp Dept	2nd Dept	Request	Reponse date	Reponse	Status
115	HOWATT Carla	Provincial / CRB Priority List	Information	2016 12 13	2016 12 27	CCO	IPS	Please provide a detailed list of Strathcona County's prioritized asks of the province as well as a list of asks of the CRB to the province.			Outstanding
116	ANDERSON Dave	Emergency Equipment at County Facilities	Information	2017 01 24	2017 02 07	SCES		Please provide information on what has been done within the County to equip Emergency Response personnel and other County locations with overdosing kits and/ or training to help in overdose crisis with respect to drugs such as fentanyl.			Outstanding

**Priorities Committee Meeting\_Feb14\_2017**

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**Ward 6 Councillor Report**

**Elected Official:** Linton Delainey  
**Time Period:** January 1, 2017 to January 31, 2017

**Boards and Committees:**

January 16 Governance Advisory Committee Meeting  
January 24 Priorities Committee Meeting  
January 25 Energy Exploration Advisory Committee Meeting  
January 26 RCMP Community Advisory Committee Meeting  
January 30 Library Board Meeting

**County Business:**

January 16 Council and Chief Administrative Officer Meeting  
January 17 Council Meeting  
January 23 Strategic Planning Session for 2017  
January 31 Modernized Municipal Government Act Workshop

**Professional Development:**

January 13 - 15 Alberta Horse Conference  
January 19 Alberta's Industrial Heartland Association Stakeholders Update and Luncheon

**County Functions and Events:**

January 5 Sherwood Park & District Chamber of Commerce Breakfast  
January 12 Sherwood Park & District Chamber of Commerce Breakfast  
January 18 Sherwood Park & District Chamber of Commerce Luncheon  
January 19 Colchester Municipal Development Plan Open House  
January 20 Community Tribute Acknowledging Dr. Herb Belcourt  
January 21 Colchester Community League Perogy Dinner  
January 27 Read for 15 Challenge  
January 30 Municipal Development Plan Update Open House