

PRIORITIES COMMITTEE MEETING REVISED AGENDA

Date: January 26, 2016
Open Session: 9:00 a.m.
Location: Council Chambers

	Pages
1. CALL TO ORDER	
2. ADDITIONS / DELETIONS / CHANGES TO AGENDA	
3. ADOPT AGENDA (Motion)	
4. CONSENT AGENDA (Motion)	
5. CONFIRMATION OF MINUTES	
5.1 November 10, 2015 Priorities Committee Meeting Minutes	4 - 9
6. EMERGING ITEMS	
7. STRATEGIC INITIATIVES AND UPDATES	
7.1 GOV-002-032 Ward Boundary Review Policy	10 - 41
To provide additional information on electoral system options to assist the Committee in providing direction on GOV-002-032: Ward Boundary Review Policy.	
8. TIME SPECIFIC AGENDA ITEMS	
<u>"Reason for Addendum" Report was not included in original package</u>	
8.1 [9:45 a.m.] Mayor's Task Force on Community Housing Final Report	42 - 98
To provide the Priorities Committee with the final report and recommendations for the Mayor's Task Force on Community Housing.	
External Presenters: Rudy Koop, Public Member, Mayor's Community Housing Task Force Ian McCormack, President, Strategic Steps	
8.2 [11:00 a.m.] Fort Air Partnership	99 - 112
External Presenter:	

Nadine Blaney, Executive Director, Fort Air Partnership

- 8.3 [11:30 a.m.] Strathcona County Seniors Advisory Committee Annual Report 113 - 122

To update the Priorities Committee on the activities of Strathcona County Seniors Advisory Committee for 2015.

External Presenter:

Marcus Schwabe, Chair, Seniors Advisory Committee

- 8.4 [2:00 p.m.] School Zone Hours of Operation

To provide the Priorities Committee with a request for reconsideration of moving to all inclusive school zone times from 8:00 a.m. to 4:30 p.m.

External Presenters:

Trina Boymook, Board Chair, Elk Island Public Schools

Justine Wright, Board Chair, Elk Island Catholic Schools

- 8.5 [3:00 p.m.] Shell Scotford Activity Update 123 - 132

To update the Priorities Committee on the activities of Shell Scotford in Strathcona County.

External Presenters:

Achim Schempp, General Manager, Shell Scotford Manufacturing

- 8.6 [3:30 p.m.] Colchester Growth Management Strategy 133 - 245

To provide the Priorities Committee with an overview of the final draft of the Colchester Growth Management Strategy.

External Presenters:

Mark Reid, Partner, Urban Strategies

Marcel Huculak, Senior Transportation Engineer, ISL Engineering and Land Servicing Ltd.

Angela Steward, Water Resources Engineer, ISL Engineering and Land Servicing Ltd.

- 8.7 [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.

9. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST)

- 9.1 Councillor Request Report 246 - 247

To add or remove items from the Councillor Request Report.

10. 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.

10.1	Ward 1 Councillor Report	248 - 249
10.2	Ward 2 Councillor Report	250 - 251
10.3	Ward 3 Councillor Report	252
10.4	Ward 4 Councillor Report	253
10.5	Ward 5 Councillor Report	254 - 255
10.6	Ward 6 Councillor Report	256 - 257
10.7	Ward 7 Councillor Report	258 - 259
10.8	Ward 8 Councillor Report	260 - 261

11. ADJOURNMENT (Motion)

PRIORITIES COMMITTEE MEETING MINUTES

November 10, 2015
9:00 a.m.
Council Chambers

Members Present: Roxanne Carr, Mayor
Vic Bidzinski, Councillor Ward 1 (departed at 10:00 a.m. and returned at 11:32 a.m.)
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

Members Absent: Brian Botterill, Councillor Ward 3

Administration Present: Rob Coon, Chief Commissioner
Darlene Bouwsema, Assoc. Commissioner, Corporate Services
Kevin Glebe, Assoc. Commissioner, Infrastructure and Planning Services
Gord Johnston, Assoc. Commissioner, Community Services
Greg Yeomans, Chief Financial Officer
Mavis Nathoo, Director, Legislative and Legal Services
Jeremy Tremblett, Legislative Officer
Lana Dyrland, Legislative Officer

1. CALL TO ORDER

Mayor Carr called the meeting to order at 9:03 a.m.

2. ADDITIONS / DELETIONS / CHANGES TO AGENDA

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

2015/ P50

Moved by: V. Bidzinski

THAT the Agenda be amended as follows:

ADD: In Camera Item 9.2 Update on Center in the Park

In Favor R. Carr, V. Bidzinski, D. Anderson, C. Howatt, P. Smith, L. Delainey, B. Riddell
and F. Beland-Quest

Carried Unanimously

3. ADOPT AGENDA

2015/ P51

Moved by: C. Howatt

THAT the agenda be adopted as amended.

In Favor R. Carr, V. Bidzinski, D. Anderson, C. Howatt, P. Smith, L. Delaine, B. Riddell
and F. Beland-Quest

Carried Unanimously

9. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST)

9.2 [IN CAMERA] Update on Centre in the Park

2015/ P52

Moved by: D. Anderson

THAT the Priorities Committee meet in private to discuss matters protected from disclosure by Sections 16 and 25 of the Freedom of Information and Protection of Privacy (FOIP) Act.

In Favor R. Carr, V. Bidzinski, D. Anderson, C. Howatt, P. Smith, L. Delaine, B. Riddell
and F. Beland-Quest

Carried Unanimously

2015/ P53

Moved by: C. Howatt

THAT Council revert to regular session at 9:30 a.m.

In Favor R. Carr, V. Bidzinski, D. Anderson, C. Howatt, P. Smith, L. Delaine, B. Riddell
and F. Beland-Quest

Carried Unanimously

2015/ P54

Moved by: V. Bidzinski

THAT item 9.2 - Update on Centre in the Park remain private pursuant to sections 16 and 25 of the Freedom of Information and Protection of Privacy Act

In Favor R. Carr, V. Bidzinski, D. Anderson, C. Howatt, P. Smith, L. Delaine, B. Riddell
and F. Beland-Quest

Carried Unanimously

7. TIME SPECIFIC AGENDA ITEMS

7.1 Information Technology Services Organizational Review – Findings and Recommendations

The Priorities Committee was presented with the findings of the organizational review of the Information Technology Services department.

External Presenter:

Rhys Morgan, Associate Partner, Advisory Services, Ernst & Young LLP

2015/ P55

Moved by: B. Riddell

THAT item 7.1 be referred to Administration to bring forward for Council's consideration during Council's budget deliberations, under the Business Planning Initiatives process.

In Favor R. Carr, D. Anderson, C. Howatt, P. Smith, L. Delaine, B. Riddell and
F. Beland-Quest

Carried Unanimously

4. CONSENT AGENDA

2015/ P56

Moved by: B. Riddell

THAT Council consent to approve the following agenda item without debate:

5.1

October 13, 2015 Priorities Committee Minutes

THAT the October 13, 2015 Priorities Committee meeting minutes be approved as written.

In Favor R. Carr, D. Anderson, C. Howatt, P. Smith, L. Delaine, B. Riddell and
F. Beland-Quest

Carried Unanimously

6. EMERGING ITEMS

There were no emerging items brought forward.

7. TIME SPECIFIC AGENDA ITEMS

7.2 Life in the Heartland Update

The Priorities Committee was provided with an update the on activities of Life in the Heartland.

External Presenter:

Vanessa Goodman, Chair, Life in the Heartland

7.3 Enbridge Update

The Priorities Committee was provided with an update and overview of Enbridge operations and projects within Strathcona County.

External Presenters:

Scott Ironside, Director of Western Region Operations, Enbridge

Jason Houncaren, Director of Major Projects, Engineering and Construction, Enbridge

Mike Service, Director for Major Projects, Enbridge

7.4 Economic Development and Tourism Advisory Committee Annual Update

The Priorities Committee was provided with a presentation on the activities of the Economic Development and Tourism Advisory Committee (EDTAC).

External Presenter:

Randy Moore, Member, EDTAC

7.5 Energy Exploration Advisory Committee Report and Strathcona County Protocol

The Priorities Committee was provided with the 2015 Energy Exploration Advisory Committee (EEAC) Report and the Strathcona County Protocol ("the Protocol") for Seismic Surveying, Drilling, Construction and Operation of Oil and Gas Facilities for Strathcona County as information.

External Presenter

Richard Paterson, Public Member, Energy Exploration Advisory Committee

8. STRATEGIC INITIATIVES AND UPDATES

8.1 Traffic Safety Strategic Plan 2020

The Priorities Committee was provided with an update on the Traffic Safety Strategic Plan (TSSP) 2020.

9. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST)

9.1 Councillor Request Report

There were no new items brought forward.

7. TIME SPECIFIC AGENDA ITEMS

7.6 Strathcona Community Hospital Update

The Priorities Committee was provided with an update on the Strathcona Community Hospital.

External Presenters:

Dr. David Mador, Vice President and Medical Director, Northern Alberta

Dr. Sunil Sookram, Facility Medical Director, Strathcona Community Hospital

Susan Chesney, Site Manager, Strathcona Community Hospital

7.7 Municipal Development Plan Update

The Priorities Committee was provided with an update on the Municipal Development Plan (MDP) Update process and public engagement.

External Presenter:

Robert Barrs, Principal, Senior Planner, MODUS

7.8 Phase 2 Mature Neighbourhood Strategy Update

The Priorities Committee was provided with an update on Phase 2 of the Mature Neighbourhood Strategy.

External Presenter:

Brian Soutar, Chair, Mature Neighbourhood Strategy Task Force

7.9 Parents Empowering Parents (PEP) Society

The Priorities Committee was provided with a presentation by the Parents Empowering Parents Society.

External Presenters:

Maralyn Benay, Co-Founder, Parents Empowering Parents Society
Chris Risling, Vice Chair of the Board, Parents Empowering Parents Society
Lerena Greig, Executive Director, Parents Empowering Parents Society

Paul Smith and Bonnie Riddell left the meeting at 4:35 pm.

7.10 COUNCIL OPEN HOUSE

Communities In Bloom

Strathcona County won the grand champions category, by achieving a five bloom silver rating.

Strathcona Christian Academy Fine Arts Association

Thomas Oldreive
Kaylin Schenk

The Priorities Committee was invited to attend the Strathcona Christian Academy Fine Arts Association's production in February 2016.

Taxpayer money invested in growth node studies

Vince Young

Pedestrian Sidewalk – Wyeclyff

Kristie Clark

Traffic Safety - Range Road 231, Strathcona County Christian Academy

Elaine Reed

Traffic Safety

Doug Kroetsch
Murray Vaasjo & Liz Koch
Boris Stashko

10. REPORTS FOR INFORMATION

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

- 10.1 2015 Traffic Safety Survey
- 10.2 Ward 1 Councillor Report
- 10.3 Ward 2 Councillor Report
- 10.4 Ward 3 Councillor Report
- 10.5 Ward 4 Councillor Report
- 10.6 Ward 5 Councillor Report
- 10.7 Ward 6 Councillor Report
- 10.8 Ward 7 Councillor Report
- 10.9 Ward 8 Councillor Report

11. ADJOURNMENT

2015/ P57

Moved by: F. Beland-Quest

THAT the Council meeting adjourn at 6:30 p.m.

In Favor R. Carr, V. Bidzinski, D. Anderson, C. Howatt, L. Delaine and F. Beland-Quest
Carried Unanimously

Mayor

Director, Legislative & Legal Services

Priorities Committee Meeting_Jan26_2016

STRATEGIC INITIATIVE AND UPDATE**GOV-002-032 Ward Boundary Review Policy
Request for Additional Information****Report Purpose**

To provide additional information on electoral system options to assist the Committee in providing direction on GOV-002-032: Ward Boundary Review Policy.

Council History

October 13, 2015 – The Priorities Committee directed Administration to bring a report back to the Committee before the end of the Q1 2016 highlighting different electoral system options.

Strategic Plan Priority Areas

Economy: n/a

Governance: Voters have the right to both equal and effective representation. “Equal” representation requires that a single vote is equal to any other vote cast in the area regardless of location. “Effective” representation ensures that voters have the ability to access their elected representative equal in strength to the rest of the population. Recognizing that truly ‘equal’ and ‘effective’ representation is impossible to achieve, the Supreme Court of Canada has ruled that an allowable representation range of + or – 25% from the population mean is appropriate.

Social: Ward boundaries recognize and respect the importance of the urban and rural characteristics of Strathcona County and preserve communities of interest wherever possible.

Culture: n/a

Environment: n/a

Other Impacts

Policy: n/a

Legislative/Legal: The *Municipal Government Act* (MGA) and the *Local Authorities Election Act* (LAEA) govern processes associated with municipal elections. The legislation allows municipalities to establish electoral boundaries for municipal elections and to determine the number of councillors for each ward.

Interdepartmental: Information Technology Services, GIS Branch, Planning & Development Services, Communications

Summary

On October 13, 2015, Legislative and Legal Services presented the Draft Ward Boundary Review Policy at the Priorities Committee meeting for comment and direction, prior to bringing the revised policy forward to Council for approval. The Committee requested additional information on the different types of electoral systems to prepare them better for a discussion on the policy content.

There are three types of electoral systems used at the municipal level in North America: ward-based, at-large and a mixed system which incorporates both at-large and wards. Each system has its perceived advantages and disadvantages and municipalities’ experiences with the different systems have been highly varied. Enclosure 1 provides a comprehensive breakdown of the three types of electoral systems.

Strathcona County last revised its ward boundaries in 2006 when it increased its total number of wards to eight; five urban and three rural. The history of Strathcona County's ward boundaries is outlined in Enclosure 2.

As part of the research conducted by Legislative and Legal Services, 37 municipalities across Alberta and Canada were surveyed to gain an understanding of the types of electoral systems in use and how municipalities conduct their ward boundary reviews. The results of this survey can be found in Enclosure 3.

The next municipal election will be held on October 16, 2017. Should Council choose to make changes to the electoral system or the number of Councillors, the review must be completed in a timely manner to ensure that our Ward Boundary Bylaw is passed within the timelines set out in the *Municipal Government Act*. The legal time constraints and administrative considerations are outlined in Enclosure 4.

Enclosure 5 summarizes the case law and legislation that support generally accepted guiding principles used when conducting a ward boundary review. Also included is a table that identifies which guiding principles were used in recent ward boundary reviews completed by Alberta municipalities. For ease of reference, the 2003 Council approved ward boundary objectives and guiding principles also form part of Enclosure 5.

The City of Edmonton and the City of Calgary are the only two municipalities that were surveyed who have a Ward Boundary Policy. These policies are attached for reference in Enclosure 6.

Enclosures

- 1 Types of Electoral Systems
- 2 History of Strathcona County's Division/Ward Boundaries
- 3 Consultation with Other Municipalities
- 4 Legal Time Constraints and Administrative Considerations
- 5 Guiding Principles of Ward Boundary Reviews
- 6 City of Edmonton and City of Calgary Ward Boundary Policies
- 7 Ward Boundary Review PowerPoint Presentation

Types of Electoral Systems

There are three main types of electoral systems used to elect municipal/city elected officials within North America: ward system, at-large system and a mixed system which is a combination of both a ward and at-large system. Of the 37 municipalities surveyed by Legislative & Legal Services, 21 are governed by a ward-based system, 14 are governed by an at-large system, and 2 are governed by a mixed or partial ward-based system. Enclosure 3 provides the details of the 37 municipalities surveyed.

1. Ward-Based System

A ward-based system dissects a municipality into smaller electoral divisions (wards or districts). Electors residing in each ward are only permitted to vote for a candidate who is running in that ward (unless otherwise stated in a bylaw). Often, the Mayor or Chief Elected Official is elected at-large.

As reported by the surveyed municipalities and in research findings, the following table summarizes the **perceived** advantages and disadvantages of a ward-based system:

	Ward Based System
Advantages	<ul style="list-style-type: none"> • Each geographic area of the municipality is represented. • Elected Officials are “closer” to the electors. • Elected Officials are more accountable when responsible for one ward, and issues relevant to each ward will be resolved with greater focus. • May provide greater opportunities for diversity on Council. • Campaigning is less expensive. • Each elector has specific Elected Official to go to for assistance. • Helps to equalize the workload among Elected Officials
Disadvantages	<ul style="list-style-type: none"> • While the MGA requires Council to consider the interests of the municipality as a whole, there may be a perception that Elected Officials are taking a ward based perspective. • There may be greater conflict between Elected Officials. • Ward boundaries may need to be reviewed and redrawn frequently, including after each census or annexation. • Electors may be confused about wards and about candidates for whom they can vote. • There may be greater expectations from the electors to have their Elected Official involved in administrative matters. • Electors may have a smaller pool of candidates to choose from. • An Elected Official who moves out of the ward is disqualified.

Within a ward-based system, there can be single representation or dual representation. In a single representation ward system, only one candidate per

ward is elected to represent the ward. This is the current system of governance in Strathcona County. In a dual representation ward system, two candidates are elected per ward. Prior to the City of Edmonton changing their electoral system structure to its current single representation ward system in 2006, they had two elected officials representing each of their wards.

As reported by the surveyed municipalities and in research findings, the following table summarizes the **perceived** advantages and disadvantages of a ward-based single representation system and a ward-based dual representation system:

	Ward-Based Single Representation	Ward-Based Dual Representation
Advantages	<ul style="list-style-type: none"> • There is a smaller geographic area and fewer residents for which each Elected Official is responsible. • Elected Officials are more accountable when responsible for one ward, and issues relevant to each ward will be resolved with greater focus. • Less confusion for voters. 	<ul style="list-style-type: none"> • It provides the residents with an option to contact their preferred Elected Official for their ward. • Dual Elected Officials who share the workload are able to spend a greater amount of time focusing on forming stable relationships across neighbourhoods. • Dual representation may encourage each Elected Official to provide a similar level of service to residents.
Disadvantages	<ul style="list-style-type: none"> • If their respective Elected Official for their ward is unavailable, residents may feel they cannot contact others with their inquiry. • Voters may feel as though they have limited choices when required to choose only one candidate to represent their ward. 	<ul style="list-style-type: none"> • There is a larger geographic area and more residents for which each Elected Official is responsible for. • Residents may become confused about Elected Officials' responsibility to the ward, and how they are working together for the ward's best interests. • May be viewed as a way to diminish the accountability of each Elected Official. • With two Elected Officials per ward, it may result in residents' requests or concerns being unintentionally neglected or undealt with.

2. At-Large System

With an at-large electoral system, Elected Officials are elected by popular vote to represent the entire municipality; all voters within the municipal boundaries vote on the same list of candidates. At-large systems are most commonly seen in smaller municipalities, where it may be difficult to create wards, but it is also seen in medium and smaller sized Alberta cities such as St. Albert, Lethbridge and Red Deer.

As reported by the surveyed municipalities and in research findings, the following table summarizes the **perceived** advantages and disadvantages of at-large systems:

	At-large Systems
Advantages	<ul style="list-style-type: none"> • Elected Officials are not elected by residents of a particular ward and therefore it may be easier for them to consider the entire municipality when making decisions. • Elected Officials may be less likely to engage in conflict with each other in order to reach a conclusion which best suits the municipality. • Elections are easier to administer and easier for voters to understand. • Elected Officials can move anywhere within the municipality and not lose their seat. • An argument can be made that this type of system elects better qualified candidates since they must have the confidence of the entire municipality and the pool of candidates may be larger.
Disadvantages	<ul style="list-style-type: none"> • Campaign expenses are much greater because they must cover the entire municipality, and this may deter candidates from running. • Members that are elected may be concentrated from a specific area of the municipality. • There is a perceived lack of neighbourhood responsibility and representation. • There is a potential for workload to be uneven amongst the Elected Officials if some are more flexible and readily available than others. • Diversity of Elected Officials may be reduced.

3. Mixed or Partial Ward System

Although this type of system is used more often in the United States than in Canada, there are a few Canadian municipalities utilizing this structure. The two municipalities that we researched were the Regional Municipality of Wood Buffalo and the City of Thunder Bay, Ontario; both of which have different mixed structures.

Regional Municipality of Wood Buffalo, Alberta: Similar to Strathcona County, the Regional Municipality of Wood Buffalo is a specialized municipality. Their Council consists of one Mayor and ten Councillors. They have a large urban centre (Fort McMurray) and a large rural territory with small populations throughout. The municipality is divided into four wards. In ward one, the large urban centre, there are a total of six Councillors elected at-large to represent the ward. Ward two, also having a larger population, elects two Councillors at-large. Wards three and four are the rural divisions of the municipality (large geographic area) and have only one Councillor to represent each ward.

Thunder Bay, Ontario: The city is divided into seven wards and their Council consists of a Mayor and 12 Councillors; five at-large Councillors who represent the entire city and seven Ward Councillors who each represent one of the seven wards.

Proponents of mixed electoral systems argue that it provides the best of both worlds; taking into consideration both the needs of the entire municipality as well as the individual neighborhood's needs.

Opponents of mixed systems argue that it creates two "classes" of Councillors, with those elected at-large having more prestige and clout than those elected in wards.

History of Strathcona County's Division/Ward Boundaries

1962: County of Strathcona No. 20 was formed and consisted of five electoral divisions.

1972: Three electoral divisions were added to the hamlet of Sherwood Park increasing the total electoral divisions to eight.

1977: One electoral division was added to the hamlet of Sherwood Park bringing the total electoral divisions up to nine: five rural/suburban and four divisions in Sherwood Park.

1982: Edmonton's 1982 general annexation changed the total number of County divisions back to eight: four rural/suburban and four divisions in Sherwood Park.

1989: The County increased the number of divisions to 10: five for the Urban Service Area, two for Rural Service Area and three for the Suburban Area.

1995/96: Bylaw is passed to elect the Chief Elected Official (Mayor) at-large. Council also approved a seven ward system: four wards in the Urban Service Area and three wards in the Rural Service Area.

2003/04: Council approved Ward Boundary Objectives and Guiding Principles for Strathcona County Municipal Ward Boundary Review.

2004: Bylaw is passed to make adjustments to the 1995 ward boundaries. The total number of wards stayed the same at seven.

2006: Bylaw is passed to increase the total number of wards to eight: five wards in the Urban Service Area and three wards in the Rural Service Area.

Consultation with Other Municipalities

1. Approach

In November 2015, Legislative and Legal Services completed research on electoral system types. This research included conducting a survey of 37 municipalities across Alberta and Canada.

There were very few municipalities to compare to that had Strathcona County's unique urban/rural blend and similar municipal legislation. The Regional Municipality of Wood Buffalo was the only specialized municipality with similar population and provincial legislation that we surveyed. In order to maximize the information provided to Council, the scope of the criteria was broadened for selecting municipalities for the study. The following criteria was used:

- Municipalities within Alberta that have specialized municipality status (regardless of size);
- Municipalities across Canada which have the unique combination of a large urban centre and a rural area;
- Municipalities of comparable size to Strathcona County's urban population and rural population; and
- Municipalities known for sophistication within their organization.

The 37 municipalities surveyed included:

City of Airdrie	Town of Okotoks
City of Calgary	Regional Municipality of Wood Buffalo
City of Camrose	Camrose County No. 22
City of Edmonton	Mackenzie County
City of Lethbridge	Municipality of Jasper
City of St. Albert	Lethbridge County
City of Red Deer	Red Deer County
City of Grande Prairie	County of Grande Prairie No. 1
City of Fort Saskatchewan	Municipality of Crowsnest Pass
Regina (SK)	Municipal District of Foothills No. 31
Saskatoon (SK)	Parkland County
City of Fredericton (NB)	Rocky View County
City of Brandon (MB)	Sturgeon County
City of Victoria (BC)	Town of Cochrane
City of Thunder Bay (ON)	Town of Chestermere
Cape Breton Regional Municipality (NS)	Town of Canmore
Halifax Regional Municipality (NS)	Mountain View County
Region of Queens Municipality (NS)	Clearwater County
Rural Municipality of Springfield (MB)	

Municipalities Utilizing a Ward-Based Electoral System

Municipality	Geographical Size	Rural/Urban	Population	# of Elected Officials	Electoral System	# of Wards	Single or Dual Representation	# Residents/ Ward
Brandon (MB)	465 km ²	Urban	46, 061 (2011)	11	Ward	10	Single	4, 606
Calgary	825 km ²	Urban	1, 195, 194 (2014)	15	Ward	14	Single	85, 371 (2015)
Camrose County No. 22	3, 321 km ²	Mixed (hamlets and rural)	8004 (2014)	8	Ward	7	Single	1, 103
Cape Breton Regional Municipality (NS)	2, 741 km ²	Urban	109, 330 (2001)	13	Ward	12	Single	9, 110
Clearwater County	18, 692 km ²	Rural	12, 278 (2011)	7	Ward	7	Single	1, 754
County of Grande Prairie No. 1	5, 863 km ²	Rural	20, 347 (2011)	10	Ward	9	Single	2, 260
Edmonton	699 km ²	Urban	877, 926 (2014)	13	Ward	12	Single	73, 160
Fredericton (NB)	130 km ²	Urban	56, 224 (2011)	13	Ward	12	Single	4, 685
Halifax Regional Municipality (NS)	5, 490 km ²	Urban	390, 096 (2011)	17	Ward	16	Single	24, 381
Lethbridge County	2, 838 km ²	Rural	10, 061 (2011)	7	Ward	7	Single	1, 437
Mackenzie County	80, 478 km ²	Mixed - Specialized Municipality	10, 927 (2011)	10	Ward	10	Single	1, 092
Mountain View County	3, 779 km ²	Rural	12, 359 (2011)	7	Ward	7	Single	1, 765
Municipal District of Foothills No. 31	3, 643 km ²	Rural	21, 258 (2011)	7	Ward	7	Single	3, 036
Parkland County	2, 388 km ²	Rural	30, 568 (2011)	7	Ward	6	Single	5, 094
Red Deer County	4, 042 km ²	Rural	18, 639 (2015)	7	Ward	6	Single	3, 106
Regina (SK)	145 km ²	Urban	213, 780 (2013)	11	Ward	10	Single	21, 378 (2013)

Municipality	Geographical Size	Rural/Urban	Population	# of Elected Officials	Electoral System	# of Wards	Single or Dual Representation	# Residents/ Ward
Region of Queens Municipality (NS)	2, 392 km ²	Urban	10, 917 (2011)	8	Ward	7	Single	1, 559
Rocky View County	3, 885 km ²	Rural	38, 055 (2015)	9	Ward	9	Single	4, 228
Rural Municipality of Springfield (MB)	1, 100 km ²	Rural	14, 069 (2011)	6	Ward	5	Single	2, 813
Saskatoon (SK)	170 km ²	Urban	222, 189 (2011)	11	Ward	10	Single	22, 218
Strathcona County	1, 265 km ²	Mixed - Specialized Municipality	Rural - 27, 757 Urban - 64, 733 (2015)	9	Ward	8	Single	11, 561 (2012)
Sturgeon County	2, 089 km ²	Rural	19, 578 (2011)	7	Ward	6	Single	3, 263

Municipalities Utilizing a Mixed Electoral System

Municipality	Geographical Size	Rural/Urban	Population	# of Elected Officials	Electoral System	# of Wards	Single or Dual Representation	# Residents/ Ward
Regional Municipality of Wood Buffalo	63, 637 km ²	Mixed - Specialized Municipality	116, 407 (2012)	11	Combination - Councillors are elected at-large within wards	4	Multiple and single	29, 101
Thunder Bay (ON)	448 km ²	Urban	109,140	13	Mixed: 5 at-large Councillors and 7 ward Councillors	7	Single	15,591

Municipalities Utilizing an At-Large Electoral System

Municipality	Geographical Size	Rural/Urban	Population	# of Elected Officials	Electoral System
Airdire	33 km ²	Urban	58, 690 (2015)	7	At-large
Camrose	42.5 km ²	Urban	18, 038 (2014)	9	At-large
Canmore	68 km ²	Urban	13, 077 (2014)	7	At-large
Chestermere	32 km ²	Urban	17, 203 (2014)	7	At-large
Cochrane	30 km ²	Urban	20, 708 (2014)	7	At-large
Fort Saskatchewan	48 km ²	Urban	22, 808 (2014)	7	At-large
Grande Prairie	72 km ²	Urban	68, 556 (2015)	9	At-large
Lethbridge	127 km ²	Urban	94, 804 (2015)	9	At-large
Municipality of Crowsnest Pass	373 km ²	Mixed - Specialized Municipality	5, 565 (2011)	8	At-large
Municipality of Jasper	925 km ²	Mixed - Specialized Municipality	4, 584 (2014)	7	At-large
Okotoks	19 km ²	Urban	28, 016 (2015)	7	At-large
Red Deer	69 km ²	Urban	100, 807 (2015)	9	At-large
St. Albert	48 km ²	Urban	63, 255 (2014)	7	At-large
Victoria	19 km ²	Urban	78, 057 (2006)	9	At-large

2. How Are Ward Boundary Reviews Conducted?

The *Municipal Government Act* and the *Local Authorities Election Act* do not prescribe when or how ward boundary reviews should take place for Alberta municipalities. With the exception of City of Edmonton and the City of Calgary, most Alberta municipalities do not have a policy that outlines the timing, process and framework of ward boundary reviews.

Our survey results have indicated that there are four different ways that reviews are completed. The municipalities that we surveyed do not appoint Elected Officials to their ward boundary commission or committee as it could disadvantage the other Elected Officials.

1. Utilize internal resources consisting of the Returning Officer and staff from relevant departments to develop boundary options. These options are presented to Council who make the final decision on which one to implement. This was the approach used by Strathcona County in previous ward boundary reviews and which is currently used at the City of Edmonton;
 2. Hire an external consultant to complete the review with assistance of internal staff. Ward boundary recommendations are presented to Council who make the final decision on which option to implement;
 3. Establish a Ward Boundary Commission or Committee to review the electoral structure. The commission or committee must be established by bylaw and follow a very strict process with defined decision points, timelines, actions and processes. Recommendations are presented to Council who make the final decision which option to implement. The City of Calgary utilizes this approach when completing major revisions. Revisions are considered major when they examine the whole city as if no current boundaries existed.
 4. Establish a Ward Boundary Commission who makes the final decision. In Saskatchewan, both Regina and Saskatoon, a Municipal Wards Commission is appointed by City Council and is comprised of a Justice, a representative from the University and the City Clerk. They follow guidelines outlined in the Cities Act to develop new ward boundaries. The population cannot vary more or less than 10% of total population in each ward and must be completed at a minimum of every nine years. Once completed, they present to Council the revised ward boundaries.
- Note: Some municipalities have conducted a plebiscite to decide whether or not to change their current electoral system from one type to another.

Legal Time Constraints and Administrative Considerations

Legal Time Constraints

The next municipal election will be held October 16, 2017.

Section 144(1) of the *Municipal Government Act* (MGA) states that a bylaw changing the number of Councillors or changing ward boundaries must be passed at least 180 days before the next election to be effective for the next election. To meet this provision, third reading of the bylaw should be passed by Council no later than April 18, 2017.

A bylaw changing the number of Councillors under section 144 of the MGA or changing the ward structure under section 148 of the MGA must be advertised at least once per week for two consecutive weeks before receiving second reading. In order to meet the advertising requirements, first reading of the bylaw should be passed by March 28, 2017.

Under section 231(4) eligible voters may petition Council to not pass the bylaw or to hold a referendum on the bylaw. The petition must be filed within 60 days after the last date on which the proposed bylaw was advertised. Administration has 30 days following the receipt of the petition to declare to Council whether the petition is sufficient or not. The total time required for this process is 90 days. 90 days before March 28, 2017 is December 28, 2016. **First reading of the bylaw should be passed by the December 13, 2016 Council meeting.** This time frame allows for the worst case scenario.

Administrative Considerations

Planning for the 2017 election will begin in November 2016. One of the first steps of election planning is reviewing voting subdivisions and voting stations. Until the ward boundaries are finalized, this cannot be done. Administratively, it would be beneficial if third reading of the bylaw was passed no later than October 25, 2016. Taking into consideration the 90 day petition period, first reading should be passed on or before the June 21, 2016 Council meeting.

Guiding Principles of Ward Boundary Reviews

Alberta legislation does not outline specific criteria for conducting a ward boundary review at the municipal level. However, there are certain generally accepted principles that should be considered when creating municipal ward boundaries. Specifically, that ward boundaries should be created to ensure both equal and effective representation of electors.

In 1991, the ruling of the Supreme Court of Canada in the Carter Case (*Reference re Provincial Electoral Boundaries (Sask)*, [1991] 2 SCR 158) highlighted the importance of not only considering the equality of voting power but also taking into account factors such as geography, community history, community interests and minority representation to ensure effective representation when creating ward boundaries.

While not binding on this process, consideration should be given to the *Electoral Boundaries Readjustment Act*, RSC 1985, c E-3 (federal legislation). This Act sets out rules for boundary commissions which take into account population, communities of interest, community identity, historical patterns and geographical size for districts in sparsely populated or rural regions.

When developing electoral boundaries at the provincial level in Alberta, under the *Electoral Boundaries Commission Act*, RSA 2000, c E-3 (Alberta legislation) the Commission will take into consideration: effective representation, the sparsity and density of population, common community interests, existing municipal boundaries, geographical features and the desirability of understandable and clear boundaries.

The table on the following page shows a comparison of the guiding principles used by five Alberta municipalities who have completed recent ward boundary reviews.

Guiding Principles from other Municipal Ward Boundary Reviews in Alberta

Municipality	Year Completed	Population	Effective Representation	Communities of Interest	Representation by Population	Population trends	Natural and Physical Features	Other Principles Used
Parkland County	2015	30,568		√	√		√	
Mountain View County	2009	12,359	√	√	√	√	√	<ul style="list-style-type: none"> • Agricultural interest: ensure different types of economic interests are represented on in rural jurisdictions.
Clearwater County	2012	12,278			√		√	
City of Edmonton	2010	877,926	√	√	√	√	√	<ul style="list-style-type: none"> • Respecting Community League boundaries • Least number of changes • Block Shaped wards
City of Calgary	2015	1,195,194	√	√	√	√	√	<ul style="list-style-type: none"> • Block shaped wards • Environmental mix: wherever possible try to equalize distribution of commercial, rural, industrial and green space • historical ward boundaries

Ward Boundary Objectives and Guiding Principles

Approved by Council in 2003

WARD BOUNDARY OBJECTIVES

- To provide effective representation;
- To balance the workloads of the elected officials;
- To recognize the unique blend of urban and rural lifestyles;
- To establish municipal ward boundaries that are consistent with municipal plans including plans for growth;
- To streamline election processes and reduce voter confusion through boundaries that are coterminous, where possible, with Elk Island Public and Elk Island Separate School Divisions;
- To establish municipal ward boundaries that will serve residents for the next two elections (2004 and 2007);
- To provide stability in elected representation by retaining as much of the current electoral boundary structure as possible.

GUIDING PRINCIPLES

Municipal ward boundaries will be established based on the following key guiding principles:

- To meet all statutory and legal requirements;
- To provide effective representation for all residents of Strathcona County;
- To use demographic information based on the most recent official Census data available;
- To seek opportunities to establish common boundaries with other local authorities within Strathcona County;
- To consider opportunities to use geographical features as boundaries;
- To recognize and respect the importance of the urban and rural characteristics unique to this municipality;
- To preserve all communities of interest where possible;
- To respect municipal plans including plans for future growth;
- To provide a system that can adapt, without major adjustment and within reason, to plan for future growth.



CITY POLICY

POLICY NUMBER: C469A

REFERENCE:

City Council
11 October 1994

ADOPTED BY:

City Council
17 February 2009

SUPERSEDES:

C469

PREPARED BY: Corporate Services Department

DATE: 28 January 2009

TITLE: **Ward Boundary Design Policy**

Policy Statement:

Clear, distinct and easily identifiable ward boundaries are essential to the municipal election process. Ward boundary design should also respect the democratic principle of “one-person, one-vote” by striving to keep ward populations substantially equal.

The purpose of this policy is to:

1. Establish criteria to be used by the Returning Officer in developing proposals for Ward boundary changes.
2. Define the responsibilities in the Ward boundary review process.
3. Provide a framework for the Ward boundary review process with regard to timing, involving stakeholders and establishing reporting procedures.

This policy is subject to any specific provisions of the Municipal Government Act or other relevant legislation or Union Agreement.



CITY PROCEDURE

POLICY NUMBER: C469A

AUTHORITY: City Council

EFFECTIVE DATE: 17 February 2009

TITLE: **Ward Boundary Design Policy**

PAGE: Page 1 of 3

1. DEFINITIONS

- 1.01 Community League Boundary - the boundary of a community league as established by the Edmonton Federation of Community Leagues.
- 1.02 Electors - eligible voters, as defined by the Local Authorities Election Act.
- 1.03 Population - the total number of people residing within a defined area.
- 1.04 Ward - a municipal electoral district for the purpose of electing members of Council and School Board Trustees, created under the Municipal Government Act and the Ward Boundary Bylaw.

2. CRITERIA

The following criteria are to be used by the Returning Officer in creating or designing Ward boundaries:

2.01 Population vs. Number of Electors

The Population per Ward, not the number of Electors per Ward, will be the primary factor in designing Ward boundaries.

The optimum Population per Ward will be determined by dividing the City Population by the number of Wards. Ward boundaries will be designed so the Population of each Ward is within a range of +/- 25% from the optimum.

The optimum number of Electors per Ward will be determined by dividing the number of Electors in the City by the number of Wards. Ward boundaries will be designed so the number of Electors in each Ward is within a range of +/- 25% from the optimum.

Respecting these "+/-" ranges will ensure that Wards are substantially equal with each other in both Population and number of Electors.

2.02 Future Growth

Ward boundaries are to be designed with the goal of lasting at least three municipal general elections before a major revision is necessary. The potential for growth or decline in each Ward over the next three elections will be taken into account by having the highest Ward Populations and number of Electors in stable or declining Wards and the lowest Ward Populations and number of Electors in growth area Wards.



CITY PROCEDURE

POLICY NUMBER: C469A

AUTHORITY: City Council

EFFECTIVE DATE: 17 February 2009

TITLE: **Ward Boundary Design Policy**

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2.03 Respecting Community League Boundaries

Since Community Leagues reflect the borders and concerns of neighbourhoods, Ward boundaries are to be designed so no Community League is split between two Wards.

Since Community League Boundaries are not controlled by the City and are subject to change, it may be necessary to make minor modifications to the Ward boundaries prior to the major revision planned for every three (3) municipal general elections.

2.04 Communities of Interest and Diversity Within Wards

Ward boundaries will be designed to ensure communities with common interests or sharing a common roadway access are kept within the same Ward.

Also, where possible, the distribution of residential, commercial, industrial, institutional and green space areas between Wards will be taken into account so that each Ward contains a mixture of these developments.

2.05 Easily Identifiable Boundaries

Wherever possible, Ward boundaries will be readily identifiable to the public by utilizing major streets and significant natural and man-made barriers such as the river, ravines, railways, etc.

2.06 Least Number of Changes

Ward proposals developed by the Returning Officer should involve the fewest changes possible to accomplish the required adjustments.

2.07 Block-Shaped Wards

Ward boundaries are to be designed relatively block-shaped with straight sides. This will help to ensure that Ward boundaries are drawn impartially. Ward boundaries which are long, narrow and twisted, or have saw-toothed or indented sides are more likely to give the appearance of being designed in a biased approach to achieve a specific result.



CITY PROCEDURE

POLICY NUMBER: C469A

AUTHORITY: City Council

EFFECTIVE DATE: 17 February 2009

TITLE: Ward Boundary Design Policy

PAGE: Page 3 of 3

3. PROCEDURE

3.01 City Council will:

- (a) Inform the Returning Officer of revisions that are desired to the Ward boundaries;
- (b) Direct the Returning Officer to conduct a formal review of the Ward boundaries and to prepare boundary proposals for the consideration of Council;
- (c) Provide input into the Ward boundary proposals prepared by the Returning Officer, and;
- (d) Decide on any changes to be made to the Ward boundaries and pass the required bylaw by October in the year prior to a municipal general election to provide sufficient implementation time.

3.02 Returning Officer will:

- (a) By September of the year following every municipal general election, send a summary to Council through the Executive Committee identifying
 - the current Population and number of Electors for each Ward,
 - the current "+/-" of Population and number of Electors of each Ward from the optimum Ward size, and
 - potential Ward boundary adjustments required before the next municipal general election;
- (b) When directed by City Council, develop Ward boundary proposals based on the criteria contained in this policy;
- (c) Arrange for input from the following stakeholders to determine the impact of any potential Ward boundary changes;
 - General Public (through a public hearing),
 - Edmonton Public School Board,
 - Edmonton Separate School Board,
 - Edmonton Federation of Community Leagues, and
 - City Administration;
- (d) Prepare the bylaw to adopt the accepted Ward boundary changes, and;
- (e) Implement the approved changes to the Ward boundaries.



Policy Title: **Ward Boundary Determination and Review**

Policy Number: **CC017**

Report Number: **N/A Amended by C2013-0182**

Approved by: **Council**

Effective Date: **1993 May 3**

Business Unit: **City Clerk's Office**

BACKGROUND

Section 148 of the Municipal Government Act (MGA) governs the establishment and use of a Ward system in The City of Calgary. A plebiscite, held and passed by the electorate in 1960 October 19, re-established a ward system in The City of Calgary pursuant to a 1913 plebiscite abolishing the ward system. A second plebiscite vote, held on the same day in 1960, determined the wards should be "block shaped" not "pie shaped".

Under Sections 214a and 214b of the City Act, which was replaced by the Municipal Government Act, six wards were established. Bylaw Number 66/77, passed by Council on 1977 January 24, increased the number of wards to 14.

The current Ward Boundaries Bylaw is Bylaw 19M91, as amended. The boundaries have the potential to be amended, prior to every general election with the effective date for amended boundaries being the date of the general election, Section 149 of the MGA.

PURPOSE

The purpose of this policy is:

1. To establish a Ward Boundary Commission (hereinafter called the "Commission"), appointed by Council, to undertake major revisions to ward boundaries and provide recommendations to Council;
2. To establish the membership, terms of reference and appointment process for the Commission;
3. To establish the criteria to be considered by the Commission for major reviews and by the Returning Officer for minor revisions in developing proposals for Ward Boundary changes;
4. To provide a method for Members of Council to provide representation to the Commission and the Returning Officer;

5. To establish a process and timing for major ward boundary reviews;
6. To establish a process for minor revisions; and
7. To provide authorization to the Returning Officer to determine minor adjustments to ward boundaries arising from new developments and annexations.

POLICY

CRITERIA

The criteria used by the Commission and the Returning Officer for developing ward boundary recommendations are as follows:

1. **Total Population/Total Electors** – all calculations will be based on the total population from the most recent civic census. The total population is to be relatively equal between the wards. It is also desirable to maintain a relative equality in the number of electors in each ward. The number of electors found at the most recent enumeration conducted by The City of Calgary will be used as the reference;
2. **Deviation** –at a major review, the allowable deviation from the mean population per ward is +/- 10 to 15%. This is consistent with current court decisions. The maximum allowed deviation +/- 25%. A minor review will be conducted only when the maximum deviation is, or will be at the next election, exceeded and a major review is not scheduled;
3. **Future Growth** – the potential for growth in each ward over the next 10 years is a factor to be considered;
4. **Community Boundaries** – wherever possible, the ward boundaries and The City developed Community District Boundaries should coincide. Community Association boundaries are also given consideration but it must be noted that these boundaries are not controlled by The City and change at the decision of the communities involved;
5. **Easily Identifiable Boundaries** – wherever possible, the ward boundaries shall be readily identifiable to the public by utilizing major streets, significant topography, etc.;
6. **Block Shaped Wards** – in accordance with the 1960 October 19 plebiscite, wards are to be relatively “block” shaped and not “pie” shaped with the downtown being the centre of the pie;
7. **Environmental Mix** – efforts will be made to equalize, wherever possible, the distribution of commercial, rural, industrial, institutional and green space areas between the wards;
8. **Historical Ward Boundaries** – consideration of the historical ward boundaries in an area of the city will be given, however it is not mandatory that these boundaries be used; and

Philosophy of Approach – the general philosophy to be used by the Commission in developing recommendations for Ward Boundary changes is twofold; (a) to develop changes which should not require major adjustments for a span of three general elections; and (b) to have the higher population in the more population stable city wards and the lower population in the growth area wards.

PROCEDURE

Major revisions shall be undertaken by the Commission and minor reviews by the Returning Officer.

Third Reading of a bylaw amending the ward boundaries which results from a revision or review is to be given by Council no later than September in the year prior to a general election to ensure sufficient implementation time prior to the enumeration of electors.

Major Revisions

Major revisions are revisions that examine The City as a whole as if no current boundaries existed. Major revisions are conducted by the Commission and address all established criteria. Major revisions are planned for every second general election commencing in January 2015.

Minor Reviews

Minor reviews are those that address issues arising from population deviation only. The recommended changes to Council are the minimum number required to correct population imbalances, in accordance with criteria number 1 in September/October two years following a general election. Recommendations for minor reviews are prepared by the Returning Officer.

An additional criteria used for a minor review is the least number of changes. To reduce confusion to the electorate and implementation costs, proposals developed should involve the fewest changes possible to accomplish the required adjustments to the population.

Adjustments

Adjustments are those changes made by the Returning Officer as a result of annexation or as a result of development of a community that causes new homes or streets to be split by the ward boundary in an inappropriate way. Most annexations do not require changes to the Bylaw, but if amendments are required to the bylaw, the Returning Officer shall submit an amending bylaw to Council with a report.

WARD BOUNDARY COMMISSION

Membership

The Commission shall consist of four members as follows:

1. A person who understands The City from a political and organization perspective, such as a former member of Calgary City Council who has not sought election in the most recent election and is not involved in lobbying The City;

2. Two (2) electors, with an interest and expertise in political science, public policy, or urban issues and who is not involved in lobbying The City; and
3. The City of Calgary Returning Officer.

Appointment

Applications and nominations to be a Member of the Commission will be submitted to and processed by City Clerks. The appointments to the Commission will be made at the second Organizational Meeting of Council following every third general election.

Commission Chair

The Chair shall be selected by the Commission members at the first meeting of the Commission from amongst the Council appointed members.

Remuneration

Members of the Commission, other than the Returning Officer, shall receive a flat rate sum for remuneration for the work involved in the Commission. The Chair shall receive an additional sum for the work of the Chair and writing the report.

Out of pocket expenses for items such as parking shall be reimbursed.

Ad Hoc Commission

Council may direct that an ad hoc major revision occur at times other than scheduled by this Policy. In the case of an ad hoc revision, the same process will apply except that the appointment may be made at a Council meeting other than the Organizational Meeting.

Input Members of Council/School Boards

The Commission shall interview each Member of Council, within the first two months of appointment of the Commission, to obtain the input of these persons. Members of Council not wishing to be interviewed may submit input in writing or by email to the Returning Officer.

As both school boards, The Calgary Board of Education and the Calgary Catholic Board are impacted by The City's ward boundaries, through a joint election agreement under the Local Authorities Election Act, the Commission shall provide for the Boards to give such input as they desire near the start of the process.

Public Consultation

The Commission shall hold at least four sessions, one in each quadrant, for public consultation on ward boundaries. These sessions may be held at any point in time during the process at the discretion of the Commission.

Report Deadlines

- The Commission shall report to Council with recommendations no later than 18 months before the general election or within one year of appointment of an ad hoc Commission.

Minor Review Steps

1. In September of the year following a general election, a projection of the ward populations for the next election and deviation shall be prepared to identify potential ward boundary adjustments required before the next election and shall be sent to Council;
2. The Returning Officer shall identify the potential areas that do not fall within the established Criteria 1 and 2, and the potential changes that address these issues with consideration of other established criteria. The potential changes presented to Council will be the smallest number possible to bring population deviation in line with Criteria 2. For a minor review, this information shall be provided to Members of Council, representing the affected wards, for input prior to the report going to Council;
3. The Returning Officer shall prepare an amending bylaw for Council, following Council direction received from the Council report;
4. The Returning Officer is authorized to adjust ward boundaries as a result of annexation within the existing bylaw; and
5. The Returning Officer shall report to Council with an amending bylaw on minor adjustments for Ward Boundaries, resulting from annexation, when the existing Ward Boundary extensions are insufficient or when new community developments will be bisected by existing boundaries.

Advertised Bylaw

The ward boundary bylaw is a statutorily advertised bylaw under Section 606 of the Municipal Government Act. The bylaw must be advertized at least twice in two different weeks. In the 60 days following the last advertisement, the public has the right to submit a petition under the MGA, Section 219, either for or against the bylaw.

After advertising and before second reading of the bylaw, Council may introduce amendments. However; substantive changes to the boundaries will result in a requirement to re-advertise and allow for a petition.

Responsibilities

City Council:

1. To inform the Commission and/or Returning Officer, of suggestions, changes, recommendations, etc. which are desired;
2. To provide direction to the Returning Officer on minor revision of the ward boundaries;
3. To provide direction to the City Clerk and the Returning Officer on the desire to conduct an ad hoc major revision of ward boundaries outside of the schedule established in this policy;
4. To provide input and direction into the proposals and recommendations submitted to Council; and
5. To determine and adopt the changes to the boundaries and subsequently give three readings to the required bylaw.

Commission:

1. To provide Council with recommendations for major revisions to ward boundaries taking into consideration the timing, input and criteria provided for in this Policy;
2. To obtain public input on the criteria used to determine ward boundaries and validate or negate criteria found in this policy; and
3. To review this policy at the conclusion of the revision and submit recommendations for change to Council in a final report.

Returning Officer:

1. To monitor and report to Council, in September following a general election when a Commission is not mandated, on the projected ward populations at the next general election;
2. To identify potential changes required for a minor review in the September report to Council;
3. To provide necessary resources for major revisions, e.g. computing, training, reference material, etc. to the Commission;
4. To prepare the bylaws required to implement Council decisions;
5. To implement the changes to the ward boundaries, ensuring the boundaries do not come into effect before Election Day in accordance with the MGA; and
6. To report to Council, prior to appointment of a Commission, with recommendations on remuneration of Commission members.

AMENDMENTS

2013 March 18
1993 May 03
1991 May 06
1977 January 24
1960 October 19

2016 Ward Boundary Review

Request for Additional Information

Background

- 2003: Council approved Ward Boundary Objectives and Guiding Principles
- 2006: Bylaw 59-2006 was passed which increased the total number of wards to eight: five urban wards and three rural wards
- 2015: Priorities Committee directed Administration to provide additional information on electoral system options to assist the Committee in providing direction on GOV-002-032: Ward Boundary Review Policy

Electoral System Options

- Ward-Based
 - Single and dual-based representation
 - 21/37 of the municipalities surveyed are governed by ward-based system
- At-Large
 - 14/37 of the municipalities surveyed are governed by at-large system
- Mixed or Partial Ward-Based
 - 2/37 of the municipalities surveyed are governed by a mixed system

If Ward-Based

- Based on length of time since the last review, and projected near-future growth areas, the current ward boundaries will need to be reviewed
- How will Strathcona County complete the review?
 - Returning officer and internal resources
 - External consultant
 - Ward Boundary Commission or Committee
 - with Council making the final decision
 - with the Commission or Committee making the final decision
- What criteria or guiding principles should be included in the Ward Boundary Policy?

Timing Considerations

- Next municipal election is October 16, 2017
- In order to meet MGA requirements, first reading of the bylaw should be passed on or before December 13, 2016
- To assist with timely election planning, it would be preferable to pass first reading of the bylaw on or before June 21, 2016

Next Steps



- Refer back to Administration with further direction
- or
- Refer to Council for debate

Priorities Committee Meeting_Jan26_2016

STRATEGIC INITIATIVE AND UPDATE

Mayor's Task Force on Community Housing Final Report

Report Purpose

To provide the Priorities Committee with the final report and recommendations for the Mayor's Task Force on Community Housing. This report was preceded by an interim report on July 14, 2015. This report and its recommendations comprise the final deliverable for the Task Force, which is now disbanded.

Council History

Feb 10, 2015 - The Mayor's Task Force on Affordable Housing was struck by Council. Note that the title was changed to '*Community*' housing by the Task Force. Two Co-Chairs were appointed; Councillors Beland-Quest and Howatt.

July 14, 2015 –Task Force spokesperson Rudy Koop and project manager Ian McCormack provided an interim report to the Priorities Committee.

Strategic Plan Priority Areas

Economy: To support industrial and commercial employers' need for a stable work force, the County must have affordable and attractive homes in which many of those people can live.

In a time of economic uncertainty, any competitive advantage that the County can provide to employers will help them gain and retain staff, thereby mitigating the impact of negative economic cycles.

Governance: Land use is governed by Council, as is setting the vision of the community as '*Canada's Most Liveable Community*', in which community housing plays a vital role.

Social: Community housing spans the breadth of the housing continuum, from emergency shelters to home ownership, with transitional housing and home rental in between.

Culture: Community structure has a significant impact on culture.

Environment: With new residential development on the horizon, and gentrification of existing development already occurring, making conscious choices about density, housing types, mixes and locations is important.

Other Impacts

Policy: Policy updates are linked to several recommendations. Any policy changes are dependent on whether individual recommendations are approved.

Legislative/Legal: Legislative updates are linked to several recommendations. Any changes are dependent on whether individual recommendations are approved.

Interdepartmental: The Task Force has senior representation from PDS, CPIA and FCS. EDT has provided mapping and statistical analysis to support information about the current and near-future housing stock situation.

Depending on Council's desires for the recommendations of the Task Force, there will likely be other County departments and committees (i.e. Community Living Advisory Council) involved with implementation.

Communication Plan

This report is for information to Strathcona County's Priorities Committee, so the communication plan will depend on the Committee's action.

Author: Ian McCormack, Strategic Steps Inc.

Director(s): Kelly Rudyk, Corporate Planning and Intergovernmental Affairs

Chief Commissioner: Rob Coon

Lead Department: Corporate Planning and Intergovernmental Affairs

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Recommendations within the report, if accepted by the Committee and Council, will require action from County Administration. Actions associated with carrying out tasks indicated in the report will necessitate communication activities by the County.

The Task Force's spokespeople include the Mayor, the two Co-Chairs and one of the public members, Rudy Koop.

Enclosure

- 1 Mayor's Task Force on Community Housing - Final Report and Recommendations
- 2 ppt Mayor's Task Force on Community Housing - Final Report and Recommendations

Mayor's Task Force on Community Housing

Final Report and Recommendations, January 26, 2016

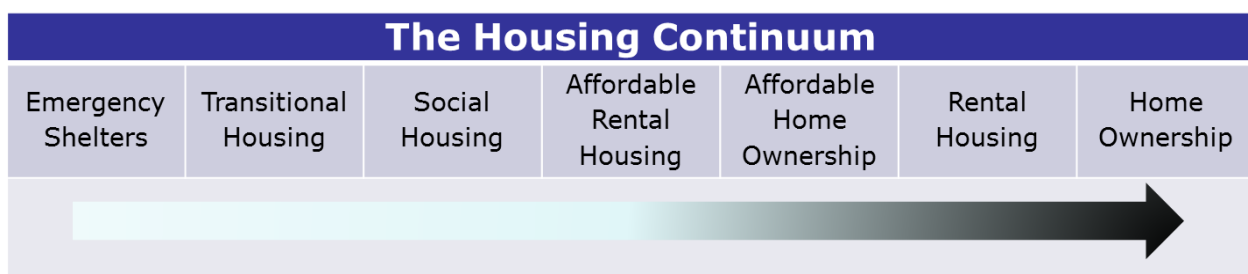
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1 Introduction and Executive Summary

‘Affordable’ housing is an issue that has quickly moved to the forefront in recent months. Strathcona County Council chose to build on previous work and to explore the concept in depth through the use of a Mayor’s Task Force that met through most of 2015. The group quickly realized that ‘affordable’ housing was somewhat of a misnomer for its work, since the Task Force was charged at looking beyond what is merely ‘affordable’, and the word ‘affordable’ has many meanings in the housing environment.

The Task Force updated its terms of reference to change its name to the ‘Mayor’s Task Force on Community Housing. This title reflects the fact that housing requirements in Strathcona County are broad, while the term ‘community’ means all non-market housing that occupies the continuum of housing.



Research, consultation, meetings and conversations indicated that the issue of community housing is extraordinarily complex, requiring political will while needing to address market forces that drive developers’ decisions and purchasers/renters abilities and choices. Ultimately, the task force wanted to continue to strive towards making Strathcona County into “*Canada’s Most Livable Community*”.

Any work on addressing community housing in such a shifting economic, social, political, cultural and environmental situation is necessarily a point-in-time study that must acknowledge that the situation will change tomorrow, and responses must adapt to that changing situation.

The Task Force has made a series of recommendations for the consideration of Strathcona County Council, ranging from easy to implement changes to those which will require cultural adaptation, both on the part of the municipal government and the citizens of Strathcona County.

More than 100 people were involved in the work of the Task Force, from members of Strathcona County Council and administration, to community stakeholders and those who chose to connect with the Task Force through correspondence of one sort or another. Because of this, the Task Force is confident that it has captured the essence of wise current practice and has brought forward recommendations that address needs identified by the community and thought leaders from within and beyond the community.

Two of the Task Force’s recommendations (see 2.1 and 2.6 below) suggest that this issue will not be addressed once and for all, and that the County should consider keeping a formal eye on the shifting needs of housing within Strathcona County.

A summation of the 17 recommendations appears here, with supporting detail in Section 5 of this report.

No.	Recommendation
1.1	That Council continues to visibly tie community housing into the County's Strategic Plan, helping to make Strathcona County into <i>Canada's Most Livable Community</i> .
1.2	That Strathcona County facilitates the creation and hosting of a non-market Housing Registry that could also include a roommate registry component.
2.1	That Council directs the Community Living Advisory Committee (CLAC) to create a committee with responsibility for housing. This committee may include representation from housing suppliers, land owners (churches, school boards, developers) and social agencies
2.2	That Council directs the CLAC to set targets for the number and types of non-market housing units to be achieved by interim dates. These targets are to be approved by Council.
2.3	That Council directs County administration to work with the Heartland Housing Foundation to facilitate faith, community and business groups in supporting low income families.
2.4	That Council directs County administration to explore options for the development of an umbrella organization for the provision of all non-market housing within the County.
2.5	That Council directs County administration to prepare a report on options for increasing Habitat for Humanity development in Strathcona County.
2.6	That Council recommends to the CLAC that the committee hosts an annual community housing consultation similar to that hosted by the Community Housing Task Force on June 25, 2015.
2.7	That Council directs that administration explore options for using private/public partnerships to develop vacant public land into mixed use areas that may include non-market housing, market housing and siting for community-based organizations.
3.1	That Council directs administration to bring forward a report identifying possible planning policy tools that can be implemented to help ensure developers provide various multiple housing types within all new residential neighbourhoods.
3.2	That Council continues to support the Mature Neighbourhood Strategy as it adapts existing neighbourhoods to a changing environment.
3.3	That Council requests that administration conduct a review of the costs of getting community housing developments approved with the goal of increasing non-market housing development.

No.	Recommendation
4.1	That Council direct administration to bring forward a report outlining current policies with regards to land use planning and engineering, and how current policy supports transit service routes within the Sherwood Park Urban Service Area.
4.2	That Council direct administration to bring forward a report that outlines the perceived barriers by the development industry with respect to community housing (i.e. servicing standards, parking regulations) and recommend solutions and possible incentives to encourage community housing development.
5.1	That Council requests that County Council and administration continue to seek provincial and federal funding to continue with affordable housing programs, either alone or in conjunction with Capital Region Board partners.
5.2	That Council directs County administration to ensure that the municipal census includes a permanent question on income so that aggregate numbers and ages of low income people are known and services can be tailored to them.
5.3	That Strathcona County offers to host a Capital Region Housing Symposium in 2016 or 2017.

The Task Force found that the issue of community housing is complex and resolutions require the coordinated effort of many stakeholders.

Healthy discussion by County Council with administration and others involved in the housing community, both providers and users, has occurred through the life of the Task force, and it is likely continue as the recommendations are implemented. Working towards resolution of this issue requires that decisions be made and work continue.

Respectfully Submitted;

Councillor Fiona Beland-Quest
Co-Chair

Councillor Carla Howatt
Co-Chair

2 Background

2.1 Terms of Reference

In February 2015, Strathcona County Council chose to establish the Mayor's Task Force on Community Housing. This short-term task force was intended to review the current state of housing in Strathcona County and to make recommendations to County Council to address any gaps that the group identified. The Task Force was set up under terms of reference that appear here.

2.1.1 Purpose

Within the Task Force's Terms of Reference, the purpose was intended to be as follows:

The Mayor's task force will investigate the current state of affordable housing in Strathcona County. Once having attained a good understanding of the current state, the task force will, using their varied subject matter expertise and background, recommend a desired future state, including an action plan for this community to Strathcona County Council.

2.1.2 Desired Outcomes

A set of five desired outcomes were provided to the Task Force by Council. These included:

- A. A common understanding of the current state of community housing within Strathcona County;
- B. The role of the municipality in community housing;
- C. An inventory of all stakeholders in the community housing portfolio;
- D. How to leverage partners in the community housing portfolio; and
- E. Innovative ideas and practices for Council's consideration.

2.1.3 Composition

To ensure as much diversity as possible while still requiring the Task Force to be agile, Council set these requirements for the composition of the Task Force:

- A. Public members at large: two with previous experience within the housing portfolio
- B. Local developer/builder
- C. Strathcona County Chamber of Commerce
- D. Council Members: two as co-chairs
- E. Strathcona County (department resources deemed appropriate)

2.1.4 Members

Membership on the Task Force was drawn from a variety of expertise present in the community and beyond, and followed the requirements outlined in the Terms of Reference above. To best complete the task, individuals who could bring multiple perspectives were recruited. To that end, members of the Task Force Included:

Mayor's Task Force on Community Housing Members

	Name	Representing
1	Carla Howatt	Co-chair, County Council
2	Fiona Beland-Quest	Co-chair, County Council
3	Rudy Koop	Public
4	Mike Shellenberg	Public, Sherwood Park Ministerial
5	Jason Rumer	Developers, Builders
6	Jeff Lorenz	Chamber of Commerce, Realtors
7	Kelly Rudyk	County Administration – Corporate Planning and Intergovernmental Affairs
8	Stacy Fedechko	County Administration – Planning and Development
9	Jackie Winter	County Administration – Family and Community Services
10	Haley Ewasiuk	County Administration - Administrative Support
11	Ian McCormack	Project Management – Strategic Steps Inc.

3 Task Force Activity

Since their appointment in February 2015, members of the Task Force embarked on several activities that were intended to provide members with history, knowledge and advice. The high-level activities of the Task Force appear below.

3.1 Meetings

The Task Force met six times over the course of 2015, with each meeting having a specific focus. In addition, three other events that included task force members were used to gain insight into the community's housing needs and to consult with experts in related fields. These three events were:

- Consultation with Community Groups referenced later in this section;
- Interim presentation to Strathcona County's Priorities Committee; and
- Attendance at the Capital Region Board's Housing Symposium in Fort Saskatchewan.

In addition to attendance at events, members researched housing issues and were provided with documentation of work that had already been done regarding 'affordable' housing in Strathcona, and research into housing practices encountered in the Capital Region and beyond. Much of this documentation appears on the Task Force's website.

3.2 Public Consultation

A half day public consultation was hosted by the Task Force on June 25th, 2015.

When considering the mandate of the Task Force, consideration was given to inviting organizations which have a direct impact on housing in Strathcona County. The Task Force wanted to create a diverse group that makes use of the full continuum of housing. With that in mind, the Task Force invited different age groups, from students to seniors; different organizations, from business to faith groups; and different focuses from for-profit to non-profit. The attendees were primarily from Strathcona County, however where they were from elsewhere, that is noted below.

Invited attendees for the event included (in alphabetical order):

- | | |
|--|--|
| • A Safe Place | • Members of the Legislative Assembly (3) |
| • Alberta Seniors (Housing) | • Robin Hood Association |
| • Brittany Lane Housing Co-Op | • Schizophrenia Association |
| • Capital Care | • Seniors United Now |
| • Davidson Creek Housing Co-Op | • Sherwood Park +55 Club |
| • First Time Home Buyers' Program | • Sherwood Park and District Chamber of Commerce |
| • Habitat for Humanity | • Sherwood Park Elks |
| • Heartland Housing Association | • Strathcona Ministerial Association |
| • Canadian Home Builders' Association (Edmonton) | • University of Alberta Students' Union |
| • Home on the Range | • Urban Development Institute (Edmonton) |
| • Hope in Strathcona | |

From the group of invited attendees, an overwhelming response was received and almost all invitees chose to attend the session.

Participants were consulted on four questions

1. What programs that currently exist address community housing needs, now and into the future? Where do you see gaps?
2. What sort of 'community' housing types would benefit citizens of Strathcona County?
3. How can organizations that work on housing collaborate with one another to add value?
4. Within 20-30 years, what does an ideal housing mix in a community look like?

Table leaders and facilitators from the Task Force and Strathcona County Family and Community Services recorded the participants' comments on the four questions, and that information was synthesized for the use of the Task Force during the rest of the year.

Of considerable assistance during the consultation was background analysis on the current state of housing in Strathcona County that was provided by Economic Development and Tourism. The data gave participants a very good overview of identified issues that are present within the County and the Capital region.

Specific documentation on the outputs from the public consultation is available for review. For reasons of space, the full consultation document is not included in this report; it was however a key document for the Task Force in the generation of its principles and recommendations.

3.3 Interim Report

The spokesperson for the Task Force, Rudy Koop, provided an update to Strathcona County's Priorities Committee on July 14th, 2015. Rather than providing interim recommendations, the focus of that report was on process. The Task Force identified work that had been done to date, provided context for identified housing issues, gave an overview of the consultation process and indicated work that was yet to be done.

3.4 Website

With public engagement in mind, the Task Force chose to maintain a web presence within the Strathcona County website. This page included many of the reference documents that the Task Force used, as well as providing a way for any interested person to contact the Task Force. This web page can be found at:

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

4 Principles

Prior to developing a series of recommendations, the Task Force chose to design a set of principles from which the recommendations would emerge. The principles are shown below. In some cases, within each principle there is a set of examples of how that principle may be seen in action.

4.1 Housing principles must tie into the County's Vision, Mission and Strategic Plan

- Strathcona County's role is to build partnerships between people and organizations involved in providing housing within the community.
- Strathcona County recognizes the holistic benefits of community housing as represented in the five pillars of the strategic plan leading to a diverse housing portfolio.
- Strathcona County's business plan is a four year plan, so Council's priorities may be for up to four years.

4.2 Housing is a community issue that requires active partnerships

- Strathcona County will continue to engage with housing-related stakeholders to identify needs, trends and solutions to housing issues after the work of the Task Force is complete.
- Homelessness among those who do not want to be homeless is not acceptable.
- Communities should be integrated in terms of age, income and other demographics.

4.3 Strathcona County supports the entire continuum of housing

- Strathcona County recognizes that people do not necessarily want to move along the continuum of housing.
- A variety of housing options in terms of size, cost and amenities in the community is preferred
- Rental housing is an important part of the continuum of housing.
- Strathcona County may be willing to provide some funding, incentives or cost-reductions or offsets in order to encourage a variety of housing.
- New neighbourhoods must incorporate several densities of housing that represent at least a portion of the continuum of housing.

4.4 Access to public transportation is a key attribute of community housing locations

- Required access to local public transportation is often an issue for those on a fixed income.

4.5 The municipality will work with regional neighbours and other orders of government to encourage innovation in housing types and locations

5 Recommendations

Through the research and consultation conducted over the course of 2015, the Task Force developed the following set of recommendations for Strathcona County Council to consider. Some of these recommendations can be implemented quickly, however some represent a culture change and will require more time to be implemented.

Members of the Task Force were encouraged to be ‘courageous’ in their thinking, and as a result, some of the recommendations that follow will challenge Strathcona County’s visioning for a sustainable future while still keeping in mind that the County desires to be ‘*Canada’s most livable community*’.

The recommendations are aligned to the principles introduced in the previous section of this report.

Within this section, Implementation Leads and some comments in the Rationales contain acronyms. These acronyms are:

- CLAC Community Living Advisory Committee
- CMHC Canadian Mortgage and Housing Corporation
- CPIA..... Corporate Planning and Intergovernmental Affairs
- CRB..... Capital Region Board
- FCM Federation of Canadian Municipalities
- FCS..... Family and Community Services
- MDP Municipal Development Plan
- PDS Planning and Development Services
- SCT Strathcona County Transit

5.1 Principle 1: Housing principles must tie into Strathcona County's Vision, Mission and Strategic Plan.

	Recommendation	Implementation Lead	Key Date
1.1	That Council continues to visibly tie community housing into the County's Strategic Plan, helping to make Strathcona County into <i>Canada's Most Livable Community</i> ¹	CPIA	Annual, December
	Origin: community consultation.		

Rationale: Each year, County Council reviews its own priorities and expresses new or ongoing priorities for the coming year through its strategic plan '*Strathcona County 2030, Powering our New Tomorrow*'. The County business plan and budget are informed by Council's priorities, so ensuring that housing is a priority for Council provides public direction to administration to include housing-related strategies within the County business plan, and to further indicate that housing is a priority by putting a budget to housing.

As the master document for Strathcona County's long-term vision and sustainability, tying housing issues into the various pillars of the strategic plan provides an indication of the importance of the issue. Housing issues are currently incorporated in the Social, Cultural and Economic pillars.

¹ Excerpted from Strathcona County's Vision Statement, Page 2 of the County's Strategic Plan

	Recommendation	Implementation Lead	Key Date
1.2	That Strathcona County facilitates the creation and hosting of a non-market Housing Registry that could also include a roommate registry component.	FCS	Report to Council by September 2016
	Origin: community consultation.		

Rationale: Consultation participants suggested that a current gap in housing is knowing what types of housing stock is available. With the creation of a central registry of community housing, those looking for housing, whether families or brokers, will be provided with a one-stop shop. Because of pressures that families feel when looking for non-market housing, it would be useful to them to have some of the pressure removed by the presence of one location where they can find housing information.

The Task Force does not see this as a brokerage, but more so a registry of available housing options that individuals or families can consult prior to seeking a specific housing type or location.

Within the context of a registry may come the need for a housing navigator role. This is the local expert who is able to work with client families to find the best housing fit.

Several community agencies were suggested as possible hosts for the registry, however the Task Force suggests that the County not be the host of the registry. None of the suggested community agencies have been formally approached, though some were present at the Task Force's community consultation as participants.

5.2 Principle 2: Housing is a community issue that requires active partnerships.

	Recommendation	Implementation Lead	Key Date
2.1	That Council directs the Community Living Advisory Committee (CLAC) to create a committee with responsibility for housing. This committee may include representation from housing suppliers, land owners (churches, school boards, developers) and social agencies.	CLAC	Housing committee created by April 2016
	Origin: Task force discussion		

Rationale: The new CLAC is a significant advisory body to Council. Since representation is likely to span a significant breadth of County citizens, it is likely that many members will be aware of housing and related issues. As a standing committee of CLAC, housing issues and ideas will be a significant part of the committee's ongoing scan on local issues.

The Task Force suggests that some members of the full CLAC be appointed to its Standing Committee on Housing; however other Standing Committee members may be recruited from the wider community, either by virtue of individuals' interests or their subject matter expertise.

Since CLAC reports to Council, housing issues and resolutions identified by the Standing Committee on Housing would be heard by Council on a regular basis. Since the Standing Committee's meetings and other events would be somewhat less formal than Council meetings are, the conversation that occurs within the committee, and between the committee and other stakeholders, would potentially be more flexible and robust than if Council was debating the same topic.

	Recommendation	Implementation Lead	Key Date
2.2	That Council directs the CLAC to set targets for the number and types of non-market housing units to be achieved by interim dates. These targets are to be approved by Council.	CLAC	Targets presented to Council by October 2016
	Origin: Review of CLAC terms of reference.		

Rationale: CLAC has the opportunity to research and project ongoing housing needs. It also has the ability to conduct research into the full spectrum of housing, both market housing and non-market housing.

Setting goals allows CLAC and the County to be aware of progress and barriers on a regular basis. It also allows CLAC to suggest policy options to Council. The Task Force debated whether recommending targets as numbers or percentages and decided to recommend numbers of units because it is an understandable absolute number that would correspond to a percentage if desired.

The Task Force is aware that, ultimately, decisions about housing in terms of statutory documentation rest with Council.

	Recommendation	Implementation Lead	Key Date
2.3	That Council directs County administration to work with the Heartland Housing Foundation to facilitate faith, community and business groups in supporting low income families.	FCS	Low income adoption program presented to Council by November 2016
	Origin: community consultation.		

Rationale: This is a potential quick win that emerged during the community consultation. This is a way that existing groups within Strathcona County can aid their neighbours in a fashion that aligns to their own mandates. Faith groups initially proposed this concept, and it was rapidly adopted by other community-based organizations. The potential of a program that emerges from this recommendation allows these groups to serve their communities by assisting families in need for a limited period of time. This assistance is concrete and easily measurable.

The Task Force suggested that the Heartland Housing Foundation be involved as a key community connector because they are the relevant subject matter experts and have deep connections to both Strathcona County's housing community and its social community.

The County would likely need to provide some regulatory oversight to this program, likely through FCS, which is represented on the Task Force.

	Recommendation	Implementation Lead	Key Date
2.4	That Council directs County administration to explore options to coordinate with the Heartland Housing Foundation for the provision of all non-market housing within the County.	FCS	Recommendation provided to Council by February 2017
	Origin: community consultation.		

Rationale: There is currently no single location for a person or family looking for non-market housing can go within Strathcona County. Establishing a housing and development corporation (or something similar) has been done in other Alberta communities, perhaps most noticeably in the Municipal District of Wood Buffalo².

The Task Force sees significant alignment between the work that Heartland Housing Foundation is currently doing and the effort required to implement the recommendation that is presented here. Should that alignment be correct, the Foundation's mandate may need to be expanded. The Task Force realizes that the Foundation acts at arms-length from County Council and that it is a partnership between Strathcona County and the City of Fort Saskatchewan.

² <http://www.wbhadc.ca/>

	Recommendation	Implementation Lead	Key Date
2.5	That Council directs County administration to prepare a report on options for increasing Habitat for Humanity development in Strathcona County.	PDS	Report presented to Council by October 2016
	Origin: community consultation, <i>CRB Strathcona/Fort Saskatchewan Sub-Region Housing Needs Assessment, 2015</i> .		

Rationale: Participants at the community consultation noted that the presence of Habitat for Humanity is lower in Strathcona County than in several other larger Capital Region municipalities. Participants felt that the County could encourage more Habitat builds in the County by identifying why the builds are not currently occurring and determining whether there may be the ability to remove roadblocks that are under the authority of the County.

The Task Force is aware that the primary impediment to builds is often the availability of land that can be used for construction of units. In some other Capital Region municipalities such as the Cities of Edmonton, Leduc and St. Albert, the municipality is often the entity that procures land on behalf of Habitat for Humanity.

While Habitat for Humanity was mentioned specifically at the community consultation, the Task Force is aware that other organizations may assist with community housing. Those organizations may also be involved in working with the County.

	Recommendation	Implementation Lead	Key Date
2.6	That Council recommends to the CLAC that the committee hosts an annual community housing consultation similar to that hosted by the Community Housing Task Force on June 25, 2015.	CLAC	Consultation held in November 2016 (Housing Month)
	Origin: community consultation.		

Rationale: Feedback from community consultation participants was overwhelmingly positive because the event occurred prior to decisions being made, and participants felt their input was being taken seriously. Participants recommended that, because housing issues change with the shifting environment, it would be prudent to engage with community partners on an ongoing and regular basis.

Since the Task force will have concluded its work by the end of 2015, the Task Force recommends that CLAC be charged with hosting future consultations. Continuing to engage with the housing-related community in Strathcona County and beyond is likely to provide insights into future activities that the County could consider in encouraging solutions identified across the continuum of housing. Inviting subject matter experts and others with a stake in housing in Strathcona County to meet together on an annual basis shows that the County encourages engagement and courageous discussions.

	Recommendation	Implementation Lead	Key Date
2.7	That Council directs that administration explore options for using private/public partnerships to develop vacant public land into mixed use areas that may include non-market housing, market housing and siting for community-based organizations.	PDS	Report presented to Council by October 2016
	Origin: task force discussion, community comments.		

Rationale: During the Community Consultation, and at other times since, task force members have heard the need for innovation in encouraging various housing types in Strathcona County.

The Task Force sees the opportunity for the County to lead in identifying ideal locations to test the community housing concept. An innovative partnership between the County, developer(s) and non-market housing providers to create various housing types, along with a location for (potentially) community organizations, an incubator for new community organizations, child care spaces, and commercial space would allow the County to demonstrate sustainable mixed-use development.

5.3 Principle 3: Strathcona County supports the entire continuum of housing.

	Recommendation	Implementation Lead	Key Date
3.1	That Council directs administration to bring forward a report identifying possible planning policy tools that can be implemented to help ensure developers provide various multiple housing types within all new residential neighbourhoods.	PDS	To coincide with the MDP update – fourth quarter 2016
	Origin: Task Force discussion, CMHC's Guide for Canadian Municipalities for the Development of a Housing Action Plan, 2010.		

Rationale: The County controls much of the regulatory environment that either encourages or discourages housing types within the area it controls. Should the County desire to increase housing options, one way of moving towards that is to examine its regulations and determine which are necessary and which may comprise impediments to diversifying available housing types.

The continuum of housing identified in the introduction of this report spans from emergency shelters to home ownership. It is not a continuum that requires a person or family seeking a 'home' to move along until they reach home ownership. People are satisfied with occupying different locations across the continuum. It is also not uncommon for families to move 'backwards' on the continuum by making a choice to sell a home and rent in another location as they move through their lived experience.

Knowing about the continuum and understanding how individuals and families engage on that continuum lets the County best meet the needs of current and future County residents. As the Municipal Development Plan (MDP) is currently undergoing an update, considering new or updated planning policy tools associated with achieving community housing, the timing of that update coincides well with the work of the Task Force.

	Recommendation	Implementation Lead	Key Date
3.2	That Council continues to support the Mature Neighbourhood Strategy as it adapts existing neighbourhoods to a changing environment.	PDS	Strategies presented to Council by September 2016
	Origin: community consultation, ongoing research.		

Rationale: Strathcona County has embarked on its Mature Neighbourhood Strategy to review the urban form of 11 ‘mature’ neighbourhoods which were selected based on their age of build out primarily having occurred prior to 1980. A policy adopted by council identifies that:

“Strathcona County will review opportunities in older neighbourhoods of Sherwood Park to redevelop, intensify and create complete and sustainable communities with the support of the local residents”

The Task Force finds this ongoing work to be consistent with the principles that the Task Force has identified and with the desired outcomes expressed by the participants in the community consultation. To that end, the Task Force recommendation is that Council continue to move the Mature Neighbourhood strategy forward.

In part, the Strategy sees increasing densities in new neighbourhoods, in part by requiring a variety of housing options beyond single family residential houses. In existing neighbourhoods, regulations regarding secondary suites have the goal of making more efficient use of limited land for housing.

Research from CRB, FCM, CMHC and others has shown that there are numerous housing types available, some of which may be appropriate within Strathcona County.

	Recommendation	Implementation Lead	Key Date
3.3	That Council requests that administration conduct a review of the costs of getting community housing developments approved with the goal of increasing non-market housing development.	PDS	Results of review provided to Council by September 2016
	Origin: community consultation, Task Force discussion, input from developers.		

Rationale: In the community consultation, task force members' discussion, and in correspondence from developers, the costs of approving permission for development within in Strathcona County was identified as being higher within Strathcona County than costs for similar development are in some other Capital Region municipalities. The Task Force recommends an analysis of costs for development, both in terms of permit costs, regulatory requirements and time required to shepherd development through the County's approval system.

Since developers and builders' products are fundamentally mobile until they are built, Strathcona County is competing with other regional municipalities for attraction of new residents. Because of the demands of growth in the region, housing may be built in one municipality rather than another. The costs and time associated with getting development and building approval from the municipality are one aspect of the cost that the developers and builders consider when deciding whether to work in a particular municipality.

5.4 Principle 4: Access to public transportation is a key attribute of community housing locations.

	Recommendation	Implementation Lead	Key Date
4.1	That Council directs administration to bring forward a report outlining current policies with regards to land use planning and engineering, and how current policy supports transit service routes within the Sherwood Park Urban Service Area.	PDS/SCT	Any necessary legislative changes provided to Council by June 2017
	Origin: community consultation.		

Rationale: Housing is not the only cost barrier for people wishing to live in Strathcona County. Transportation adds significant costs for home owners, particularly if they need to own a vehicle to commute from their homes to work, school, shopping or to recreate. In addition, some families choose not to own a personal vehicle and this trend is likely to sustain or grow in the future.

While not a 'housing' cost per se, access to public transportation is very important to many people. Lack of accessible public transportation limits housing location options if it is not present and available. Planning and Development Services is accountable for conceptual planning associated with access to transit because it is the department that recommends Area Structure Plans. This occurs prior to Strathcona County Transit (SCT) actually planning new or revised transit routes within the Sherwood Park Urban Service Area. SCT has significant interest in this recommendation.

	Recommendation	Implementation Lead	Key Date
4.2	That Council direct administration to bring forward a report that outlines the perceived barriers by the development industry with respect to community housing (i.e. servicing standards, parking regulations) and recommend solutions and possible incentives to encourage community housing development.	PDS	To coincide with the MDP update – fourth quarter 2016
Origin: community consultation, task force research.			

Rationale: Related to the recommendation regarding public transportation, a significant barrier to the provision of non-market housing is the need for specified minimum parking spaces per dwelling unit. This is a particular issue in neighbourhoods which accept secondary suites and in new neighbourhoods with high single-family density and limited on-street parking.

In a similar vein, the servicing requirements for secondary suites often make the cost of creating legal suites prohibitive for home owners. A frequently cited example is the need for a second furnace in a secondary suite, a considerable cost to a homeowner when it may not be required to heat the secondary space because of its size.

The Secondary Suites program is designed to “*offer an innovative, cost-effective way to increase the amount of affordable housing options in Strathcona County*”³. Through grants, the program provides incentives to homeowners to consider adding a suite to their existing home.

The MDP is currently undergoing review and is due to be discussed by Council in mid-2016. Changes associated with encouraging community housing can be incorporated into the MDP update.

Other regulatory changes beyond the Secondary Suites program may also consider incentives as a tool to encourage desired development.

³ Excerpted from the purposes of Strathcona County’s Secondary Suites program.

5.5 Principle 5: Strathcona County will work with regional neighbours and other orders of government to encourage innovation in housing types and locations.

	Recommendation	Implementation Lead	Key Date
5.1	That Council requests that County Council and administration continue to seek provincial and federal funding to continue with community housing programs, either alone or in conjunction with Capital Region Board partners.	CPIA	Ongoing with annual report to Council
	Origin: community consultation.		

Rationale: Programs that have a goal of increasing non-market housing are introduced by various orders of government in response to needs that they identify. The County is good at seeking out these opportunities, and the Task Force recommends that they continue to maintain that vigilance.

It is noted that the Alberta government elected in April 2015 has identified regional growth nodes as a priority, and there may be funding available to support that priority. Keeping some innovative ‘shovel-ready’ projects available for quick implementation, particularly if coordinated with regional partners, would allow Strathcona County to take advantage of funding opportunities that may arise.

The province has also identified social housing and seniors housing as areas of interest, particularly given the growth in the population of seniors. Both types of housing would be encompassed along the continuum of housing, and so are relevant to this recommendation.

Regardless of age, growth is expected in Strathcona County. The Capital Region Board has suggested a population range for the County of between 138,000 and 160,000⁴ by 2044. Because the County and the City of Fort Saskatchewan work together on the Heartland Housing Foundation, their growth estimates are also salient, with the CRB predicting a city population of between 40,300 and 58,700⁵. Even if the percentage of people requiring non-market housing remains consistent over time, the total number of people who will need to be accommodated in non-market housing in the sub-region will grow over time.

⁴ CRB, Capital Region Population and Employment Projections to 2047, Page 14

⁵ ibid

	Recommendation	Implementation Lead	Key Date
5.2	That Council directs County administration to ensure that the municipal census includes a permanent question on income so that aggregate numbers and ages of low income people are known and services can be tailored to them.	CPIA	2017 Census
	Origin: task force research, <i>CRB Strathcona/Fort Saskatchewan Sub-Region Housing Needs Assessment, 2015</i> .		

Rationale: Accurate information is a key to the County being able to respond quickly and appropriately to emerging needs in the community. The Task Force recommends that obtaining aggregated data regarding household income will allow the County to make prudent choices about support for various housing options. This information, once collected, will provide baseline data that can be used to identify trends in service and housing requirements over time.

The granularity of the data collected through the municipal census is greater than that collected in the federal census, so the municipal census remains more appropriate to efficiently targeting programs to where they are needed. All County departments use data from the municipal census, and the collection and synthesis of that data into useable information allows the County to work across its departments to deliver services at the highest effectiveness possible.

	Recommendation	Implementation Lead	Key Date
5.3	That Strathcona County offers to host a Capital Region Housing Symposium in 2016 or 2017.	Mayor's Office	Council decision by March 2016
	Origin: task force discussion.		

Rationale: The CRB has hosted several housing symposiums in recent years. Should the County desire to be seen as responsive and progressive, offering to host an upcoming symposium would be an opportunity to learn about wise practices from Capital Region partners and to invite North American thought leaders into Strathcona County.

Should a symposium be hosted by the County, there is an opportunity to broaden the event and related activities to include other participants beyond CRB members in events that may proceed or follow the symposium itself. In this way, Strathcona County is not only working towards becoming Canada's Most Livable Community, it is also helping regional neighbours become the best they can be as well.

Recommendation 2.6 asks CLAC to host an annual housing gathering focused at and within Strathcona County. Hosting a CRB-wide symposium focuses outwards. Since the CRB Housing Symposium would not be hosted by Strathcona County every year, it might be possible to coincide the local stakeholder gathering with the CRB symposium every few years, should the County offer to accept to host the CRB Housing Symposium.

6 Conclusion

The 11 members appointed to the Mayor's Task Force on Community Housing consulted with many people and organizations through 2015 with the goal of investigating the current state of affordable housing in Strathcona County. Once an understanding of the current state was substantially complete, the task force turned its focus to consulting with many groups, devising a set of principles for itself, and then developing 16 recommendations designed to help achieve a desired future state of housing within the County.

Achieving an optimal mix of Community housing within a community is an extraordinarily complex, yet courageous, aspiration. The community must recognize that this issue is one that is constantly changing as new knowledge emerges and local and international market forces act.

Members of the Task Force are confident that they have provided County Council with useful insight in the recommendations included on previous pages, and they recognize that some of the recommendations are easier to implement than others are.

If Strathcona County is to achieve its vision of becoming *Canada's Most Livable Community*, it can accept that all contributing members of society are welcome, and that it can use the tools available to itself to encourage those people and their families to move to Strathcona County and remain here through as they age and multiple generations emerge.

The achievement of appropriate community housing is fundamentally an individual family's story of aspiration, knowledge and hard work. Strathcona County Council can play a big part helping those families' achieve their aspirations.

7 Glossary of Terms

These definitions comprise a sub-set of those found in the Capital Region Board's *Strathcona and Fort Saskatchewan Housing Sub-Region Housing Needs Assessment Report*, September 2014. These definitions were adopted during the work of the Mayor's Task Force on Community Housing.

Affordable Housing Program

The Province of Alberta's Affordable Housing Program provides one time capital grants for the construction/acquisition of rental housing units. Grant recipients are required to provide rents that are at least 10% below market. Units are targeted at households with incomes at or below CNITS. There are no operating subsidies for these units.

Co-Operative Housing (Co-Op)

Co-op housing is collectively owned and managed by its members (the people who live there). Co-op members actively participate in decision making and share the work involved in running the housing community. As a member of a co-op, you must volunteer and take part in the management of the building.

Core Housing Need

A concept developed in the 1980s to define housing need. It is based on a two-step assessment: First does a household experience any one or combination of housing problems covering suitability (crowding), adequacy (building condition) or affordability (paying greater than 30% for shelter). Secondly, is their income below a defined income threshold that varies by market/city and by household size?

Diversification of Housing Types

A range of housing types, including single-family dwellings, duplex, townhome, condominium and apartment types, mixed throughout neighborhoods to serve a broad range of residents of varied age and income.

Garage Suites

A garage suite is a self-contained dwelling located above a rear attached garage which is accessory to a single detached dwelling. It must have an entrance separate from the vehicle entrance, either from the interior or exterior of the structure and include cooking facilities, a bathroom and bedroom(s).

Habitat for Humanity Homes

Under this program housing units are built using cash and material donations as well as voluntary labour. When completed the units are sold to qualifying working low and moderate income households. The household is provided an interest free mortgage and the mortgage is amortized to 25% of the household's income. When the recipient household decides to sell the unit it is sold back to Habitat for Humanity and another qualifying household receives a place to live.

Housing Continuum

A conceptual framework used to describe a range of housing options from homeless supports through independent market rate housing.

Inclusive Communities

Inclusive communities have a variety of housing, commerce, recreational, institutional, social and public amenities within their boundary. Inclusive communities provide a physical and social environment where residents can live, learn, work and play without having to travel beyond the community boundary.

Infill Development

Development in the existing developed areas, occurring on vacant or underutilized lands, or re-development of a developed site to a higher density.

Intensification

The development of a property, site or area at a higher density than currently exists, e.g. redevelopment (including the reuse of Brownfield sites), development of vacant and/or underutilized lots, the conversion or expansion of existing buildings, and infill development, and may include Greenfield sites with development densities higher than historical norms.

Market Housing

Market Housing is defined as housing that is supplied by the private market, without direct government subsidies. Under Market Housing, one sub category has been further delineated:

Market Affordable Housing is defined as rental or ownership housing that is modest in form and specification and is capable of being produced for moderate income households without upfront or on-going direct government subsidies (e.g. through regulatory relaxations, efficient design, tax incentives, etc.). Generally applies to households earning moderate incomes between 100% and 150% of median income.

Multi-family Housing

A building constructed for residential purposes for use by two or more families, e.g. duplexes, townhome and row house development, multistory and high rise apartments.

Non Market Housing

Non Market Housing is defined as housing that is operated and funded or created through direct government subsidies and includes different categories of housing based on the associated services needed by the clients. Non Market Housing is further segmented into the categories of “Affordable Housing” and “Subsidized Housing”:

Affordable Housing is rental or ownership housing that generally does not require on-going (operating) subsidies, and is both affordable and targeted for long-term occupancy to households with incomes between 100% and 80% of the median renter income for their household size;

Social Housing is primarily rental housing that requires on-going operating subsidies to make it affordable on a long-term basis to households with incomes that are generally between 80% and 65% or less of the median renter income for their household size⁶.

Secondary Suites

A secondary suite is a separate and subordinate dwelling unit contained within a detached dwelling. A secondary suite must have a separate entrance from the entrance to the principal dwelling and include a cooking facility, bathroom and bedroom (s) that are separate from those of the principle dwelling.

⁶ "Non-Market Housing" also includes "Emergency Shelters", "Transitional Housing" and "Supportive Housing", and requires deeper capital and operating subsidies provided under government programs to enable affordability to households with considerably lower incomes or no incomes at all.

8 References

Many of the documents used by the Task Force during the course of its work are referenced on the Task Force's web page, however several documents were heavily referenced. All of these documents are available online and all are linked from the Task Force's presence on the Strathcona County website:

- Canadian Mortgage and Housing Commission, *Housing Action Plan for Municipalities*, 2010
- Capital Region Board, *Strathcona/Fort Saskatchewan Sub-Region Housing Needs Assessment*, 2015
- Capital Region Board, *Capital Region Population and Employment Projections to 2047*, 2013
- Federation of Canadian Municipalities, *Built To Last: Strengthening the Foundations of Housing in Canada*, 2015
- Metro Vancouver Regional Housing, *What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities*, 2012
- Strathcona County, *Affordable Housing Implementation Committee Final Report*, 2011
- Strathcona County, *Affordable Housing Plan*, 2008

9 Acknowledgements

The Task Force would like to acknowledge the following organizations for their valuable insights and significant contributions into housing issues as they affect Strathcona County:

- Participants in the Community Consultation
- Individuals and organizations that took time to provide letters and emails expressing their opinions on housing issues
- Strathcona County Council
- Strathcona County Departments, particularly:
 - Corporate Planning and Intergovernmental Affairs
 - Economic Development and Tourism
 - Family and Community Services
 - Planning and Development Services
- Members of the Mayor's Task Force on Community Housing

Final Reporting to Priorities Committee

Mayor's Task Force on Community Housing

Rudy Koop - Public Member

Ian McCormack – Task Force Manager

Task Force Background

- Formation

- February 2015 – Approved by Council, Co-chairs appointed
- March – Members recruited
- April – First Meeting
- July 14 – Interim Report to Priorities Committee
- January 26, 2016 – Final report to Priorities Committee

- Name Change

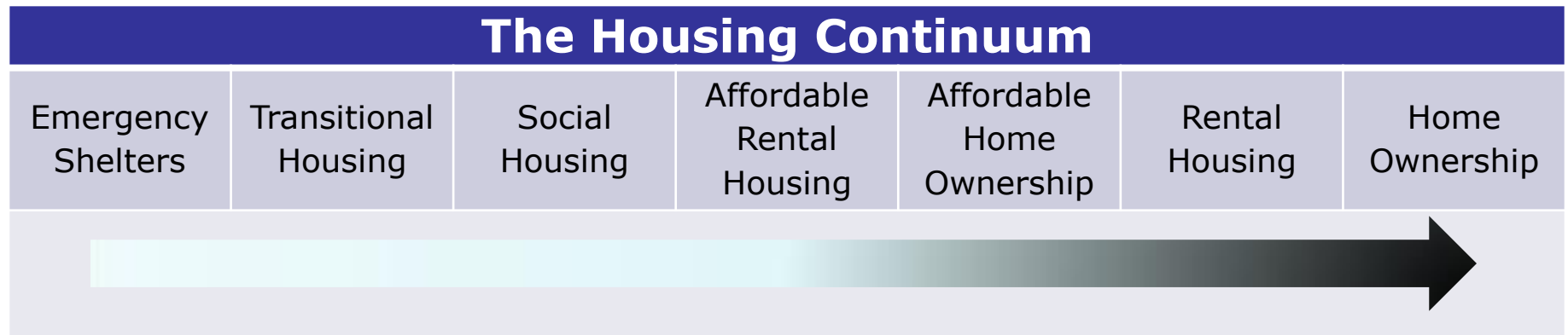
- From 'Affordable Housing' to 'Community Housing'

Desired Outcomes

From Terms of Reference

- A. A common understanding of the current state of community housing within Strathcona County;
- B. The role of the municipality in community housing;
- C. An inventory of all stakeholders in the community housing portfolio;
- D. How to leverage partners in the community housing portfolio; and
- E. Innovative ideas and practices for Council's consideration.

Continuum of Housing



Task Force Members

Fiona Beland-Quest	Co-Chair, Council
Carla Howatt	Co-Chair, Council
Rudy Koop	Public, non-market housing
Mike Shellenberg	Public, faith groups
Jason Rumer	Developers
Jeff Lorenz	Realtor, Chamber of Commerce
Kelly Rudyk	County Administration (CPIA)
Jackie Winter	County Administration (FCSS)
Stacy Fedechko	County Administration (PDS)
Haley Ewasiuk	County Administration (Admin. Resource)
Ian McCormack	Strategic Steps Inc., Project Management

Current State Analysis

- Research on existing non-market housing elsewhere in Canada
 - Limited due to scope and timeline.
 - Needs to be narrow in focus
- Current State of housing in Strathcona County
 - Research, data and mapping from EDT and FCS

June 2015 Consultation

■ Four Questions

1. What programs that currently exist address community housing needs, now and into the future? Where do you see gaps?
2. What sort of 'community' housing types would benefit citizens of Strathcona County?
3. How can organizations that work on housing collaborate with one another to add value?
4. Within 20-30 years, what does an ideal housing mix in a community look like?

Consultation – Invited Groups

- A Safe Place
- Alberta Seniors (Housing)
- Brittany Lane Housing Co-Op
- Capital Care
- Davidson Creek Housing Co-Op
- First Time Home Buyers' Program
- Habitat for Humanity
- Heartland Housing Association
- Canadian Home Builders' Association (Edmonton)
- Home on the Range
- Hope in Strathcona
- Robin Hood Association
- Schizophrenia Association
- Seniors United Now
- Sherwood Park +55 Club
- Sherwood Park and District Chamber of Commerce
- Sherwood Park Elks
- Strathcona Ministerial Association
- University of Alberta Students' Union
- Urban Development Institute (Edmonton)

Input from Other Stakeholders

- The consultation was the beginning of hearing from people and organizations
 - Task Force heard from others throughout its mandate
 - Contact came through the co-chairs or directly to task force or its members
 - Web page and dedicated email address were established

Considered Resources

Select resources referenced by the Task Force include:

- Capital Region Board, *Strathcona and Fort Saskatchewan Housing Sub-Region Housing Needs Assessment Report*, 2014
- CMHC, *Guide for Canadian Municipalities for the Development of a Housing Action Plan*, 2010
- Metro Vancouver, *What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities*, 2012

Task Force Work

- Reviewed Consultation Data
- Developed a set of Principles
- Developed Recommendations
 - Short Term
 - Medium Term
 - Long Term
- Final Report to Council (today)
- Task Force Disbands

Recommendations

- Each of the five Principles has at least one recommendation
 - Rationale for each recommendation appears within the body of the report
- Some housing-related issues are short-term, others are generational
- Housing does not stand alone; it is tied to many other social, cultural, economic and fiscal realities for individuals and families

Five Principles

1. Housing principles must tie into the County's Vision, Mission and Strategic Plan
2. Housing is a community issue that requires active partnerships
3. Strathcona County supports the entire continuum of housing
4. Access to public transportation is a key attribute of community housing locations
5. The municipality will work with regional neighbours and other orders of government to encourage innovation in housing types and locations

Principle 1 Recommendations

- 1.1 That Council continues to visibly tie community housing into the County's Strategic Plan, helping to make Strathcona County into *Canada's Most Livable Community*.
- 1.2 That Strathcona County facilitates the creation and hosting of a non-market Housing Registry that could also include a roommate registry component.

Principle 2 Recommendations

- 2.1 That Council directs the Community Living Advisory Committee (CLAC) to create a committee with responsibility for housing. This committee may include representation from housing suppliers, land owners and social agencies.
- 2.2 That Council directs the CLAC to set targets for the number and types of non-market housing units to be achieved by interim dates. These targets are to be approved by Council.

Principle 2 Recommendations

- 2.3 That Council directs County administration to work with the Heartland Housing Foundation to facilitate faith, community and business groups in supporting low income families
- 2.4 That Council directs County administration to explore options to coordinate with the Heartland Housing Foundation for the provision of all non-market housing within the County.

Principle 2 Recommendations

- 2.5 That Council directs County administration to prepare a report on options for increasing Habitat for Humanity development in Strathcona County.
- 2.6 That Council recommends to the CLAC that the committee hosts an annual community housing consultation similar to that hosted by the Community Housing Task Force on June 25, 2015.

Principle 2 Recommendations

2.7 That Council directs that administration explore options for using private/public partnerships to develop vacant public land into mixed use areas that may include non-market housing, market housing and siting for community-based organizations.

Principle 3 Recommendations

- 3.1 That Council directs administration to bring forward a report identifying possible planning policy tools that can be implemented to help ensure developers provide various multiple housing types within all new residential neighbourhoods.
- 3.2 That Council continues to support the Mature Neighbourhood Strategy as it adapts existing neighbourhoods to a changing environment.

Principle 3 Recommendations

3.3 That Council requests that administration conduct a review of the costs of getting community housing developments approved with the goal of increasing non-market housing development.

Principle 4 Recommendations

- 4.1 That Council direct administration to bring forward a report outlining current policies with regards to land use planning and engineering, and how current policy supports transit service routes within the Sherwood Park Urban Service Area.
- 4.2 That Council direct administration to bring forward a report that outlines the perceived barriers by the development industry with respect to community housing and recommend solutions and possible incentives to encourage community housing development.

Principle 5 Recommendations

- 5.1 That Council requests that County Council and administration continue to seek provincial and federal funding to continue with affordable housing programs, either alone or in conjunction with Capital Region Board partners.
- 5.2 That Council directs County administration to ensure that the municipal census includes a permanent question on income so that aggregate numbers and ages of low income people are known and services can be tailored to them.

Principle 5 Recommendations

5.3 That Strathcona County offers to host a Capital Region Housing Symposium in 2016 or 2017.

Going Forward

- Talk about housing issues facing County citizens and Capital Region partners
- Press other orders of government to respond to changing housing needs throughout fiscal challenges
- Attend workshops and conference sessions about housing
- Remember that housing issues and governments' responses evolve frequently

THANK YOU & QUESTIONS



Strathcona County

Nadine Blaney, FAP Executive Director

January 26, 2016

Who We Are

- Independent, transparent, non-profit, multi-stakeholder group. Established in 1997.
- Board has public, industry and government representation.
- Funded by industry, province and municipalities.
- Mission: *Operate a regional network to monitor and report on credible and comprehensive ambient air quality information.*

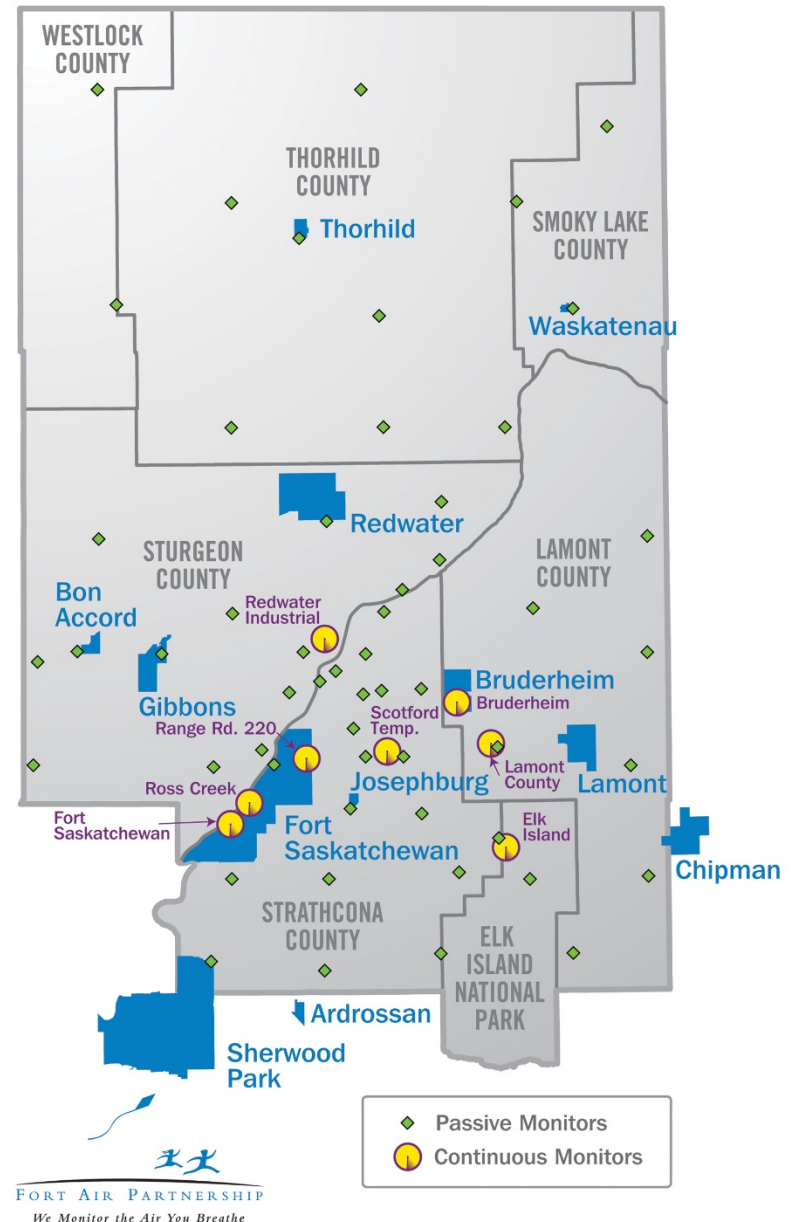
Network

Boundary: 4500 km²

Monitoring Sites:

- 8 continuous stations
 - expanding to 9 in 2016
 - portable planned for 2016
- 57 passive sites

FORT AIR PARTNERSHIP AIRSHED MONITORING NETWORK



What Airsheds Enable

- Everyone has access to the same high quality data.
- Decisions are made based on a collective dataset.
- Everyone receives the same messaging about air quality.
- Discussions include all interested stakeholder parties.
- Decisions are made by consensus.
- This allows the implementation of actions not possible if groups work in silos.

Monitoring Plan Implementation Update

A. Gibbons Monitoring Station

B. Portable Monitoring Station

C. Redwater Site Selection Project

D. Volatile Organic Compound Project

Current Activities: Alberta Airsheds Council (AAC)

- AAC represents all nine Airsheds in Alberta
 - Fort Air Partnership and Alberta Capital Airshed current co-Chairs of the Council
 - AAC and Alberta's Environmental Monitoring, Evaluation and Reporting Agency (AEMERA) are working together to develop a provincial air monitoring system.
 - Filling monitoring gaps
 - Building a sustainable funding formula
 - AAC is also working collaboratively with other policy groups.

Current Activities: Canadian Ambient Air Quality Standards report on ozone and particulate matter (PM_{2.5}) for Alberta

- CAAQS report used data collected by Airsheds.
- CAAQS is a federal standard and reports against annual and 24 hour standards using three year averages. This is meant to inform long term management strategies for a region.
- FAP reports against one hour and 24 hour provincial standards and provides data required to calculate a real-time Air Quality Health Index.

FAP Particulate Matter Exceedances

(out of 8766 hours in a year)

	2015		2014		2013		2012		2011	
	1-hr	24-hr	1-hr	24-hr	1-hr	24-hr	1-hr	24-hr	1-hr	24-hr
Bruderheim	33	4	1	5	3	5	19	4	22	6
Elk Island	17	2	0	1	0	0	0	0	3	1
Fort Saskatchewan	27	6	9	3	8	4	3	3	10	5
Lamont County	38	7	2	2	0	1	3	0	3	0
Redwater Industrial	32	4	1	1	4	1	3	0	9	2
Total	148	23	13	12	15	11	28	7	47	14

**Particulate Matter emission sources include industry, vehicles, home heating, natural sources such as forest fires. Regional weather events such as temperature inversions can also lead to exceedances.*

Current Activities: Capital Region Fine Particulate Matter Response Plan

- FAP involved in developing and implementing Capital Region Fine Particulate Matter Response Plan, along with two other Airsheds, industry, municipalities and the provincial government.
- Goal: Reduce and maintain ambient fine particulate matter below the Canadian Ambient Air Quality Standards Exceedance Level at all monitoring stations within the Capital Region.
- This will be done by managing emissions that contribute to the formation of fine particulate matter. The response plan includes actions for both government and stakeholders.

What is the Air Quality Health Index?



- Information tool to help Albertans
 - understand what air quality means to their health
 - manage exposure to air pollution
- Reports the risk to your health on a scale of 1 to 10
 - the higher the number, the higher the health risk
- Reported across Canada
- Uses 3-hour average concentrations of fine particulate matter (PM_{2.5}), ozone and nitrogen dioxide
- Provides an air quality forecast for today, tonight and tomorrow

Air Quality Health Index: 2015

Station Name	Low Risk	Moderate Risk	High Risk	Very High Risk
	%	%	%	%
Bruderheim	94.83	4.86	0.19	0.12
Elk Island	97.52	2.21	0.14	0.13
Fort Saskatchewan	92.63	6.77	0.43	0.17
Lamont County	93.60	5.96	0.25	0.19

Air Quality Health Index: 2015 events

High or Very High Risk AQHI Events/Hours

Probable Cause	Bruderheim	Elk Island	Fort Sask.	Lamont County	<i>Total Hours</i>
Summertime smog	1		2	6	<i>9</i>
Forest fire smoke	24	19	24	29	<i>96</i>
Total Hours	25	19	26	35	<i>105</i>

Additional Information

- FAP website – www.fortair.org
- FAP air quality web button



- FAP E-newsletter
- Life in the Heartland:
 - www.lifeintheheartland.com
 - Twitter (@LifeinHeartland)
 - Facebook
 - Heartland 101

The background of the slide is a photograph of a vast yellow field, likely rapeseed, under a cloudy sky. In the foreground, there is a black pole with two white, dome-shaped security cameras. To the right, a chain-link fence runs across the frame, with a white, two-story building behind it. The building has a sign that partially reads "GE C" and "800-45".

www.fortair.org

Contact: Nadine Blaney, FAP Executive Director

E-mail: Nadine.Blaney@fortairmail.org

Phone: 780-289-6631

Priorities Committee Meeting_Jan26_2016

REPORT FOR INFORMATION**Strathcona County Seniors Advisory Committee Annual Report****Report Purpose**

To update the Priorities Committee on the activities of Strathcona County Seniors Advisory Committee for 2015.

Council History

April 24, 2007 – Council established the Strathcona County Seniors Advisory Committee.
November 25, 2014 – Council received the Seniors Advisory Committee 2014 Annual Report as information.

Strategic Plan Priority Areas

Economy: n/a

Governance: n/a

Social: The Seniors Advisory Committee acts as a link between Strathcona County and the seniors' population. The work of this committee supports the four guiding principles of social sustainability, focusing on the quality of life and diverse needs of seniors.

Culture: The Seniors Advisory Committee recognizes the strengths of seniors and their contributions in creating an inclusive community.

Environment: n/a

Other Impacts

Policy: n/a

Legislative/Legal: Committees of Council are established and governed by the Strathcona County Boards and Committees Bylaw. Section 6.2 of the bylaw requires committees to provide an annual activity report to Council.

Interdepartmental: n/a

Summary

The 2015 Strathcona County Seniors Advisory Committee consists of four community members (age 55 and over) representing rural and urban Strathcona County, two County Councillors, one agency representative and one department liaison.

The work of the committee in 2015 included:

- participating in workshops and presentations to increase knowledge of programs and services available for older adults
- connecting with seniors to learn about their needs and concerns and ways to enhance their quality of life
- providing input from a seniors' perspective to County departments, agencies and committees about relevant programs, services and initiatives
- meeting with the Youth Advisory Committee to discuss shared issues and opportunities to work together

Enclosure

1. Seniors Advisory Committee Terms of Reference
2. 2015 Seniors Advisory Committee Activity Report
3. 2015 Active Living Participants Survey
4. 2015 Active Living Conference Participants Survey Results

Seniors Advisory Committee Terms of Reference

I. Composition of Committee

- A. Councillors: One
- B. Members at Large: Seven seniors-at-large from the community including both urban and rural representation with a diversity of ages 55 + years
- C. Agency Representatives: Four representatives from agencies that provide services to seniors

II. Statement of Purpose

To provide a mechanism for direct input and interaction between seniors and Council for the purpose of facilitating discussion regarding seniors needs and issues and to provide liaison to enrich and enhance the lives of Strathcona County seniors.

III. Duties and Powers

- A. To advise Council regarding seniors needs, issues, and concerns, and ways to enhance the quality of life for seniors in our community
- B. To provide feedback about policies, programs, and services that directly impact seniors and to identify barriers to accessibility
- C. To identify opportunities for collaboration in addressing seniors needs
- D. To make recommendations about improving existing programs/services for seniors and make recommendations in anticipation of future needs

IV. Meetings

The Committee shall hold meetings quarterly, between January and December, for a total of four meetings per year.

V. Liaison

One Family and Community Services staff member to attend meetings, with other departmental representation as deemed necessary.

Seniors Advisory Committee Activity Report 2015

Committee Overview

The Strathcona County Seniors Advisory Committee was created in 2007 to enhance the quality of life for seniors in our community. The committee members consist of Marcus Schwabe, Yvonne Herbert, Wendy Zelt, Sylvia Hancock, Lynn Olenek Councillor Linton Delainey and Councillor Dave Anderson. The committee advises Council about current and emerging needs and concerns of seniors. It also provided input and recommendations to improve existing programs and services for seniors, including social, recreation and leisure.

This is the final report of the Seniors Advisory Committee. As such, we have some general recommendations:

- In order to ensure that the needs and concerns of the seniors' population continue to be heard by Council, we recommend to the Community Living Advisory Committee, that a sub-committee, comprised of representatives of seniors age 55+ be established. The sub-committee will encourage synergies and dialogue that strengthen social, recreational and cultural opportunities for seniors and provide input on needs and concerns of seniors.
- In order to ensure continuity of services, we recommend to the Community Living Advisory Committee that they review progress of recommendations as appropriate, based on the past three years' annual reports from the Seniors Advisory Committee.
- That the Community Living Advisory Committee plan a meeting in early spring, to focus on seniors programming.

Activities

Community Participation

In 2015 committee members were active in the community in a variety of roles: advisory committee members, community volunteers and participants. They have:

- connected with seniors at community initiatives, such as the Seniors' Week Provincial Launch, Seniors' Transportation Forum and Active Living Conference, to learn about the needs and concerns of seniors
- volunteered at the Seniors' Week Provincial Launch and Seniors' Transportation Forum
- participated in a range of recreation and leisure activities

Consultation and Learning

Committee members participated in discussions to provide their input into program design. Topics included:

- recreation and leisure programming and facilities
- library services
- seniors housing
- community connections and supports for isolated seniors
- access to information
- retirement
- transportation
- poverty
- Municipal Development Plan
- agriculture

- Active Living Conference – participation and survey (results attached)

Youth Advisory Committee Joint Meeting

The annual joint meeting with the Youth Advisory Committee was focused on discussion regarding strategies for collective voices still being heard, identification of priority issues and celebration of proud moments and achievements for both youth and seniors committees.

Areas of Focus for 2014-2015

The committee discussed the importance of seniors having meaningful opportunities to participate fully in our community as they age. Older adults span two generations and their strengths, needs and interests are diverse. It is essential that Strathcona County programs, services and facilities are age-friendly and responsive.

A number of factors impact age friendly communities. The four key areas the committee focused on in 2015 included:

- inclusive facilities and gathering spaces
- supportive connections for isolated seniors
- effective communication and information about community resources
- accessible transportation

1. Inclusive Facilities and Gathering Spaces: Inclusive communities have age-friendly spaces where residents can connect and feel they belong.

The committee suggests that the following elements can make our facilities more inclusive to the needs of older adults:

- program options that meet the diverse needs and interests of older adults
- an environment and philosophy that recognizes the importance of informal social connections and supports this by providing access to space and refreshments, both before and after programming

Progress on 2014 recommendations:

- Glen Allan Recreation Complex will offer new fitness spaces for seniors programming and a greater emphasis on adaptable equipment for the older adult population as well as those with more limited mobility
- Glen Allan Recreation Complex will be equipped with a curling club and lounge. This will be a location that seniors can meet after a fitness class or activity such as seniors skating where they can have coffee, food and socialize.
- Glen Allan Recreation Complex will also introduce other fitness activities when it reopens, which will lead to various social opportunities.
- Ardrossan Recreation Complex provides opportunities for rural seniors to participate in age-friendly social and leisure activities by offering seniors' fitness including drop-in Pickleball afternoons and one evening per week

The Committee further recommends:

Glen Allan Recreation Complex

- continue creating an age-friendly space at Glen Allan Recreation Complex where seniors can participate in a range of social and leisure activities in a central location
- New fitness space and equipment has helped. However, we recommend daytime programming also involves social and direct opportunities.
- that a social area with food and drink opportunities be open year round from early mornings and throughout the day

Ardrossan Recreation Complex

- the maintenance of opportunities when the Glen Allan Recreation Complex reopens and that current programs remain at Ardrossan in addition to these programs also offered at GARC
- early morning and throughout the day food and beverage opportunities be offered which does not depend on Ardrossan curling hours

2. Supportive Connections for Isolated Seniors: To be truly inclusive, it is important to engage seniors who are less involved in community activities and/or at risk of social isolation.

Progress on 2014 recommendations:

- funding was received for the Travelling Resource Café Project, a project that will strengthen social connections and increase access to resources for seniors who are experiencing or at risk of social isolation

The committee continues to recommend:

- the creation of opportunities for ongoing consultation regarding supportive strategies for seniors at risk of social isolation
- facilitate the development of a non-denominational widow and widower program for seniors in Strathcona County
- continue to offer the Travelling Café Program as an on-going program within Strathcona County
- that in order to proactively reduce the incidence of social isolation and loneliness of seniors, leaders of all programs directed at seniors incorporate some social interaction into their program or encourage participants to gather after the program for a social time in an appropriate space

3. Effective Communication and Information: Easy access to community information is essential for older adults. To meet diverse needs it is important to ensure information is available in print and online formats.

Progress on 2014 recommendations:

- it was decided that it would be too complex to make one print resource that would be comprehensive and user-friendly for older adults
- the Recreation Parks and Culture Guide promotes programs like seniors fitness days, dances, drop-in pickle-ball, and active aging week with separate leaflets that are available at the facilities

- Open Access Database, when in full swing, will have an online resource that will be easily searchable and printable so seniors can access the information themselves, or someone to assist if required

4. Accessible Transportation: The transition from driver to passenger is a very difficult reality for many older adults. Support through this transition is essential so they can continue to be active members of our community. While Strathcona County has a number of good transportation services, increased community awareness would be beneficial.

Progress on 2014 recommendations:

- a Seniors' Transportation Forum was offered in 2015 to help seniors understand and experience transportation in Strathcona County
- As part of the multi-year marketing plan, beginning in 2016, Transit is developing a Senior Transit Buddy Program to assist first time transit riders to learn about Strathcona County Transit, including fares, routes and amenities, including terminals and buses. Seniors will have the opportunity to sit in on presentations, and if desired, be paired-up with a Transit Buddy to participate in a one-on-one information session including a local transit experience. Buddies will likely be community volunteers comfortable with Transit service. This program will likely be implemented in stages depending on volunteer interest and availability.

The committee continues to recommend:

- that a Seniors' Transportation Forum be offered annually to help seniors understand and experience transportation in Strathcona County
- that transportation information be offered to seniors on a regular basis
- increase community awareness on transportation services in Strathcona County
- that new transit-users be supported through orientation sessions and a buddy system

Active Living Conference – Participant Survey

The Strathcona County Seniors Advisory Committee would like your input in order to increase access to information for older adults and seniors.

1. How easy is it to access information about services and activities for older adults in Strathcona County?

Very easy	Somewhat easy	Somewhat difficult	Very difficult
○	○	○	○

2. Where have you accessed information about services and activities for older adults in Strathcona County over the past year?

Please choose all that apply:	
<input type="checkbox"/> Sherwood Park Strathcona County News	<input type="checkbox"/> Strathcona County Family and Community Services
<input type="checkbox"/> Seniors' Resource Directory	<input type="checkbox"/> Strathcona County recreation facility or program
<input type="checkbox"/> Seniors' Safety Calendar	<input type="checkbox"/> Strathcona County Library
<input type="checkbox"/> Recreation Guide	<input type="checkbox"/> Information and Volunteer Centre for Strathcona County
<input type="checkbox"/> Library Guide	<input type="checkbox"/> Strathcona County Rural Contact Office (i.e. Josephburg or South Cooking Lake)
<input type="checkbox"/> Strathcona County website	<input type="checkbox"/> Housing Complex (i.e. lodge, apartment, condo)
<input type="checkbox"/> Family doctor/medical clinic	<input type="checkbox"/> Church or faith based organization
<input type="checkbox"/> Strathcona Community Hospital	<input type="checkbox"/> Community league or community hall
<input type="checkbox"/> Seniors' Centre or group	<input type="checkbox"/> Other: _____

3. What would make it easier for you to access information?

Thank You!

Active Living Conference - Participants Survey Results

1. How easy is it to access information about services and activities for older adults in Strathcona County?						
Answer Options	Very difficult	Somewhat difficult	Somewhat easy	Very easy	Rating Average	Response Count
	2	8	36	31	3.25	77
<i>answered question</i>						77
<i>skipped question</i>						2

2. Where have you accessed information about services and activities for older adults in Strathcona County over the past year?		
Answer Options	Response Percent	Response Count
Sherwood Park Strathcona County News	76.9%	60
Seniors' Resource Directory	21.8%	17
Seniors' Safety Calendar	23.1%	18
Recreation Guide	43.6%	34
Library Guide	44.9%	35
Strathcona County website	25.6%	20
Family doctor/medical clinic	7.7%	6
Strathcona Community Hospital	2.6%	2
Seniors' Centre or group	12.8%	10
Strathcona County Family and Community Services	19.2%	15
Strathcona County recreation facility or program	26.9%	21
Strathcona County Library	34.6%	27
Information and Volunteer Centre for Strathcona County	14.1%	11
Strathcona County Rural Contact Office (i.e. Josephburg or South Cooking	0.0%	0

Lake)		
Housing Complex (i.e. lodge, apartment, condo)	3.8%	3
Church or faith based organization	10.3%	8
Community league or community hall	1.3%	1
Other (please specify)	7.7%	6
<i>answered question</i>		78
<i>skipped question</i>		1

Number	Other (please specify)
1	Continuing Education Guide
2	friend
3	invite to exhibit
4	Millennium Place
5	internet

3. What would make it easier for you to access information?	
Answer Options	Response Count
	19
<i>answered question</i>	19
<i>skipped question</i>	60

Number	Response Text
1	Being able to connect with a "real person" who I can explain my situation to and ask questions and explore possibilities. FCS has great seniors' resources but often we are unaware of them and IVC is also a great resource in this community
2	posters in the library and other places people at FCS
3	Please keep information available in print and electronic formats and published in newspaper and Strathcona County media
4	Just my work on my part
5	Put all older activities together in one guide and online
6	Delivery of Sherwood Park News to home
7	One stop guide or website
8	A centre like South East Edmonton Seniors Association (SEESA) in Sherwood Park
9	Good now
10	Booths at events where older adults gather, i.e. Canada Day Celebration Agora
11	What is available is good
12	Improve own motivation and enthusiasm
13	Good conference, lots of good information and will attend again
14	Booth about seniors housing
15	Better computer skills
16	email, website
17	Access is good. One has to be proactive and seek out ways to enrich their lives
18	More seniors' information from the Welcome Wagon
19	Information is very available throughout Strathcona County



SHELL SCOTFORD

January 26, 2016



COMMUNITY IMPACT – 2015

EMPLOYMENT

- 1,300 full-time employees
- 800 long-term contractors
- In excess of 10,000 short-term contractors annually

ECONOMIC IMPACT

- Over \$125 million in 2015 in contracts in Strathcona County & Fort Saskatchewan
- Overtime meals, meeting catering use local restaurants
- Turnaround contractors increase use of local service-oriented business (ex. restaurants, oil change, retail)



SUCCESSFUL TURNAROUNDS – 2015

■ TURNAROUNDS

■ Spring Upgrader

■ April-June

■ Fall Refinery & Chemicals Plant

■ September-October



QUEST CARBON CAPTURE & STORAGE START UP



- International attention on Strathcona County – Tour delegations from UK, South Korea, Mexico, Taiwan, China, USA, Norway, etc.
- Launch/Valve Turning in November attracted international media
- One part of solution to climate change

SOCIAL INVESTMENT – 2015



- **Strathcona County Public Library** – Main Bookmobile sponsor (\$300,000 over 5 years)
- **United Way Alberta Capital Region** – \$513,300
- **Farm Smarts Safety Camp** – Title sponsor and Community Crew participation (Josephburg Ag Society)
- **Christmas In The Heartland** – Main sponsor of Light Up Heartland Hall

SOCIAL INVESTMENT – 2015

■ \$41,000 – Community Service Fund

- All Shell employees can access funding for any organization they volunteer with in Canada
- Up to \$1000 per employee per organization

■ \$30,000 – Community Grants Program

- Awarded 9 community groups a total of \$30,000
- Main sponsor for Coats For The County Campaign (IVC)

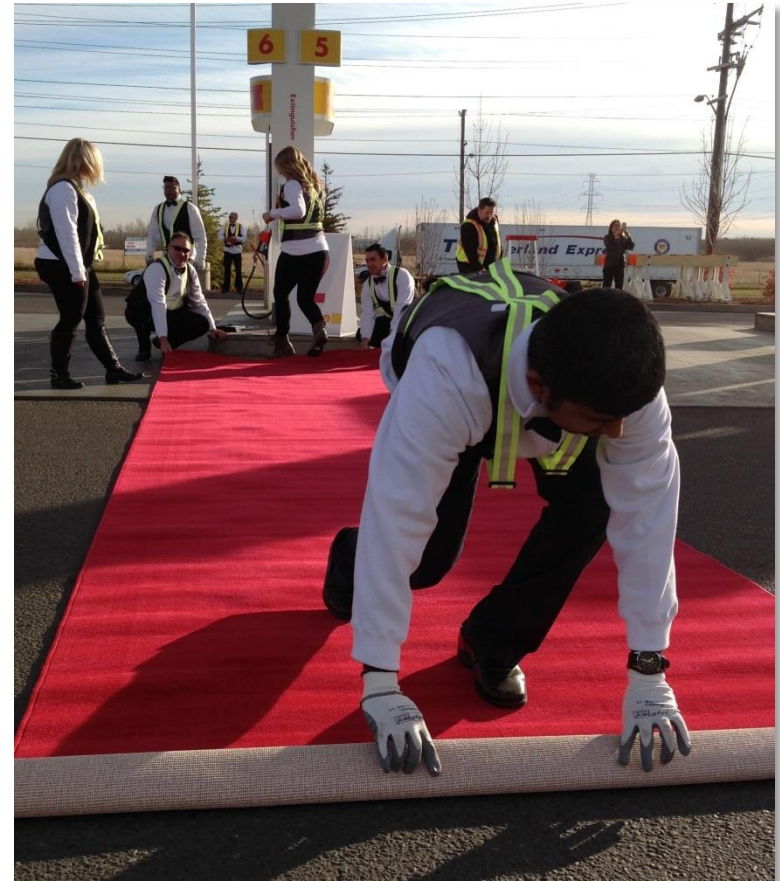


■ \$10,000+ – Silent Auction Donations

- Preference given to organizations that leverage our donation to raise funds (ex. gift baskets, Telus World of Science one-year family passes, Oilers tickets, etc)

COMMUNITY CREW – 2015

- **Customer Appreciation Day**
 - #FabulousShell
- **Days Of Caring**
 - Strathcona Christmas Bureau
 - Habitat for Humanity
 - Capital Care Strathcona



LOOKING AHEAD – TURNAROUNDS



- 2016 Turnarounds
 - Spring – Upgrader
 - Fall – Refinery

LOOKING AHEAD – MAJOR INVESTMENT

- Refinery Hydrocracker Debottleneck
 - Significant investment from Royal Dutch Shell in Scotford
 - Will produce more diesel
 - Construction jobs





Priorities Committee Meeting_Jan26_2016

STRATEGIC INITIATIVE AND UPDATE**Colchester Growth Management Strategy****Report Purpose**

To provide the Priorities Committee with an overview of the final draft of the Colchester Growth Management Strategy.

Council History

March 6, 2007 – Council approved amendments to the Municipal Development Plan Bylaw 1-2007.

May 22, 2007 – Council passed Bylaw 1-2007, the Municipal Development Plan.

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

July 17, 2012 – Council directed Administration to bring back a Terms of Reference, a revised Growth Management Strategy and timeline.

October 23, 2012 – Council directed Administration to initiate a Growth Management Strategy and timeline for the Urban Reserve Area (Bremner).

November 20, 2012 – Council directed Administration to commence preparation of the Growth Management Strategy for the Colchester Urban/Rural Transition Policy Area following completion of the Bremner Urban Reserve Growth Management Strategy.

September 23, 2014 – Council accepted the Bremner Growth Management Strategy as information.

March 31, 2015 – Council received an update on the Colchester Growth Management Strategy process.

July 07, 2015 - Council received an update on the Colchester Growth Management Strategy. Council directed Administration to proceed with Part 2 Optional Work, being the Recommended Concept and Policy Direction, and complete the Colchester Growth Management Strategy.

September 29, 2015 – Priorities Committee received an update on the Colchester Growth Management Strategy, specifically to present the results of the fiscal impact analysis of the three initial design concepts, as well as the draft community design concept.

November 24, 2015 – Priorities Committee received an update on the Colchester Growth Management Strategy, specifically to present the draft recommended community design concept, as well as the draft policy directions.

Strategic Plan Priority Areas

Economy: The Growth Management Strategy process will include an assessment of growth options using the Fiscal Impact Model.

Governance: The public engagement and communications plan for the Growth Management Strategy are aimed to create an inclusive process that engages residents, businesses, and affected landowners.

Author: Danika Dudzik, Planning and Development Services
Director: Stacy Fedechko, Planning and Development Services
Associate Commissioner: Kevin Glebe, Infrastructure and Planning Services
Lead Department: Planning and Development Services

Page 1 of 3

Social: The Growth Management Strategy process assesses the social impacts of various growth options and reflects the objectives of the Social Sustainability Framework. Growth management decisions have implications for future community affordability and provision of housing.

Culture: The Growth Management Strategy will include principles and goals to guide the creation of a vibrant and creative community in the development area.

Environment: The Growth Management Strategy process will assess the environmental impacts of various growth options and reflects the objectives of the Environmental Sustainability Framework.

Other Impacts

Policy: Municipal Development Plan (MDP) 1-2007, Policy 17.41 requires a Growth Management Strategy and associated servicing studies to be completed and endorsed by Council prior to the acceptance of new applications for Area Concept Plans, Area Structure Plans, rezoning or subdivisions within the boundaries of the Rural/ Urban Transition Policy Area (Colchester Growth Area).

Legislative/Legal: n/a

Interdepartmental: Multiple Strathcona County departments will be involved in the development of the Growth Management Strategy through an inter-departmental Technical Advisory Committee.

Summary

On November 20, 2012 Council directed Administration to commence preparation of the Growth Management Strategy for the Colchester Urban/Rural Transition Policy Area following completion of the Bremner Urban Reserve Growth Management Strategy. The Bremner Growth Management Strategy was completed in September 2014 and was received as information by Council. Subsequent to the completion of the Bremner Growth Management Strategy, the Growth Management Strategy for the Urban/Rural Transition Policy Area (Colchester) commenced in early 2015 with a timeline of 10 months to complete the study. The purpose of the study is to describe and illustrate a vision, community design concept, and set of policy directions intended to guide more detailed planning in Colchester, should the County decide to proceed with its development. It is important to note that the completion of the growth strategy does not commit Council to approving any development plans for the area.

The Colchester Growth Management Strategy followed the same process as the Bremner Growth Management Strategy; however, the phases were split into two parts; Part 1 – Required Work and Part 2 – Optional Work. In July 2015 Council directed Administration to proceed with Part 2 Optional Work, being the Recommended Concept and Policy Direction, and complete the Colchester Growth Management Strategy.

The Growth Strategy document is organized into seven sections that describe the Context, Plan Area, Planning Process, Vision and Principles, Community Design Concept, Policy Directions, and Implementation. Section 2 Context, describes the background to the Colchester Growth Management Strategy, including previous studies and other relevant planning documents. Section 3 then looks at existing conditions of the Plan Area and the opportunities and challenges they would create for developing a new urban community. Section 4 of the document describes the extensive consultation undertaken to prepare the Growth Management Strategy. The Vision and Principles are introduced in Section 5 which describes and illustrates the qualities and features a new community in Colchester should have, based on public input and best-practices in sustainable community design. Section 6 contains the Community Design Concept which describes and illustrates how a new

community in Colchester should be structured by environmental and open space features, roads and other major infrastructure, and land use. Section 7 provides the Policy Directions that will help ensure the community is developed as envisioned. Finally, Section 8 Implementation outlines the various planning tools and other measures that will be needed to implement the Growth Management Strategy, such as an Area Concept Plan, multiple Area Structure Plans, more detailed engineering, as well as further consultation with stakeholders including Alberta Transportation, EPCOR, the City of Edmonton and the school boards.

Communication Plan

A range of stakeholders such as landowners, developers, community groups, school boards, Alberta Transportation, EPCOR, the City of Edmonton, as well as the general public, were consulted in the development of the strategy. Similar to Bremner, the County utilized workbooks, open houses, landowner meetings, stakeholder interviews, background and technical papers, Citizen Bulletins and the County website to engage these groups. Newspaper advertisements and individual mail outs were used to invite landowners and the public to planned open houses and landowner meetings.

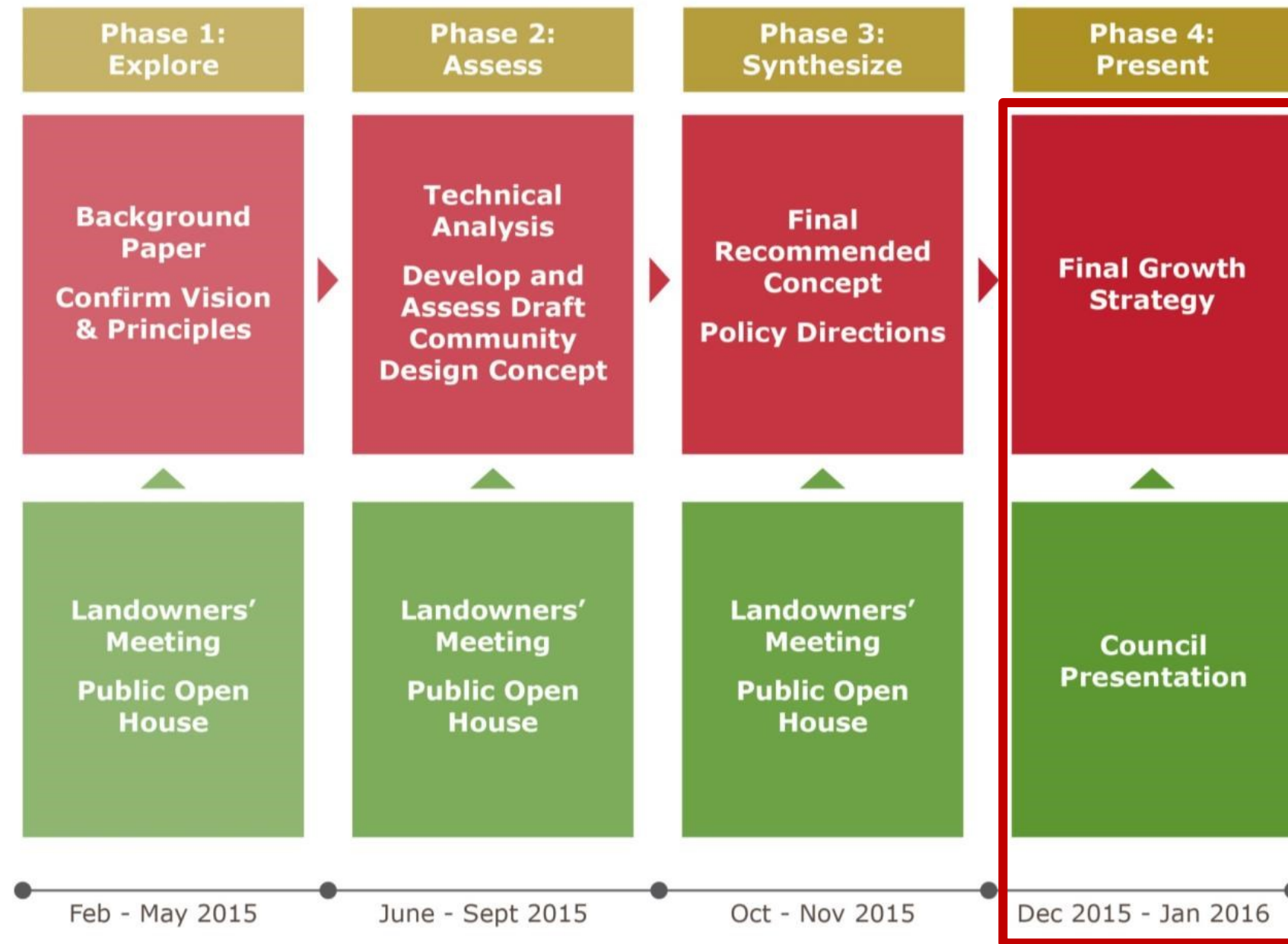
Enclosures

- 1 Colchester Growth Management Strategy PowerPoint
- 2 Colchester Growth Management Strategy Draft Final Report

Colchester Growth Management Strategy

Priorities Committee Meeting
January 26, 2016

Imagine Colchester Process



Colchester Growth Management Strategy

1. Introduction
2. Context
3. Plan Area
4. Planning Process
5. Vision and Principles
6. Community Design Concept
7. Policy Directions
8. Implementation

Introduction

- The subject area, identified as Colchester for the strategy, is bounded by Highway 628 on the north, Highway 21 on the east, Highway 14 on the south and the Transportation Utility Corridor on the west.
- The purpose of this Growth Management Strategy (GMS) is to describe and illustrate a vision, community design concept and set of policy directions intended to guide more detailed planning in Colchester, should the County decide to proceed with its development.
- Information in this report may also assist Council in comparing growing in Colchester versus other areas in the County.

Context

History

- 2001 *Future Areas Feasibility*- An area corresponding to the majority of Colchester as it is defined today is identified as one of two preferred growth areas out of four potential options.
- 2003 *Evaluation of Urban Growth Options* – Colchester is looked at as one of three areas for future growth.
- 2007 MDP is approved by Council. Colchester designated as “Rural/Urban Transition Policy Area”. MDP policy requires that a Growth Management Strategy be completed for Colchester
- 2009 Capital Region Growth Plan identified Colchester within a Priority Growth Area.
- 2012 Council directed Administration to initiate a Growth Management Strategy (GMS) for Bremner and to commence preparation of a GMS for Colchester following the completion of the Bremner GMS.

Context

Future Growth Projections

- The CRB projects that the population of Strathcona County will reach between 138,000 and 160,000 by 2044.
- This represents an increase of between 45,500 and 67,500 people based on the 2012 population of 92,500.
- Much of this growth can be accommodated in existing and planned areas, but still leaves a population of between 15,500 and 33,100 people to be accommodated in new urban areas not yet planned.

Context

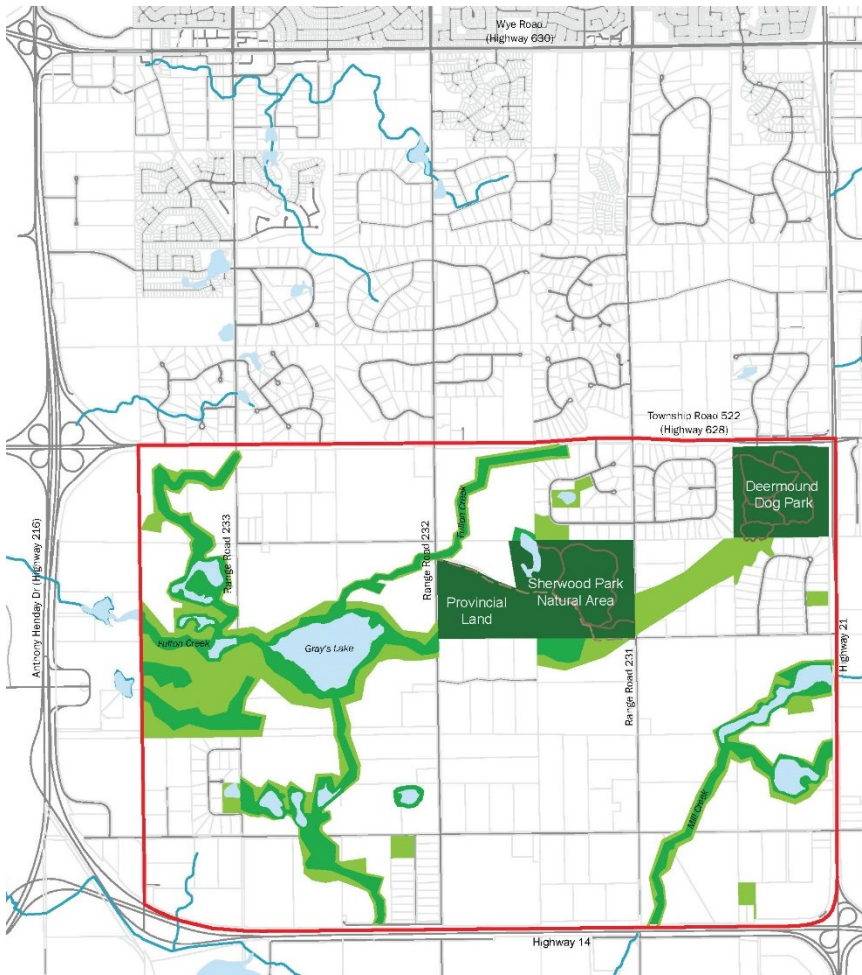
Land Requirements

Use		Land Required (ha)			
		6,200 dwelling units		13,240 dwelling units	
		30 du/nrha*	40 du/nrha	30 du/nrha	40 du/nrha
Residential	Net Residential	206	155	441	331
	Total Gross Residential (net x 1.5)	309	233	662	497
Retail	Net Retail	17		37	
	Total Gross Retail (net x 1.5)	24		52	
Parkland	Neighbourhood Parks	23		50	
	Community Parks	31		66	
	County-Wide Parks	62		132	
	Total Gross Parkland	116		248	
Community Facilities	Indoor Recreation Facilities	5		15	
	Schools	24		56	
	Fire Stations	1		2	
	Total Gross Community Facilities	30		73	
Total Development Land Required		479	403	1035	870

/

Plan Area

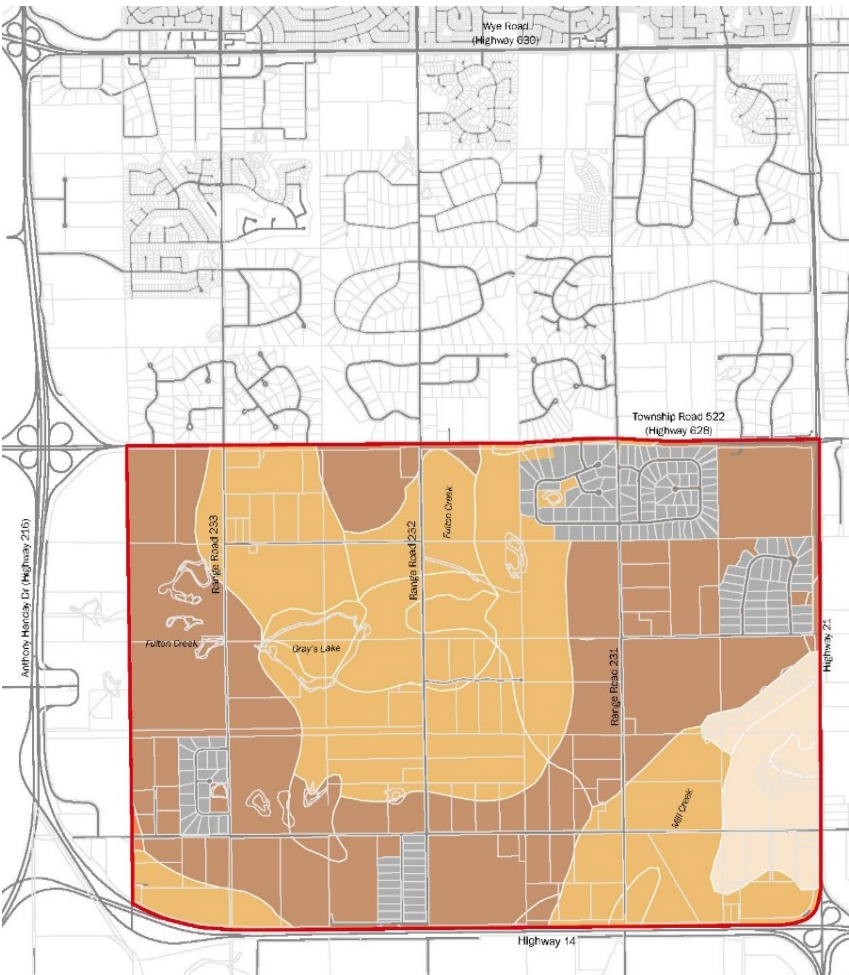
Natural Features



Legend

- Proposed Environmental Reserve
- Proposed Municipal Reserve
- Existing Protected Areas

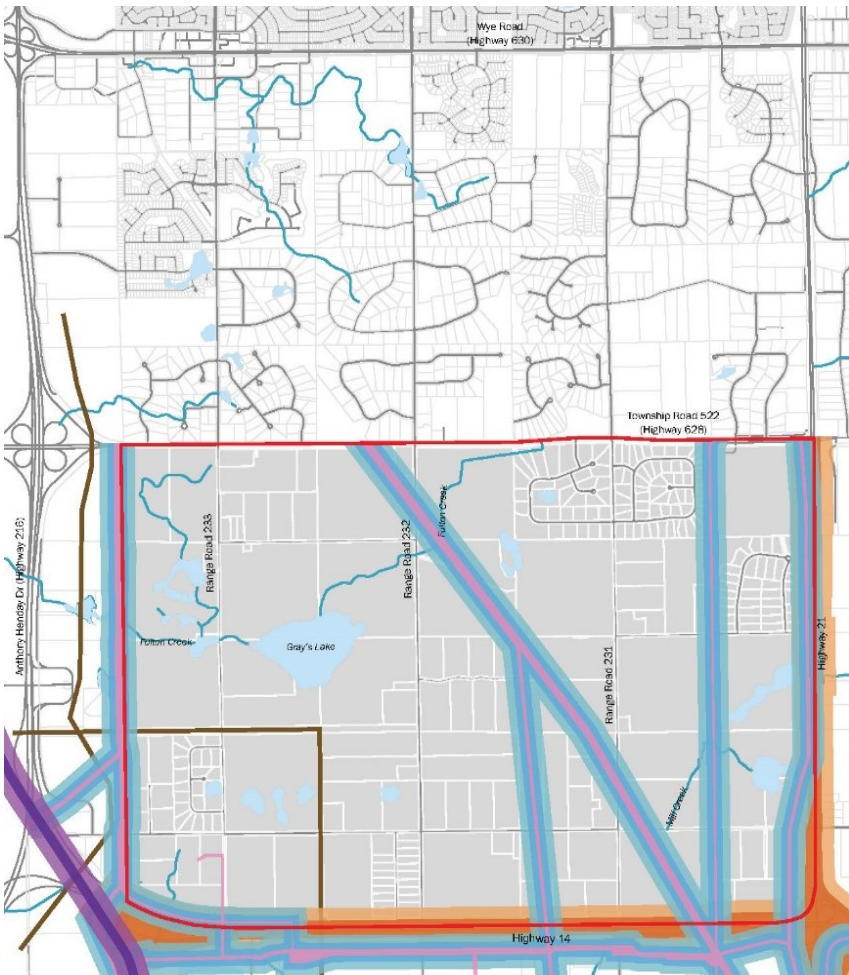
Agriculture and Soils



Legend

- Existing Residential
- Class 2 Soils
- Class 3 Soils
- Class 4 Soils
- Class 5 Soils

Risk Management



Legend

- Pipeline Right of Way (15m)
- Pipeline 1X10-5 Risk Contour (120m)
- Pipeline 1X10-6 Risk Contour (250m)
- Highway 1X10-5 Risk Contour (50m)
- Highway 1X10-6 Risk Contour (250m)
- Railway 1X10-5 Risk Contour (70m)
- Railway 1X10-6 Risk Contour (250m)
- Powerlines

Planning Process

Public Consultation to Date:

May 13, 2015

Consultant interviews with key stakeholders (Community Centre)

Details: Consultant interviews with community groups, referral agencies, provincial government representatives, land developers, etc.

May 13, 2015

Landowners' Meeting (Community Centre)

Details: An invitational information meeting for landowners in the Colchester Growth Area.

May 14, 2015

Imagine Colchester Launch (Community Centre, Agora)

Details: Launch of Imagine Colchester project to the public.

June 1, 2015

Design Charrette

Details: A one-day design charrette was held with County staff, including members of a Technical Advisory Committee. Outcomes from the charrette informed the development of three initial community design concepts for a new community in Colchester.

September 30, 2015

Landowners' Meeting (Community Centre)

Details: An invitational information meeting for landowners in the Colchester Growth Area.

October 1, 2015

Open House (Community Centre)

Details: An advertised Open House. Landowners adjacent to Colchester were sent letters of invitation to the open house, and it was also advertised through the Sherwood Park News, the County's digital display boards and project website, and a media release. The purpose of the meeting was to introduce and receive feedback on the draft community design concept for Colchester as well as the vision and principles.

Planning Process

Public Consultation to Date (continued):

November 25, 2015

Landowners' Meeting (Community Centre)

Details: An invitational information meeting for landowners in the Colchester Growth Area.

November 26, 2015

Open House (Community Centre)

Details: An advertised Open House to view and comment on the draft recommended community design concept and draft policy directions. Landowners adjacent to Colchester were sent letters of invitation to the open house, and it was also advertised through the Sherwood Park News, the County's digital display boards and project website, and a media release.



Vision



Colchester will be a **unique community** distinguished by the area's moraine landscape.



Development will respect Colchester's natural features and **connect people to the environment.**



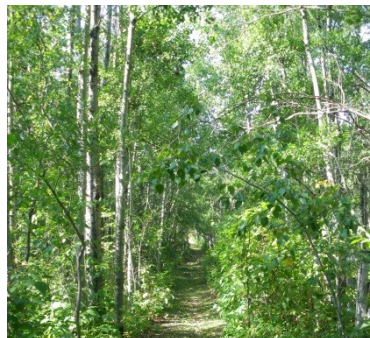
Direct road, transit and trail links will **integrate the community** with its surroundings and the larger region.



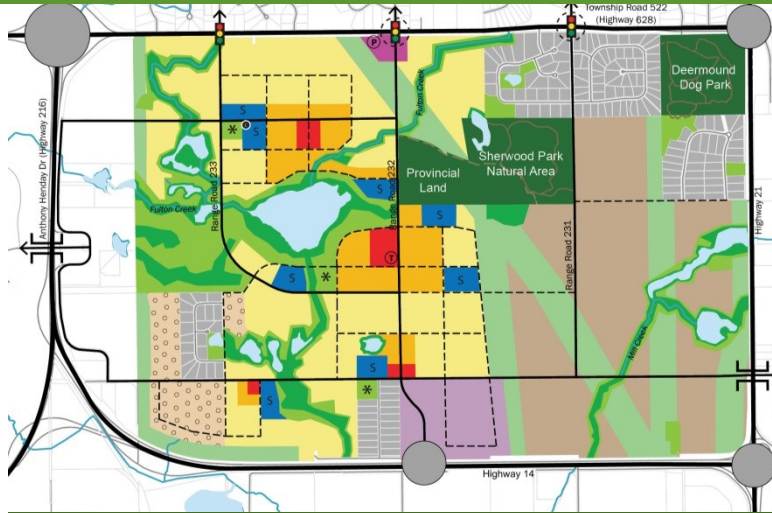
Colchester will be a **welcoming community**, providing affordable and diverse housing options for all who choose to live there as well as mixed use centres and a variety of community spaces for people to come together.

Principles

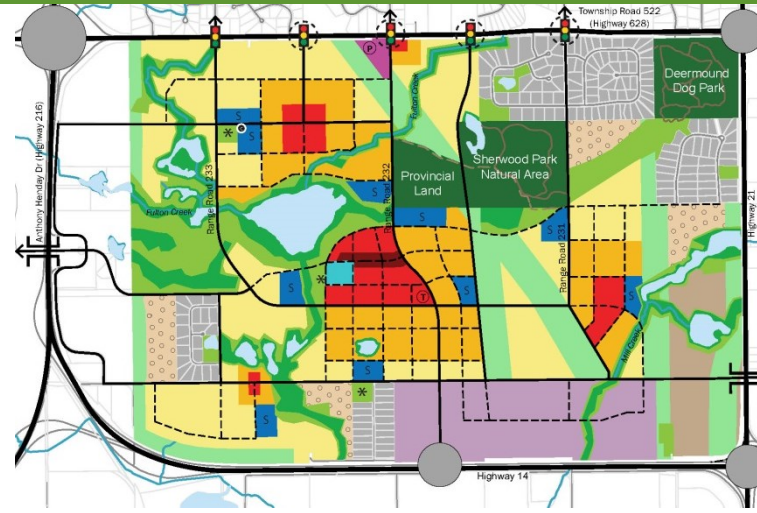
1. Acknowledge and Respect Colchester's Rural Heritage
2. Integrate and Protect the Natural Environment
3. Support the Local and County Economies
4. Provide Diverse Housing and Neighbourhoods
5. Establish Mixed-Use Centres
6. Provide Transportation Choice
7. Create a Healthy and Fun Community



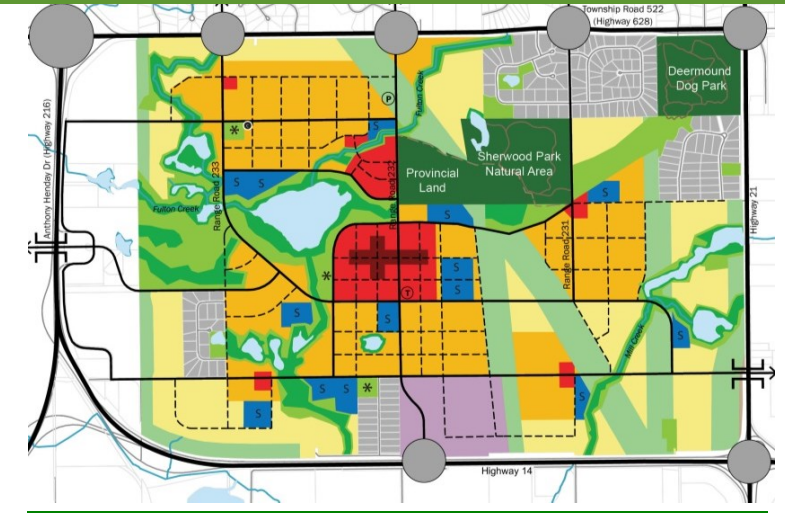
Initial Community Design Concepts



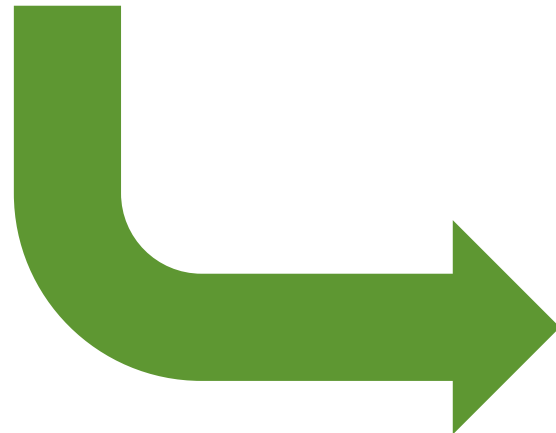
A: Small Town Centre



B: Intermediate Town Centre



C: Large Town Centre



**Recommended
Concept**



Community Design Concept

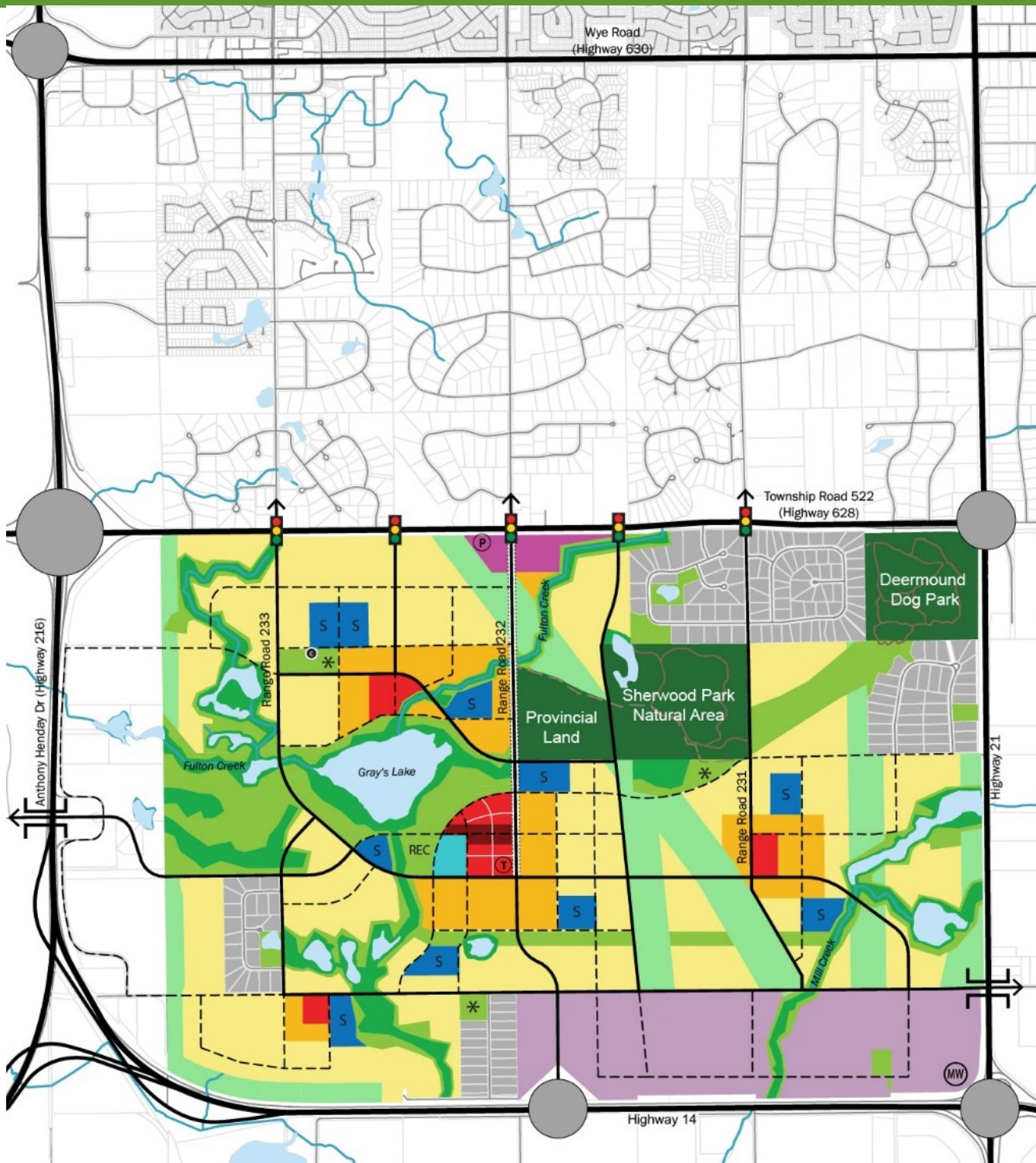
Fiscal Impact Analysis

- The FIA assessed the impact of each of the three initial concepts for a new community on the County's residential property tax rate.
- The analysis found that as the community grows in population, hard and soft infrastructure costs generally would be in line with increasing revenues from the development.
- Since the fiscal impact analysis showed the three concepts to be very similar, it did not affect the development of the recommended concept.

Transportation Analysis

- The population capacity of Colchester will be limited by the number and type of access points provided to the new community. A transportation analysis of four different transportation infrastructure scenarios on Highway 628 was undertaken to determine the population that each could support.
- The maximum population would be approximately 38,000 under the preferred traffic scenario, which includes five signalized intersections on Highway 628. Further discussion will be required with Alberta Transportation at the Area Concept Plan (ACP) stage.
- A new interchange will be required on Highway 14 to the south. Access to the west will be provided via an existing flyover across Highway 216 and access to the east will be provided via a planned flyover across Highway 21.

Recommended Community Design Concept



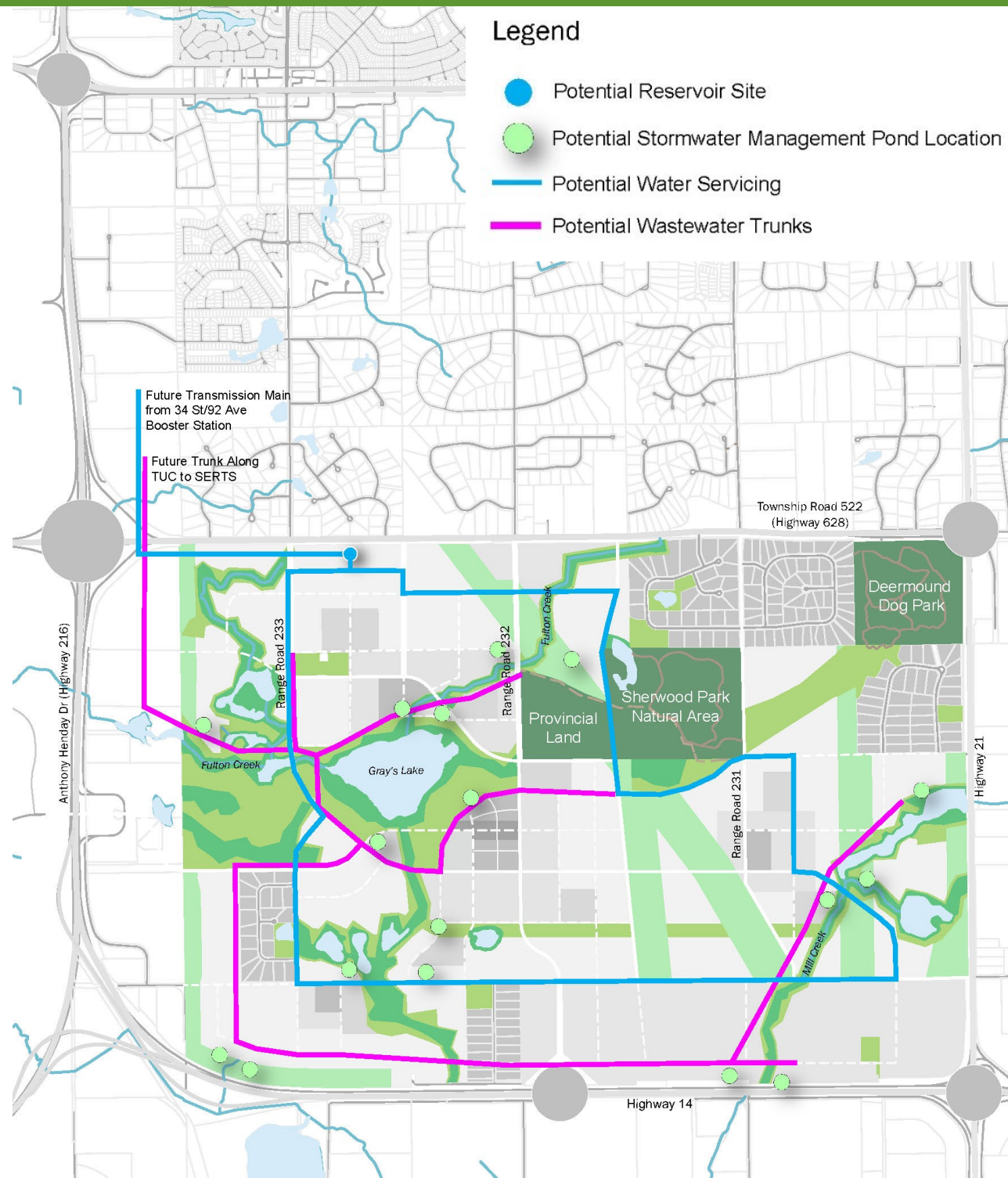
Yields

- Population 38,900
- 14,900 units
- 33 du/nrha
- 6,800 jobs

Legend

Existing Residential	Schools	Lakes	Cemetery
Low Density Residential	Institutional	Streams	Transit Station
Medium Density Residential	Community Centre	Old Edmonton Trail	Park & Ride
Mixed-Use Centres	Major Recreation Centre	Arterial Roads	Traffic Signal
Town Centre Commercial Core	Existing Protected Areas	Arterial Roads with HOV lanes	Potential Meltwater Facility
Business Park Area	Municipal Reserve	Collector Roads	
Major Retail Area	Environmental Reserve	Interchange	
	Pipeline Corridors (With setbacks for sensitive uses)	Highway Flyover	

Recommended Community Design Concept



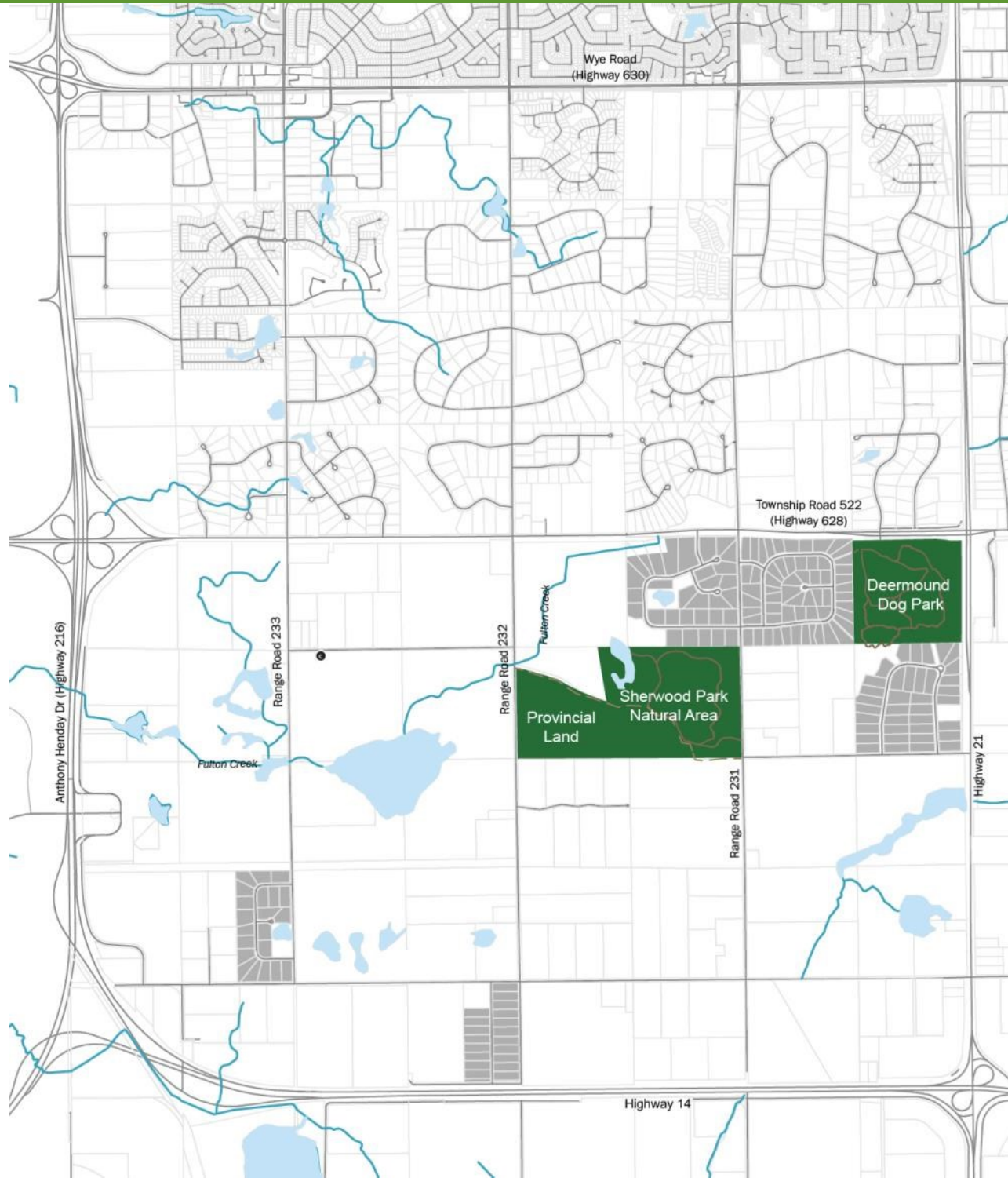
Water – Will require a new transmission line to be constructed from the 34 Street / 92 Avenue booster station. Further study and discussions with EPCOR and Capital Region Northeast Water Service Commission (CRNWSC) at ACP.

Wastewater - Can be provided by the Southeast Regional Trunk Sewer (SERTS). Trunk will be required through Transportation and Utility Corridor. Further study required at ACP stage.

Stormwater - Onsite stormwater management facilities (SWMF) and servicing utilizing Low Impact Development (LID) features, engineered fill may be required. Further study at ACP stage.

Transportation – 2 additional intersections required along Highway 628 to support full population target. Further study and discussion with Alberta Transportation at Area Concept Plan(ACP) stage.

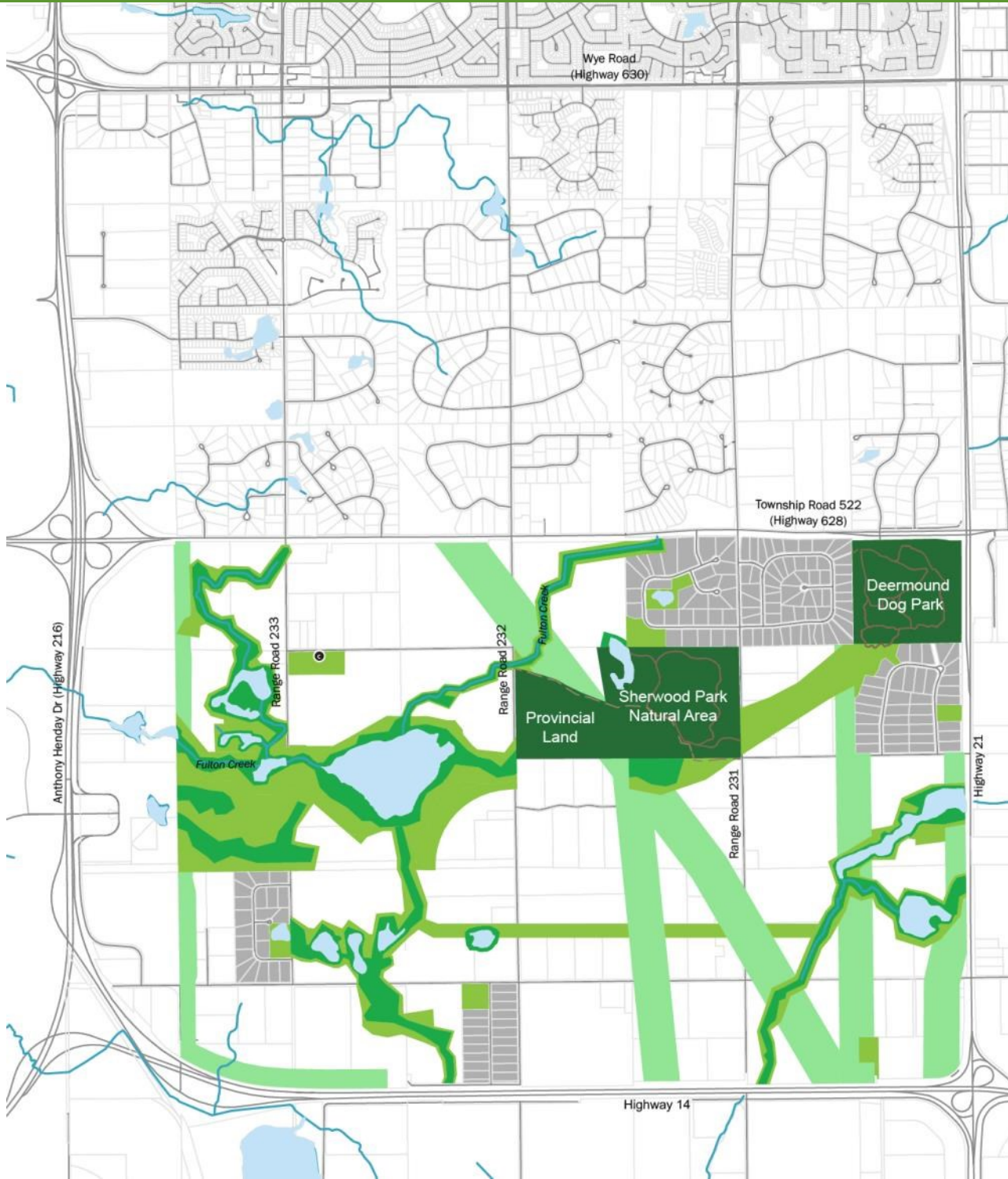
Policy Directions - Rural Heritage



Policy Directions:

- Retain Colchester Cemetery and Old Edmonton Trail
- Transitions to existing rural subdivisions within and north of Colchester
- Contiguous development to avoid creating fragments of rural land.

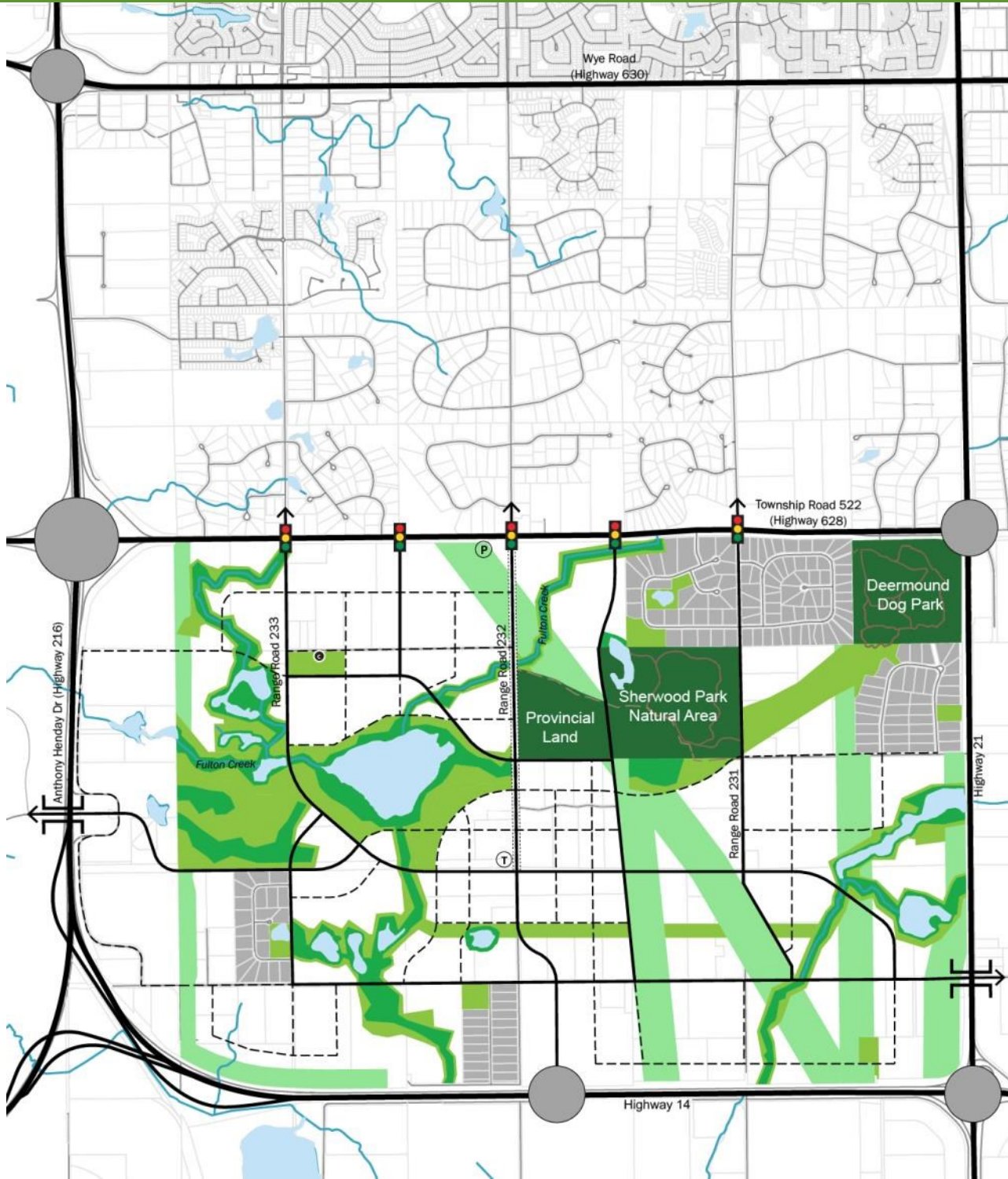
Policy Directions - Natural Environment



Policy Directions:

- Linked network of open space including Sherwood Park Natural Area, Deermound Dog Park and Provincial Land
- Wherever possible, retain wetlands
- Publicly accessible and visible natural features

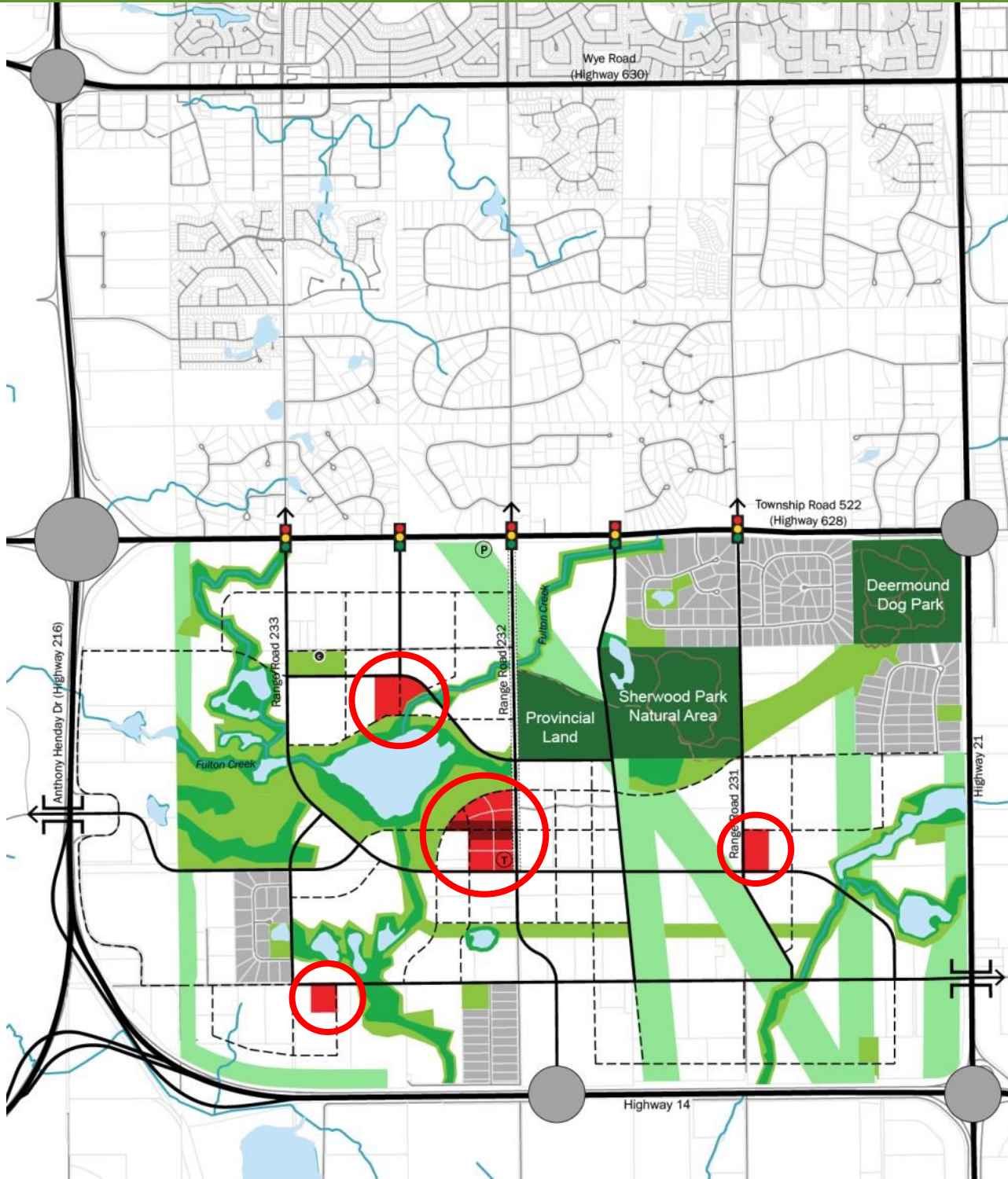
Policy Directions - Primary Road Network



Policy Directions:

- Complete streets
- Interconnected grid network
- Contain an extensive off-street trail network
- Transit hub and park-and-ride facility

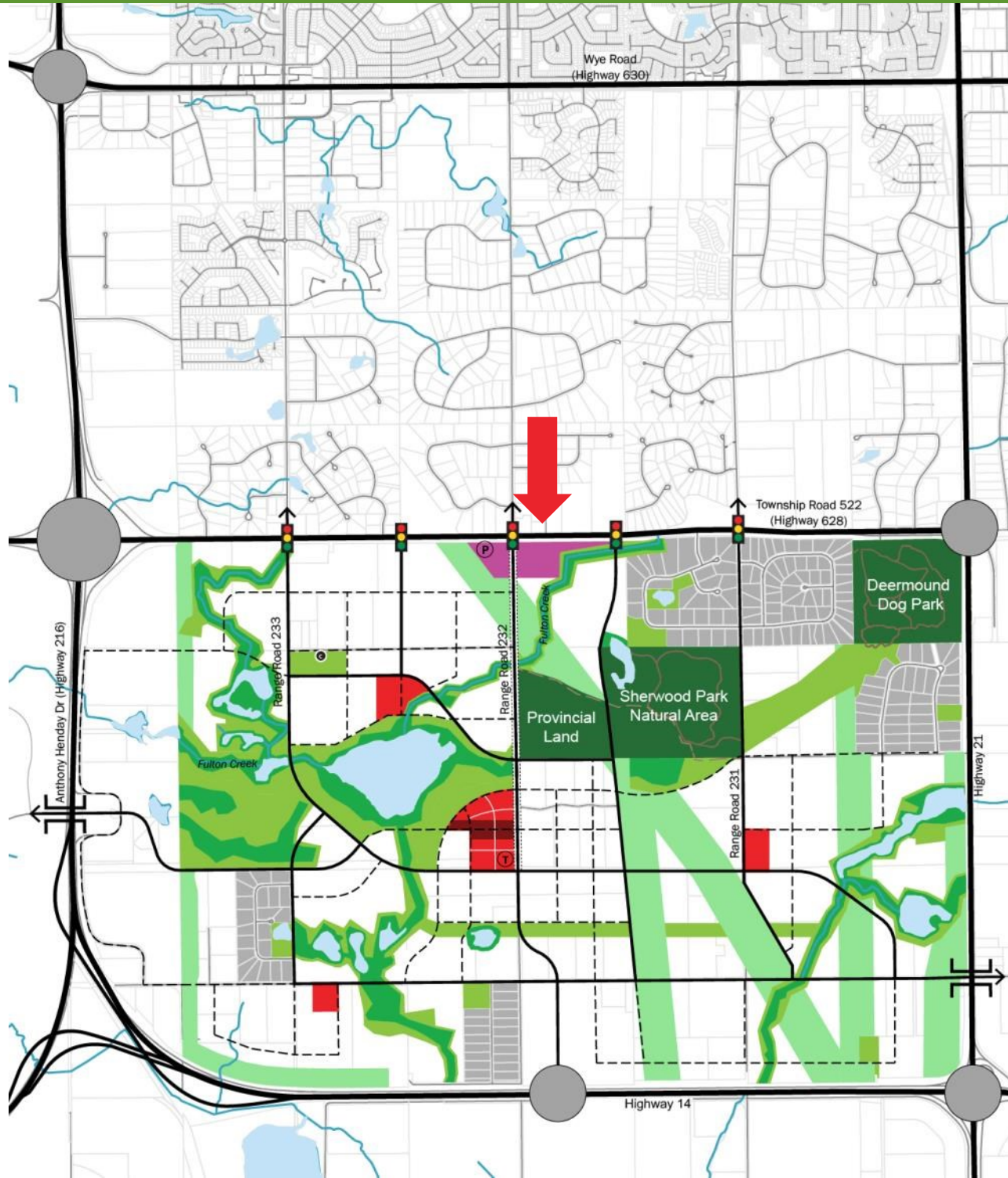
Policy Directions - Mixed-Use Centres



Policy Directions:

- Town centre adjacent to Gray's Lake
- Three village centres
- Higher densities and mixed-use development
- Pedestrian oriented design
- Gathering places

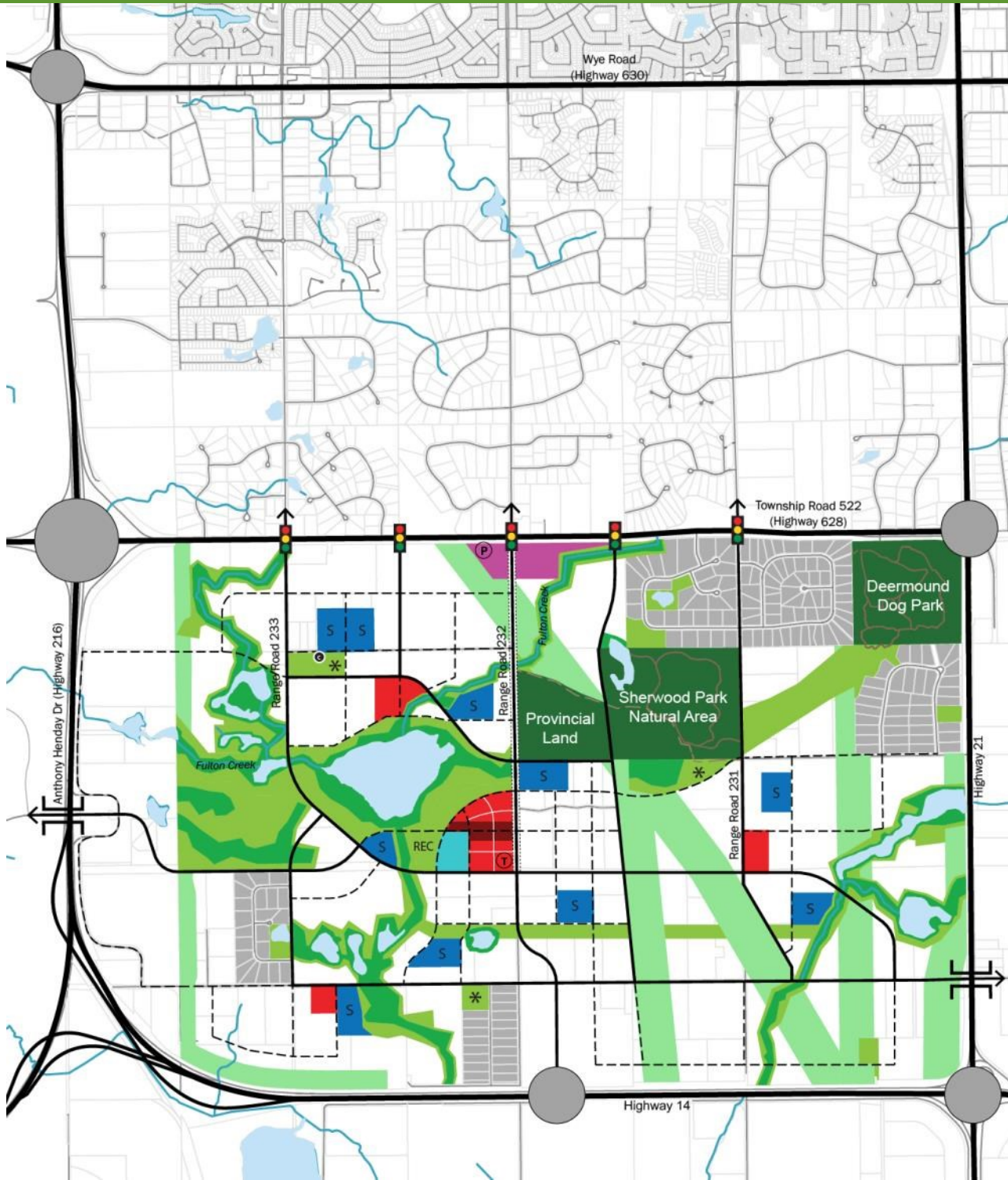
Policy Directions - Major Retail



Policy Directions will:

- Reserved for large-format retail
- Limit mid-size and smaller retail and entertainment uses
- Plan for all transportation modes

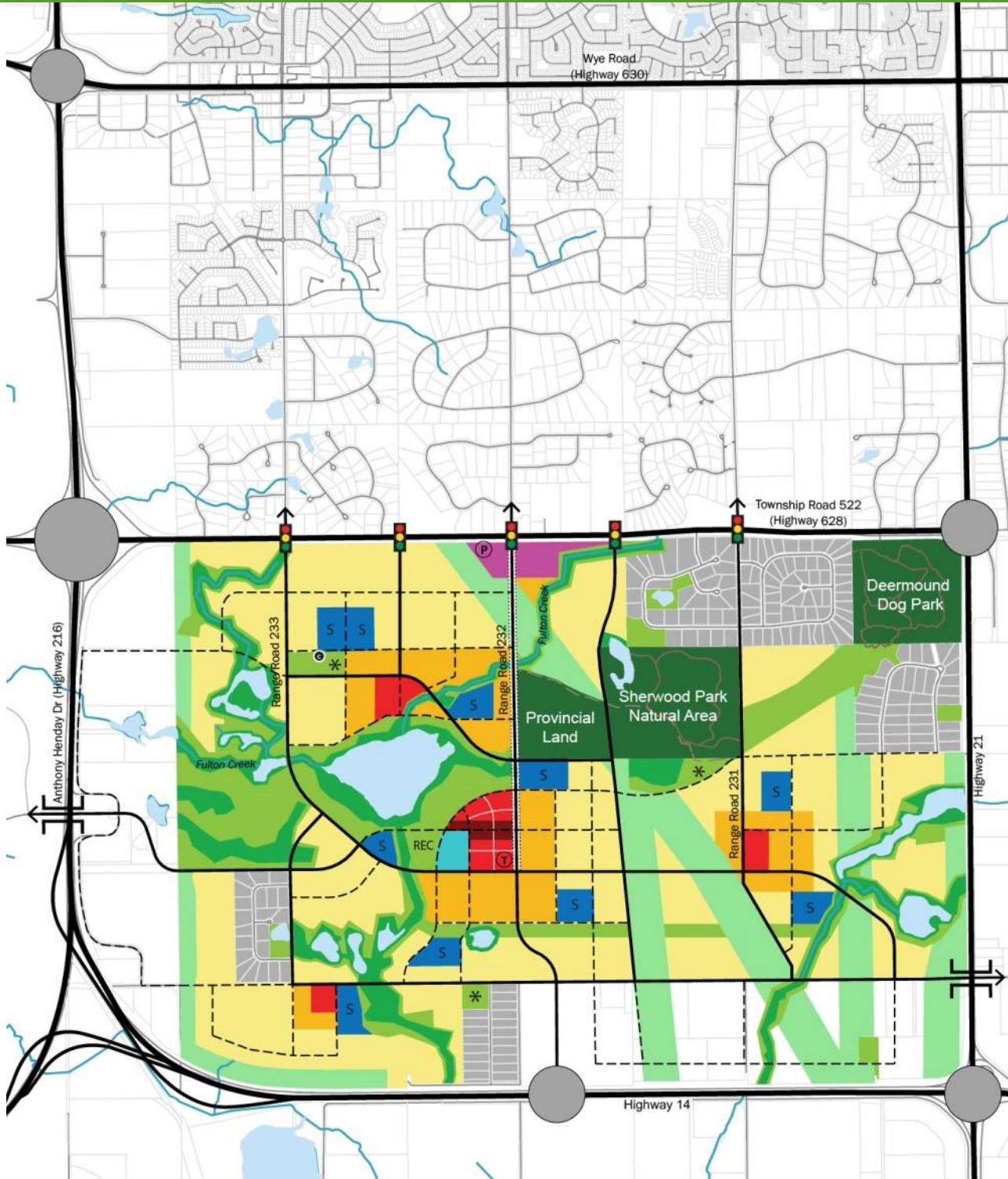
Policy Directions - Parks, Schools, and Community Centres



Policy Directions will:

- Major recreation complex south of Gray's Lake
- Smaller community centres adjacent to village centres and open space
- All residents within 400 metres of a park
- Schools adjacent to community open space where possible and most residents within 800 metres of a primary school

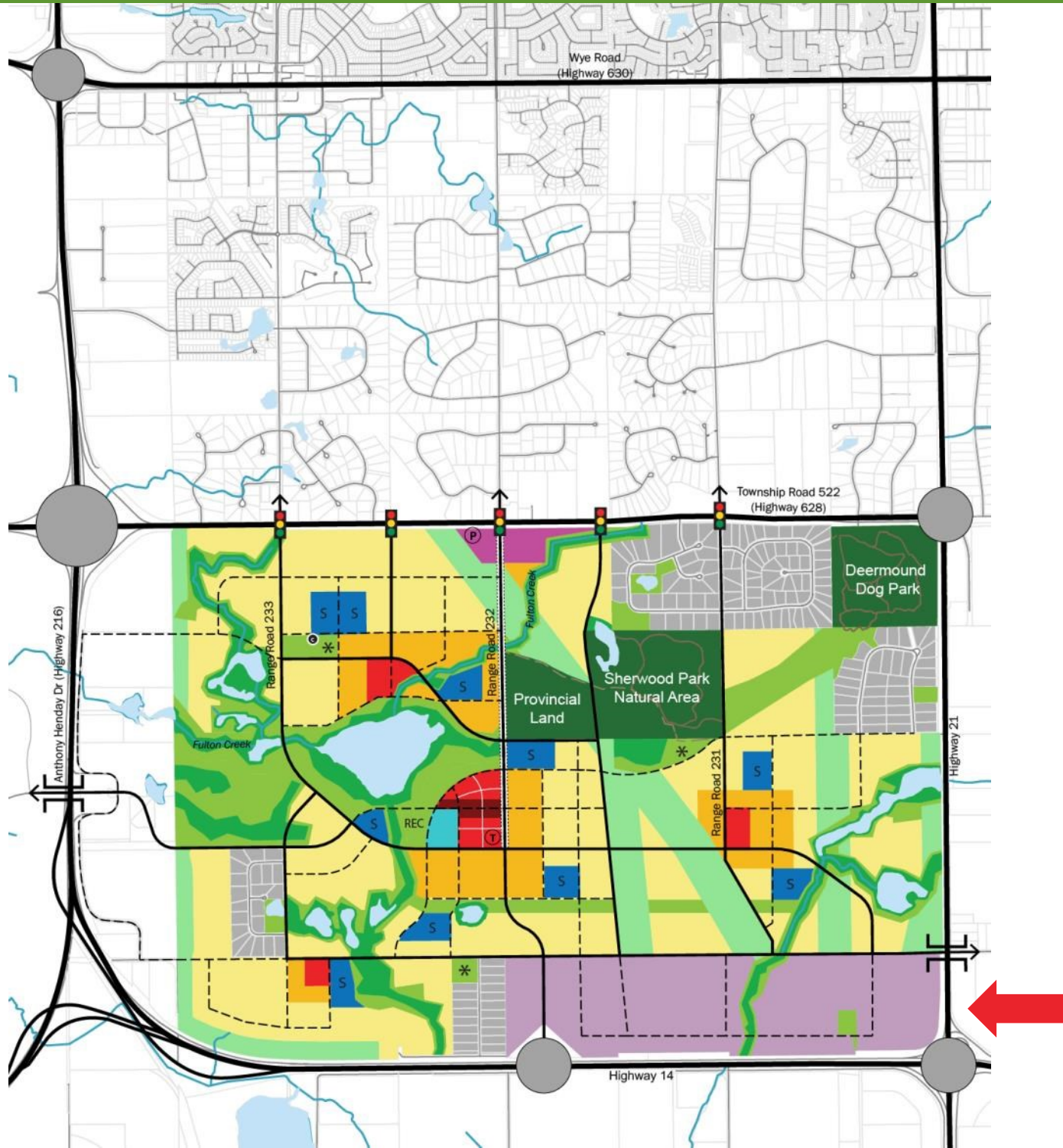
Policy Directions - Residential



Policy Directions:

- Minimum density: 33 units/net ha
- Diverse neighbourhoods
- Architectural variety
- Integrate existing country residential subdivisions

Policy Directions - Business Park

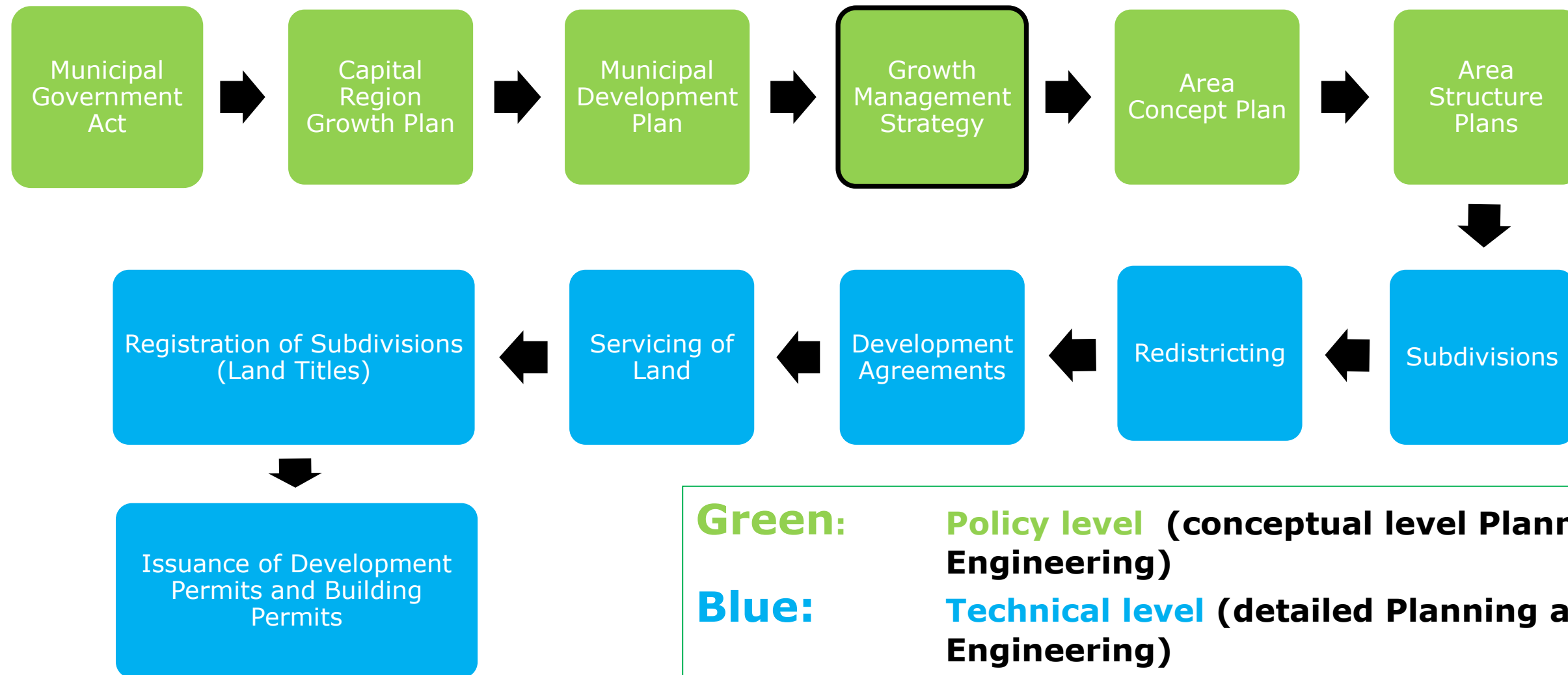


Policy Directions will:

- Reserve lands along Highway 14 for office and business, employment, light industrial uses
- High quality landscaping and attractive facades along Highway 14
- Only accessory retail uses to encourage retail to locate in mixed-use centres

Implementation

Planning Hierarchy

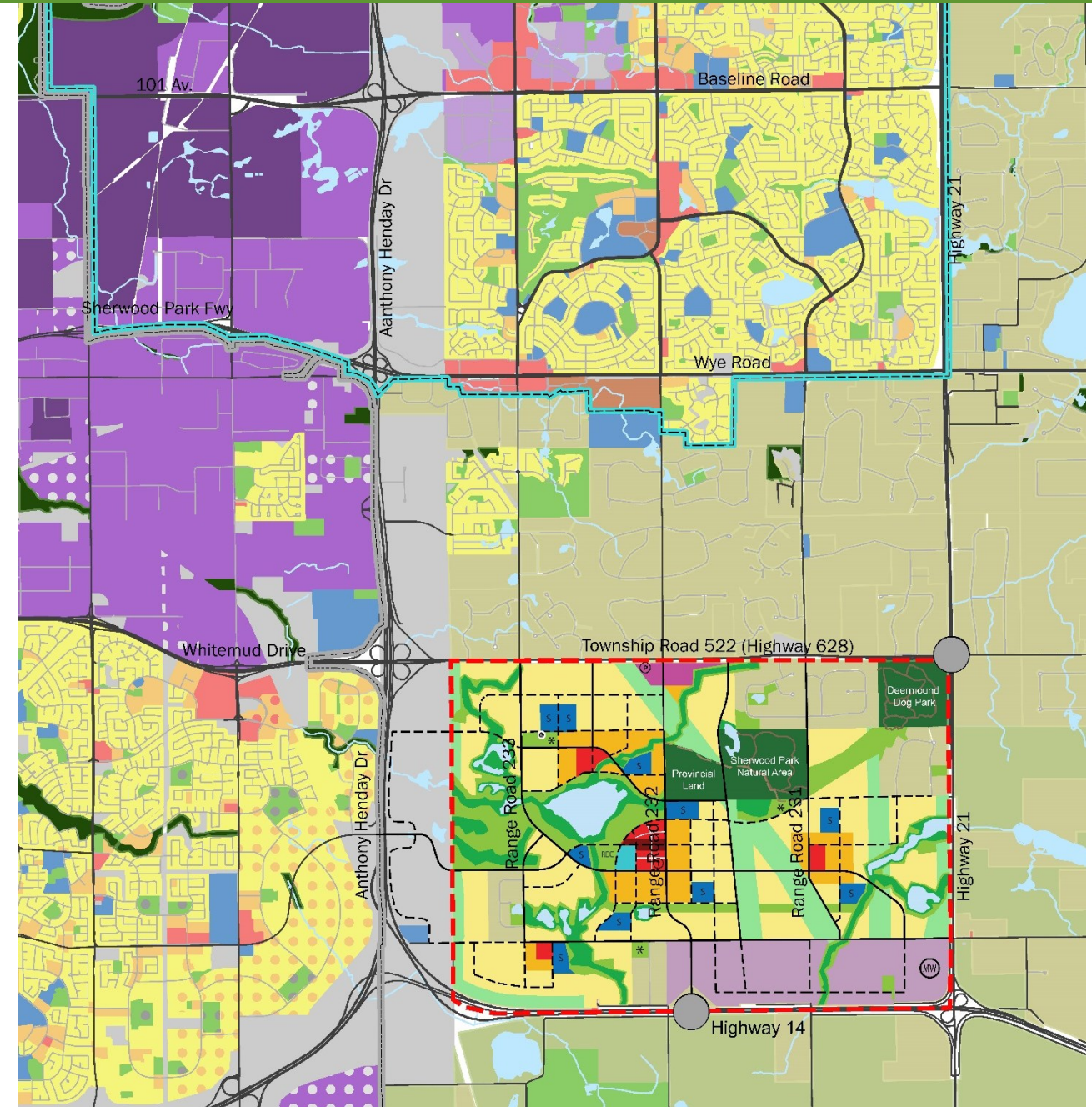


Implementation

- Amendments to the MDP required to facilitate future development and ensure objectives of the GMS are realized in new ASPs for Colchester.
- Area Concept Plan (ACP) next step needed to translate GMS into a statutory document.
- Further discussion at ACP stage with Alberta Transportation, EPCOR, School Boards, City of Edmonton and other stakeholders.
- After completion of ACP, Area Structure Plans would generally follow the phasing plan provided in the GMS.
- More detailed technical studies than those undertaken for the GMS will be required at either the ACP or ASP stage.
- MDP, ACP and ASPs must be approved by the Capital Region Board.

Implementation

- Urban Design Guidelines recommended to achieve the architectural and public realm objectives for Colchester.
- Review Engineering Standards to reflect a “complete streets” approach.
- Incentives should be created to implement affordable housing, green building, and renewable energy objectives of the GMS.



Referrals

External Referrals

- The draft strategy was referred to the City of Edmonton, EPCOR, Fortis, EICS, EIPS, ESRD and Alberta Transportation.



IMAGINE
COLCHESTER

Colchester Growth Management Strategy

DRAFT: January 11, 2016

**URBAN
STRATEGIES
INC .**

APPPLICATIONS
MANAGEMENT CONSULTING LTD.

ISL Engineering
and Land Services





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1 Introduction

Strathcona County continues to be one of the most liveable communities in Canada. As the Capital Region grows over the next 30 years, Strathcona County, with its strong economic base and high quality of life, will continue to attract new residents. Between 2013 and 2044, the County's population is expected to increase by 45,500 to 67,500 people. With Sherwood Park running out of room to accommodate urban growth, the County needs to plan a new urban community for newcomers as well as people growing up and aging in the County.

The County began considering potential locations for a new community in 2001 and, in the Municipal Development Plan (MDP) adopted in 2007, identified 2,291 hectares (5,662 acres) south of Sherwood Park as the Rural/Urban Transition Policy Area. The area, called Colchester, is bounded by Highway 628 on the north, Highway 21 on the east, Highway 14 on the south and the Transportation Utility Corridor on the west. The area was included within Priority Growth Areas in the 2009 Capital Region Growth Plan and in 2014 the County initiated "Imagine Colchester" to develop a growth management strategy for the area. This document is the culmination of a 10-month study of the challenges and opportunities associated with developing a new community in Colchester.

Purpose of this document

The purpose of this growth management strategy (GMS) is to describe and illustrate a vision, community design concept and set of policy directions intended to guide more detailed planning in Colchester, should the County decide to proceed with its development. Information in this report may also assist Council in comparing growing in Colchester versus other areas in the County, namely the Bremner area, northeast of Sherwood Park, which was designated a Urban Reserve Policy Area in the 2007 MDP and included within Priority Growth Area F in the Capital Region Growth Plan.

How the document is structured

The document is composed of seven sections:

Section 2 Context, summarizes important background to the Colchester Growth Management Strategy, including previous studies and other relevant planning documents.

Section 3 Plan Area, looks at existing conditions in Colchester and the opportunities and challenges they would create for developing a new urban community.

Section 4 Planning Process, describes the major tasks and extensive consultation undertaken to prepare the GMS.

Section 5 Vision and Principles, describes and illustrates the qualities and features a new community in Colchester should have, based on public input and best practices in sustainable community design.

Section 6 Community Design Concept, describes and illustrates how a new community in Colchester should be structured by land use, environmental and open space features, roads and other major infrastructure.

Section 7 Policy Directions, recommends land use, urban design and other policies that will help ensure the community is developed as envisioned.

Section 8 Implementation, outlines the various planning tools and other measures that will be needed to implement the GMS.

2 Context

Historical trends and current priorities provide the context for planning a new community. This section provides background that informs the Colchester Growth Management Strategy, including County and regional policy documents to which the strategy needs to conform. In setting the context for growing a new community, it looks back at Strathcona County's development over the past century before focusing on more recent studies and plans. The section concludes by establishing general parameters for the development of a new community in terms of population and required land area.

2.1 Strathcona County's Historical Growth

Historically Strathcona County has been a largely agricultural community with small hamlets to serve the needs of the rural population. The community of Colchester was founded in the 1890s as settlers were drawn to the area by the ready availability of affordable land. The area was officially declared open for settlement in 1894. At the time the land was heavily treed and had to be cleared, first by hand with axes and later with oxen and plows. An authentic log home remains from this period, constructed in 1895 by prominent early settler Charles Hill. The first subdivision to be created in Colchester was Trevithick Park in 1955, as three acre lots, with one eight-acre parcel set aside for parkland. The Colchester Community League was formed in 1968 and took over the development of the parkland, building the Colchester Community Hall and baseball diamonds that remain there today.

The county's development into the mixed urban and rural community of today began in the 1950s, when Council approved the first major urban development as a home for oil industry workers in 1953. The urban population of the county grew rapidly over the next few decades, doubling between 1961 and 1971, and again between 1971 and 1981. The county's urban/rural population split has shifted steadily toward urban as Sherwood Park has grown. In 2012, Sherwood Park's population was approximately 65,000, or about 71% of the county's total population of 95,000.



For the first half of the 20th century, Strathcona County was entirely rural, experiencing steady but modest growth. Since the 1960s, with the development of Sherwood Park, the county's urban population has increased significantly from decade to decade and this is expected to continue.

With the development of the North of Yellowhead Area Concept Plan area over the next decade, Sherwood Park will be fully developed. Existing country residential subdivisions east and south of Sherwood Park prevent the community from expanding in those directions, and proximity to heavy industry prevents residential growth to the north. To accommodate anticipated future growth, the County needs to develop a new, relatively self-contained urban community.

Figure 2.1
Population: 1901-1951

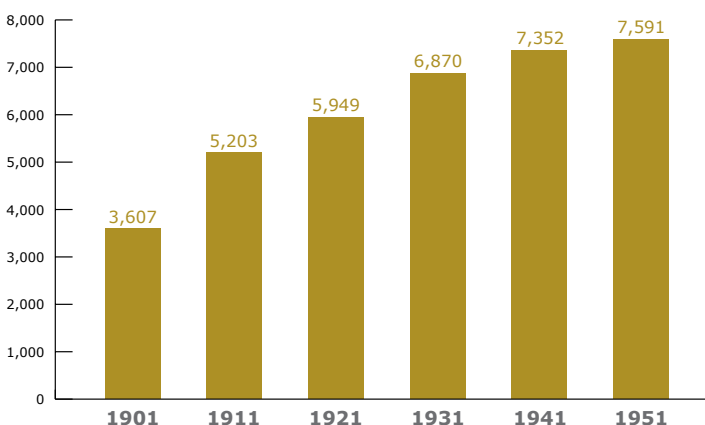
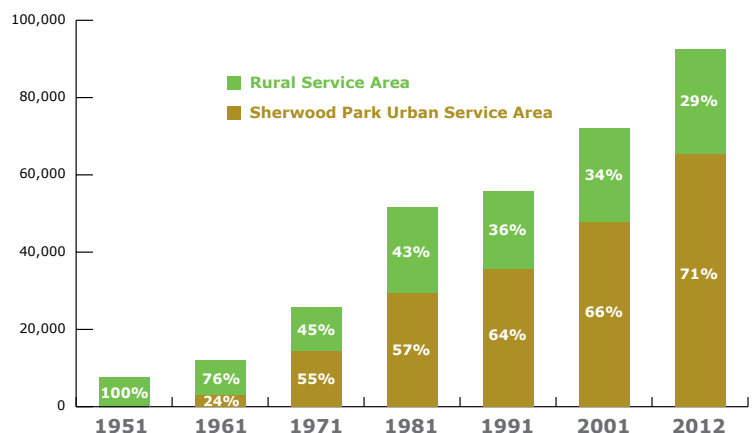


Figure 2.2
Urban & Rural Population: 1951-2012



2.2 The Path to Colchester

The Colchester area was first identified as a potential location for urban development in 2001 when the County completed a Future Areas Feasibility Study. The study evaluated four potential future urban areas in the west half of the county, between Leduc County and Fort Saskatchewan. A decision matrix was developed to evaluate the suitability of each potential growth area within seven categories: land development constraints, environmental considerations, land use, infrastructure, transportation network, other services and developable land.

Based on this analysis, one area was eliminated from further consideration due to the extent of existing oil and gas exploration activity in the area and two areas were identified as preferred Future Urban Areas in the Municipal Development Plan (MDP). These two areas were approximately equivalent to the Colchester and Bremner areas as they are defined today. The 2001 study was followed by an Evaluation of Urban Growth Options report that evaluated three geographic areas—the Colchester and Bremner areas identified in the Future Areas Feasibility Study, as well as a third area extending north from the hamlet of Ardrossan. Each of the options was evaluated against growth management principles in the areas of environment, community, servicing, economy and management. The report eliminated the Ardrossan area as an option

because its distance from Sherwood Park would result in considerably higher servicing costs than the other two options. It concluded that the Colchester area was the preferred option due, in part, to its lower class of agricultural land and access to infrastructure.

In 2007, Council approved a new Municipal Development Plan (MDP) for the County that identified Colchester as the “Rural/Urban Transition Policy Area” and Bremner as the “Urban Reserve Policy Area”. The MDP required that growth management strategies be prepared for Colchester and Bremner prior to more detailed planning being completed for either area. The 2009 Capital Region Growth Plan acknowledged the County’s MDP and included Colchester and Bremner within two of its Priority Growth Areas, and in 2012 Strathcona County updated its MDP to align with the Capital Region Growth Plan. Also in 2012, Council directed Administration to initiate a growth management strategy for Bremner and to commence preparation of a growth management strategy for Colchester following completion of the Bremner growth management strategy. The Bremner growth management strategy was received for information by Council in September 2014. Following this motion, preparation for the Colchester Growth Management Strategy commenced.

2.3 Strathcona County Strategic Plan

Strathcona County's Strategic Plan, *Powering our New Tomorrow*, serves as the foundation for all municipal plans and activities. The Strategic Plan establishes a vision for the County in 2030 as a specialized municipality that is a welcoming place to live for all and a model of ecological integrity. Eight priority areas are identified to help the County achieve the vision, grouped under five pillars of sustainability:

Economy

- World leading petrochemical cluster
- Effective and efficient municipal infrastructure
- Diverse economy

Governance

- Cooperative partnerships with community, business, industry and neighbouring governments

Social

- Helping, caring and safe community
- Healthy and active community

Cultural

- Vibrant, creative community

Environment

- Protect our environment and preserve biodiversity

2.4 Municipal Development Plan

The MDP sets out a strong vision for sustainability in Strathcona County and in new growth areas in particular. The County's sustainability and growth management objectives directly related to Colchester include:

- Demonstrate leadership towards applying sustainable practices throughout the community.
- Adopt a framework that ensures future community planning implements and builds sustainable and complete neighbourhoods that create a sense of community within the municipality.
- Adopt an approach to achieving sustainability that is forward-looking, responsible, adaptive, innovative and integrated.
- Ensure an adequate and suitable land base exists to accommodate urban growth needs.

Reflecting the County's Strategic Plan, the MDP requires that decisions involving future growth and development consider the pillars of sustainability. Specifically, the following 12 themes are to be considered when evaluating sustainable development: Land, Water, Natural Habitat, Carbon, Food, Transport, Materials, Economy, Waste, Well-being, Culture and Equity.

The MDP requires that a growth management strategy (GMS) be adopted by Council prior to any further planning or subdivision in either Bremner or Colchester. Until an Area Concept Plan based on the GMS is adopted, the policies for Agriculture-Large Holdings will continue to apply (Policy 4.19f). The MDP states that the GMS will include higher density development and mixed use components in conformity with the intent of the Capital Region Growth Plan (outlined on the following pages).

Policy 4.9 states that the County will ensure all new growth pays for itself and will not be a burden on the existing ratepayers, and will recognize the desirability of inter-generational equity. Policy 4.19a states that the County will ensure growth management strategies take into account appropriate transitioning of the built form, from urban to rural with regard to residential development. In addition, the County will ensure growth management strategies address potential fringe conflicts with existing agricultural operations throughout the stages of development (Policy 4.19e).

Policy 4.20 states that the following components must be incorporated into the plan for any potential growth area, whether urban or rural:

- a)** Consideration of future interchange requirements;
- b)** Appropriate setbacks and transitions from industry and pipeline corridors within the plan area as well as adjacent lands;
- c)** Transportation networks and efficiencies including the impacts on existing communities such as Sherwood Park;
- d)** Efficient water, sewer, stormwater and shallow utility infrastructure;
- e)** Environmental and farmland conservation;
- f)** Transit orientated compact development;
- g)** Timing and sequence of development;
- h)** Diversity of uses where possible, including employment, housing, community services, social needs and open spaces;

- i)** Resource and energy efficiencies of buildings, infrastructure, waste management; and

- j)** Community and urban design.

Policy 4.21 of the MDP sets out requirements for the types of analysis to be undertaken as part of the GMS, including:

- a)** Opportunities and constraints;
- b)** Water, sewer, stormwater and other infrastructure costs;
- c)** Transportation networks, including the impacts on existing communities such as Sherwood Park;
- d)** Environmental and farmland conservation;
- e)** Transit, municipal service efficiencies and financial impact;
- f)** Timing and sequence of build out as it relates to servicing, financial and infrastructure impacts;
- g)** Regional context with respect to infrastructure, land use, employment, transportation efficiencies and impacts;
- h)** Scenarios on various options to accommodate a diversity of uses - employment, housing, community services, social needs and open spaces within each area; and
- i)** Access to existing commercial development in Strathcona County in the short term.

2.5 Capital Region Growth Plan

Established in 2008, the Capital Region Board (CRB) consists of representatives from the 24 municipalities in the Alberta Capital Region. The purpose of the board is to facilitate regional cooperation and coordination on long range planning and decision making to maximize prosperity, sustainability and quality of life in the region. The board's initial task was to prepare and implement an integrated growth plan for the Capital Region, focused on land use, transit, affordable housing and geographic information systems (GIS).

The Capital Region Growth Plan: Growing Forward was approved by the Capital Region Board in 2009 and the Province in 2010. The plan emphasizes greater integration of land uses and joint planning of transportation and housing to optimize infrastructure investments and responsibly manage growth. To limit the footprint of urban development, the Growth Plan identifies seven priority growth areas within the region and sets population density targets for each. The Colchester area is included within Priority Growth Area B, which has a density target of 30-45+ dwelling units per net residential hectare.

Among the principles underpinning the land use component of the Growth Plan the following are most relevant to the Colchester GMS:

- Preserve and protect the environment
- Protect natural resources
- Minimize the impact of development on regional watersheds and airsheds
- Support expansion of medium and higher density residential housing forms
- Create inclusive communities
- Support public transit
- Support innovative and affordable housing options
- Integrate transportation systems with land use
- Support the expansion of transit services in various forms

The Capital Region Growth Plan is currently being updated and is anticipated to be completed in late 2016.

2.6 Projected Future Growth and Urban Land Requirement

A detailed land need analysis was performed to determine the land requirements for a new urban community in Strathcona County.

The CRB projects that the population of Strathcona County will grow by 49 to 73% to reach between 138,000 and 160,000 by 2044 (Source: Capital Region Population and Employment Projections, September 2013). This represents an increase of between 45,500 and 67,500 people based on the 2012 population of 92,500. Much of this growth can be accommodated in existing and planned communities. The undeveloped areas of Sherwood Park south of Highway 16 have room for approximately 9,600 people. The approved Cambrian Crossing Area Structure Plan, for the area of Sherwood Park north of Highway 16 and west of

Highway 21, includes residential lands that are expected to accommodate approximately 11,500 people. In addition, the county's hamlets of Ardrossan, Josephburg and South Cooking Lake have been planned to accommodate 5,000 more residents in total. When all this planned growth is subtracted from the overall growth projections for the county, the difference is between 19,400 and 41,400. Based on historic trends, 20% of this growth is expected to occur in the county's rural areas, leaving a population of between 15,500 and 33,100 people to be accommodated in new urban areas not yet planned (see Table 2.1).

Table 2.1
Accommodation of Population Growth to 2044

	Low	High
Projected County Population in 2044	138,000	160,000
Minus County Population 2012	92,500	92,500
Projected Population Growth	45,500	67,500
Minus Growth that can be Accommodated in Existing Plans <i>Sherwood Park (including Cambrian Crossing)</i> <i>Hamlets</i>	21,100 5,000	21,100 5,000
Remaining Growth	19,400	41,400
Minus Growth that will go to Rural Areas (20%)	3,900	8,300
Urban Growth to be Accommodated in a New Urban Area (80%)	15,500	33,100
Dwelling Units (based on 2.5 persons/unit)	6,200	13,240

New urban residential land required

From the county's unplanned urban growth of 15,500 to 33,100 people by 2044, the amount of land required for a new urban community can be estimated (see Table 2.2). Based on the assumption that the number of people living in each new dwelling unit will average 2.5, this population range translates to 6,200 to 13,240 units. Using a density of 30 to 40 dwelling units per net residential hectare (du/nrha), which falls within the CRB density target for Colchester of 30-45+ du/nrha, between 155 hectares of net residential land ($6,200 \div 40$) and 441 hectares ($13,240 \div 30$) will be required. These figures need to be inflated by 50% to account for the land required for hard infrastructure to service the new homes, including roads, utilities and stormwater management facilities. The resulting gross residential land requirement is 233 to 662 hectares.

Land required for new community facilities

A new urban community consists of much more than housing. Land is also required for community facilities, such as parks, schools and indoor recreation facilities, and for retail uses. Based on the County's target parkland ratio of 7.5 hectares per 1,000 residents, 116 to 248 hectares of parkland should be planned for a population of 15,500 to 33,100. Four to six primary schools will be needed at the bottom end of this population range, depending on whether they are K-6 or K-9 schools; 8 to 12 primary schools will be needed for the higher population. The higher population would also require one high school, whereas the lower population likely would not generate demand for one. The estimated land required for all schools and indoor recreation facilities, as well as fire halls, is 30 to 73 hectares.

Land required for retail uses

According to the County's 2010 Retail Market Analysis, there is an average of 2.8 square metres of retail space in the county for every resident. If this ratio remains constant over the long term, a new community with a population of 15,500 to 33,100 would demand 43,400 to 92,680 square metres of new retail space. This translates to 17 to 37 hectares of net retail land, based on a retail density of 2,500 square metres per hectare. Inflating these figures by 40% to account for infrastructure to service the land, the gross retail land requirement is 24 to 52 hectares.

Land required for industrial and office development

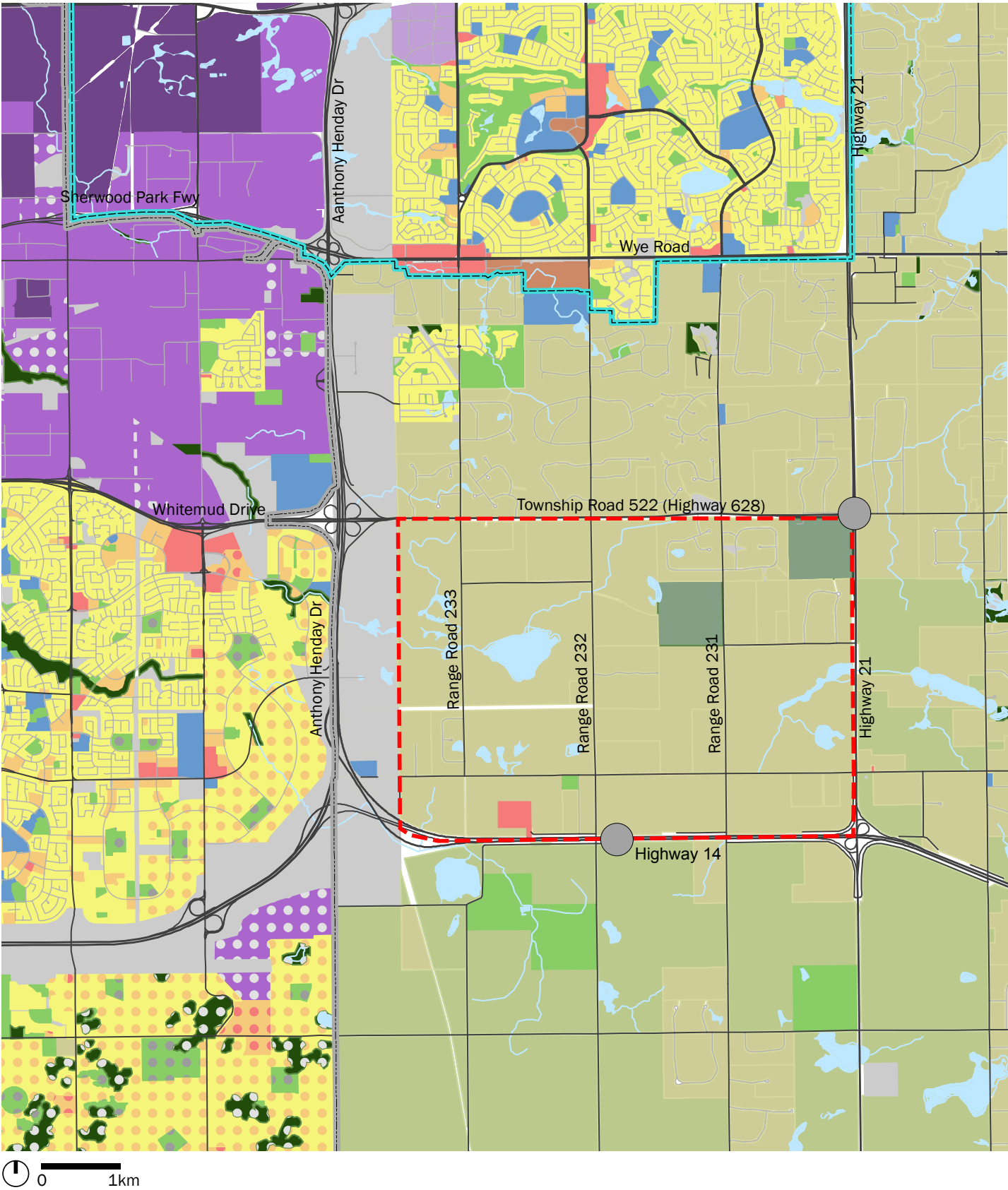
The 2013 Industrial Lands Strategy concluded that Strathcona County would likely require 178 hectares of additional industrial land to meet the projected need over the next 30 years. Since then, industrial uses have been proposed for the 570 hectares that comprise the Transition Urban Reserve Policy Area, north of Sherwood Park. In addition, in 2013, the County initiated a study of the opportunity for employment uses on 874 hectares on the south side of Highway 16, across from the Urban Reserve Policy Area, designated the Development Expansion Area. Because of this industrial land capacity in the county, while areas in Colchester may be suitable for office and light industrial uses and it is desirable to plan for some such uses to create a complete community, there is no specific target for business park and light industrial uses in Colchester. There is also no need to plan for medium or heavy industrial uses in Colchester.

Table 2.2
Land Requirements for a New Urban Community

Use		Land Required (ha)			
		6,200 dwelling units		13,240 dwelling units	
		30 du/nrha*	40 du/nrha	30 du/nrha	40 du/nrha
Residential	Net Residential	206	155	441	331
	Total Gross Residential (net x 1.5)	309	233	662	497
Retail	Net Retail	17		37	
	Total Gross Retail (net x 1.5)	24		52	
Parkland	Neighbourhood Parks	23		50	
	Community Parks	31		66	
	County-Wide Parks	62		132	
	Total Gross Parkland	116		248	
Community Facilities	Indoor Recreation Facilities	5		15	
	Schools	24		56	
	Fire Stations	1		2	
	Total Gross Community Facilities	30		73	
Total Development Land Required		479	403	1035	870

*du/nrha = dwelling units/net residential hectare

Figure 2.3
The Colchester Area in Context



Colchester is located 3.2 kilometres south of Sherwood Park, separated by an area of country residential subdivisions, and 0.8 kilometres east of the City of Edmonton. To the south and east of Colchester is primarily agricultural and undeveloped land. The area of southeast Edmonton due west of Colchester is known as the Meadows. The planning framework for this area is the Meadows Area Structure Plan (ASP). This community is a developing residential area with commercial and retail services. It will be home to nearly 61,000 people when completed. The area south of the Meadows and southwest of Colchester is comprised of the Decoteau ASP. This community will be largely residential with some commercial and employment uses, and will be home to almost 75,000 people when completed. The Maple Ridge Industrial ASP is north of the Meadows, containing largely industrial uses.

Total urban land required to 2044

Adding the land required for residential, community and retail uses together, the total requirement varies from 403 hectares, based on 15,500 people at 40 units per net residential hectare, to 1,035 hectares, based on 33,100 people at 30 units per net residential hectare (see Table 2.2). With a total of 2,291 hectares of land, the Colchester area can accommodate the County’s urban growth to 2044 and beyond, even in a high growth scenario.

Context Legend

- | | |
|---|--|
|  Watercourse |  Existing Protected Area |
|  Water Body |  Parks, Open Space & Recreation |
|  Agriculture |  Utilities |
|  Residential (Country/Rural) |  Residential (Planned) |
|  Residential (Estate/Low Density) |  Mixed Residential/Commercial (Planned) |
|  Residential (Medium/Density) |  Industrial Non-Heavy (Planned) |
|  Residential (High Density) |  Environmental Reserve (Planned) |
|  Mixed Use Urban Village |  Parks, Open Space & Recreation (Planned) |
|  Commercial (General/Retail) |  Colchester Study Area |
|  Commercial (Low Intensity/Business) |  Sherwood Park |
|  Industrial Light/Medium |  County Boundary |
|  Industrial (Heavy) | |
|  Institutional | |
|  Environmental Reserve | |

3 Plan Area

Plans for a new community must respond appropriately to the area's natural and built environment. The growth management strategy for Colchester recognizes the features and uses that define the area today. This section describes existing conditions as well as the infrastructure surrounding the area to which future development would need to connect.

3.1 Natural Features

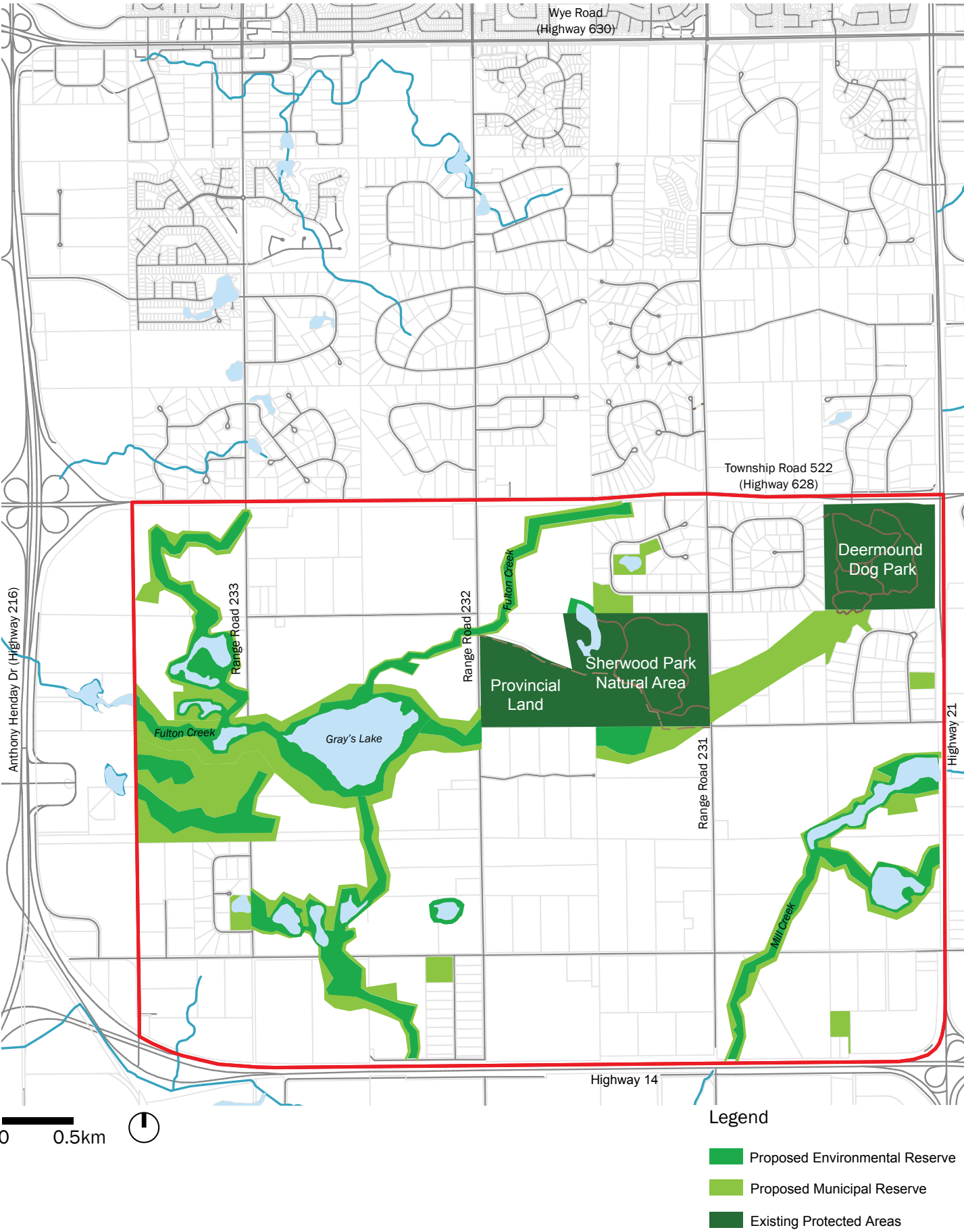
The Colchester area contains a number of significant environmental features that warrant protection. Strathcona County completed a biophysical assessment of Colchester to identify the priority environmental features to be protected through dedication as Environmental Reserve (ER) under the Municipal Government Act (MGA), as well as other features that the County should strive to protect using its Municipal Reserve (MR) dedication. The assessment included a site survey, a desktop study of previous environmental reports, a review of historical air photos and site visits.

The significant natural features in Colchester identified for conservation as Environmental Reserve (see Figure 3.1) include Gray's Lake, Fulton Creek, Mill Creek, several creek tributaries, as well as numerous wetlands and wetland complexes. Areas identified for protection as Municipal Reserve primarily consist of upland forested habitat that would create buffers around environmental reserves as well as conserve important wildlife, drainage and landscape connections. As the biophysical assessment identified only priority areas for protection, it is anticipated that additional areas to be dedicated as Environmental Reserve will be identified as more detailed planning is undertaken.

Two areas of Colchester are already protected for their natural and recreational value: the Sherwood Park Natural Area, which is provincially owned, and Deermound Dog Off Leash Park, which is owned by Strathcona County. These areas would remain as Colchester is developed, and should be linked and integrated into a larger environmental network in the new community. An additional parcel of land west of the Natural Area is owned by the Province. Should there be an opportunity in the future, this land should be considered as a potential site for community facilities and as part of the open space network.

All but the extreme western edge of Colchester is located within the Beaver Hills/ Cooking Lake Moraine. An application for a UNESCO Biosphere Reserve Nomination for the Beaver Hills Moraine is currently underway, which is required to define the moraine's core, buffer and transition areas.

Figure 3.1
Natural Features



3.2 Topography

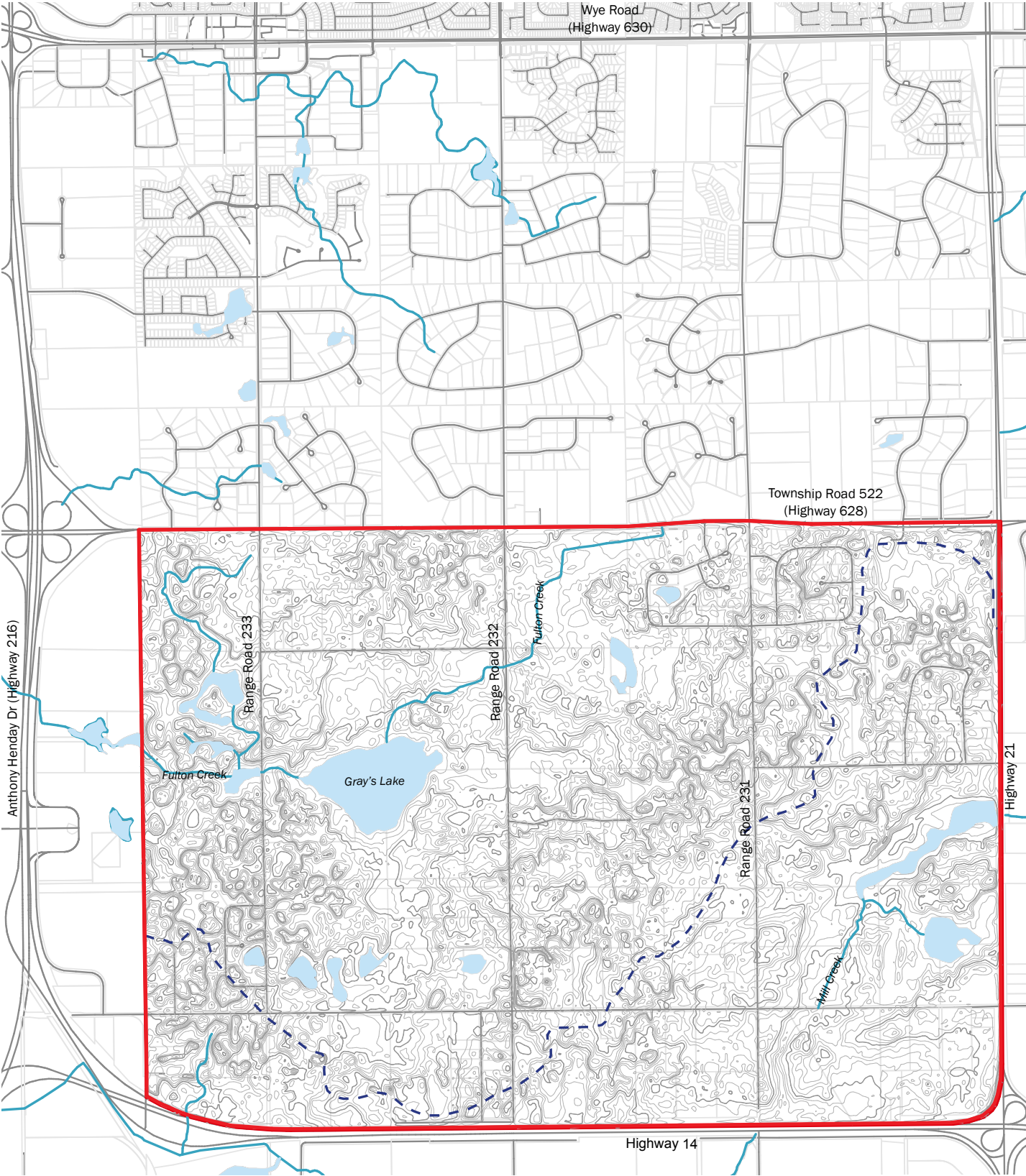
Biosphere reserves are organized into three interrelated zones: the core area, the buffer area, and the transition area. This zonation scheme is applied in many different ways to accommodate geographical conditions, sociocultural settings, available legal protection measures and local constraints. This flexibility can be used creatively and is one of the strongest points of the biosphere reserve concept, facilitating the integration of protected areas into the wider landscape.

- Only the core area requires legal protection and can correspond to an existing protected area such as a national park.
- Buffer areas are peripheral to a specific protected area, where restrictions on resource use and special development measures are undertaken in order to enhance the conservation value of the protected area.
- Transition areas are peripheral to the core and buffer and are typically the largest component of the Biosphere – consisting of the living and working landscape. Local communities, management agencies, scientists, non-governmental organizations, cultural groups, economic interests, and other stakeholders work together to manage and sustainably develop the area's resources.

The portion of Colchester within the moraine is part of the transition zone, except for the Sherwood Park Natural Area, which is defined as a buffer zone.

Figure 3.2 shows the topography of the Colchester area, which consists of a hummocky moraine landscape characterized by undulating hills and many wetlands due to internal (trapped) drainage. A minor ridge runs diagonally through the area from northeast to southwest, with two-thirds of the land falling within the Fulton Creek basin to the northwest, and the remainder to the Mill Creek basin in the east and south. The relief ranges from an elevation of 750m in the northeast, to 718m in the southwest near Highway 14 and the TUC. Relatively flat ground areas are generally adjacent to the significant wetlands along Fulton Creek in the centre-west, as well as adjacent to the wetlands along Mill Creek in the east.

Figure 3.2
Topography



0 0.5km

- Legend
- 1m Contour
 - 5m Contour
 - - - Drainage Divide

3.3 Agricultural Soils Capability

The quality of soils for agricultural purposes in Alberta is described through a soil capability classification based on Agriculture and Agri-Food Canada’s Soil Capability Classification of Agriculture. This classification system determines the characteristics of soils through a soil survey and the rating of soils is typically referred to in the preparation of land use plans.

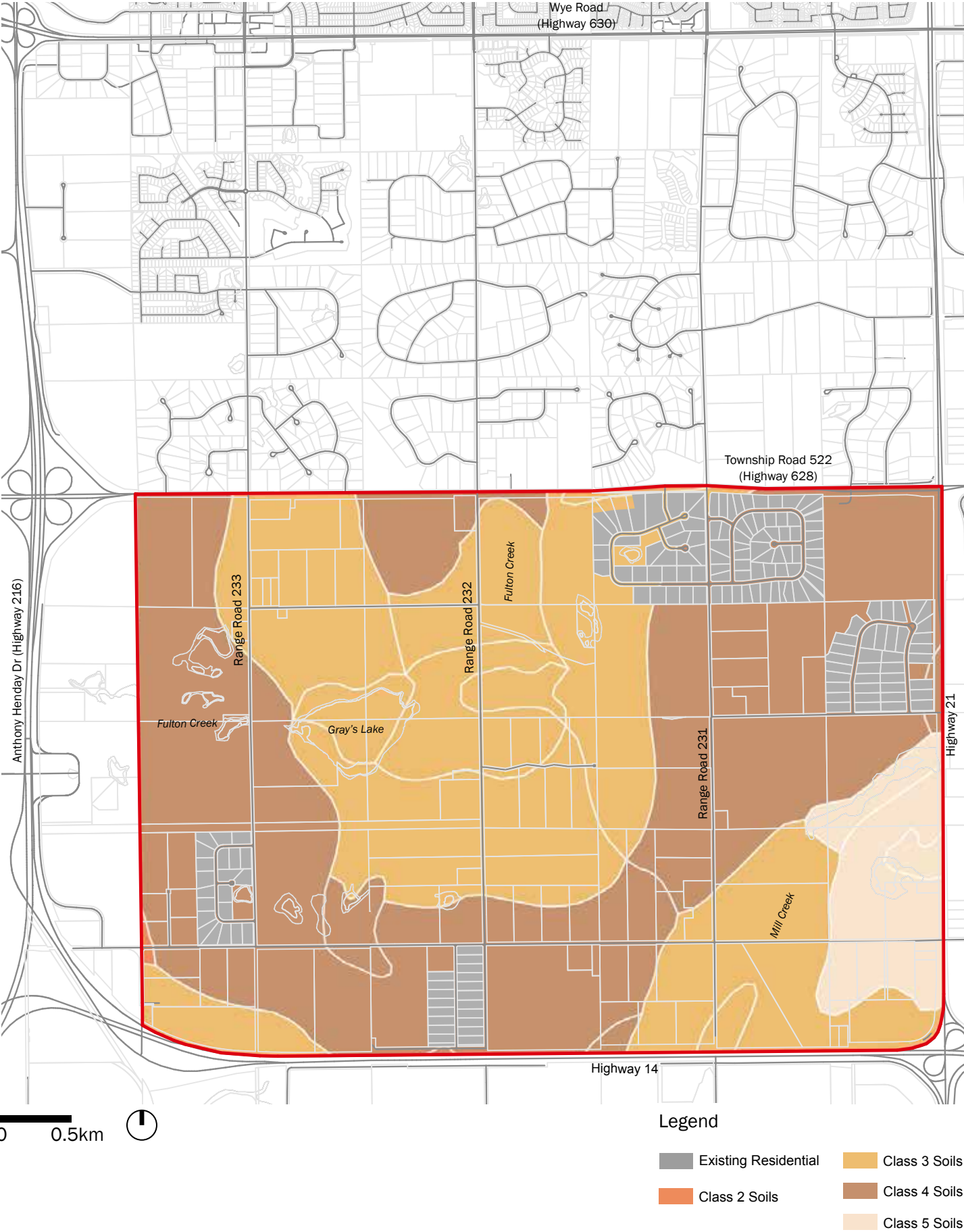
Of the 2,291 hectares of land within Colchester, the majority is designated as Class 3 (952.4 ha) and Class 4 (1,184.2 ha). There is a small area of Class 5 in the southeast corner (151.6 ha). Class 3 soils have moderately severe limitations that restrict the range of crops or require special conservation practices, and Class 4 soils have severe limitations that restrict the range of crops or require special conservation practices, or both. Class 5 soils are capable only of producing perennial forage crops.

Due to the low quality of soils, agriculture in Colchester has traditionally consisted of dairy farming and limited crop production. Table 3.1 and Figure 3.3 summarize the classification of land within Colchester.

Table 3.1
Agricultural Soils Capability

Approximate Area		
Soil Classification	Area (ha)	Area (%)
2	2.9	0.1
3	952.4	41.6
4	1,184.2	51.7
5	151.6	6.6

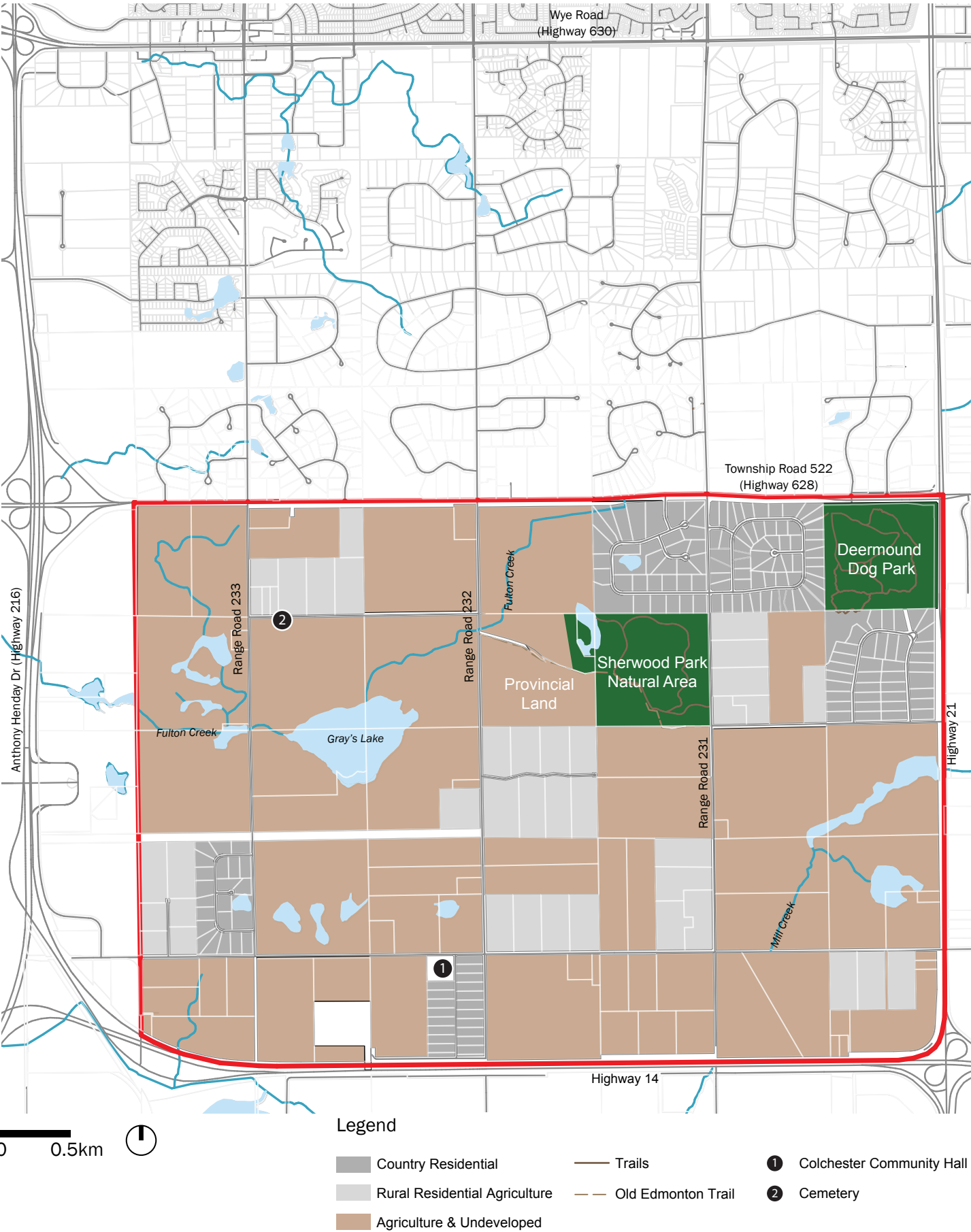
Figure 3.3
Agricultural Soils



3.4 Existing Development

Today Colchester largely consists of rural residential and agriculture uses (see Figure 3.4). There are five existing country residential subdivisions: Lynley Ridge, Roseburn Estates, Silver Birch Hills, Trevithick Park, and Waterton Estates. These are not anticipated to redevelop during the lifetime of the Colchester Growth Management Strategy, and are therefore shown as they are today in the community design concept for Colchester. The site also contains other large lot rural residential developments including Colchester Lane and Camelot Square which are anticipated to redevelop. There are currently two protected recreational areas in Colchester, the Sherwood Park Natural Area and Deermound Dog Off Leash Park, and one community facility, Colchester Community Hall, which is surrounded by several baseball diamonds. The Colchester Cemetery is also located within the site. The cemetery and recreational amenities have been incorporated into the concept for Colchester.

Figure 3.4
Existing Development



3.5 Pipelines and Risk Management

Numerous pipelines run through the Colchester area and will pose significant development constraints (see Figure 3.5). Natural gas pipelines run along Highway 21, halfway between Highway 21 and Range Road 231 and along the western border of the site through the Transportation Utility Corridor (TUC), continuing west along Highway 14 before dipping south of the highway between Range Road 233 and Range Road 232. A major high vapour pressure and product pipeline corridor with seven pipelines runs diagonally through the site from the northwest to the southeast, with one pipeline branching off about halfway through and heading south. The required setbacks from pipelines are established and regulated by the Alberta Energy Regulator (AER), and are determined by the specific content of the pipeline. Strathcona County has also established proposed setbacks from oil and gas infrastructure and land use activities through its Cumulative Risk Assessment.

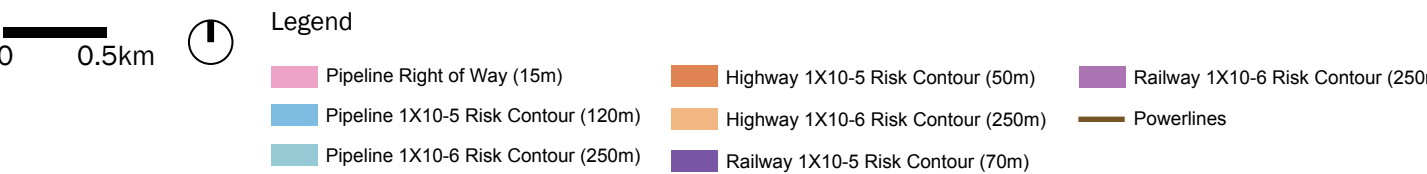
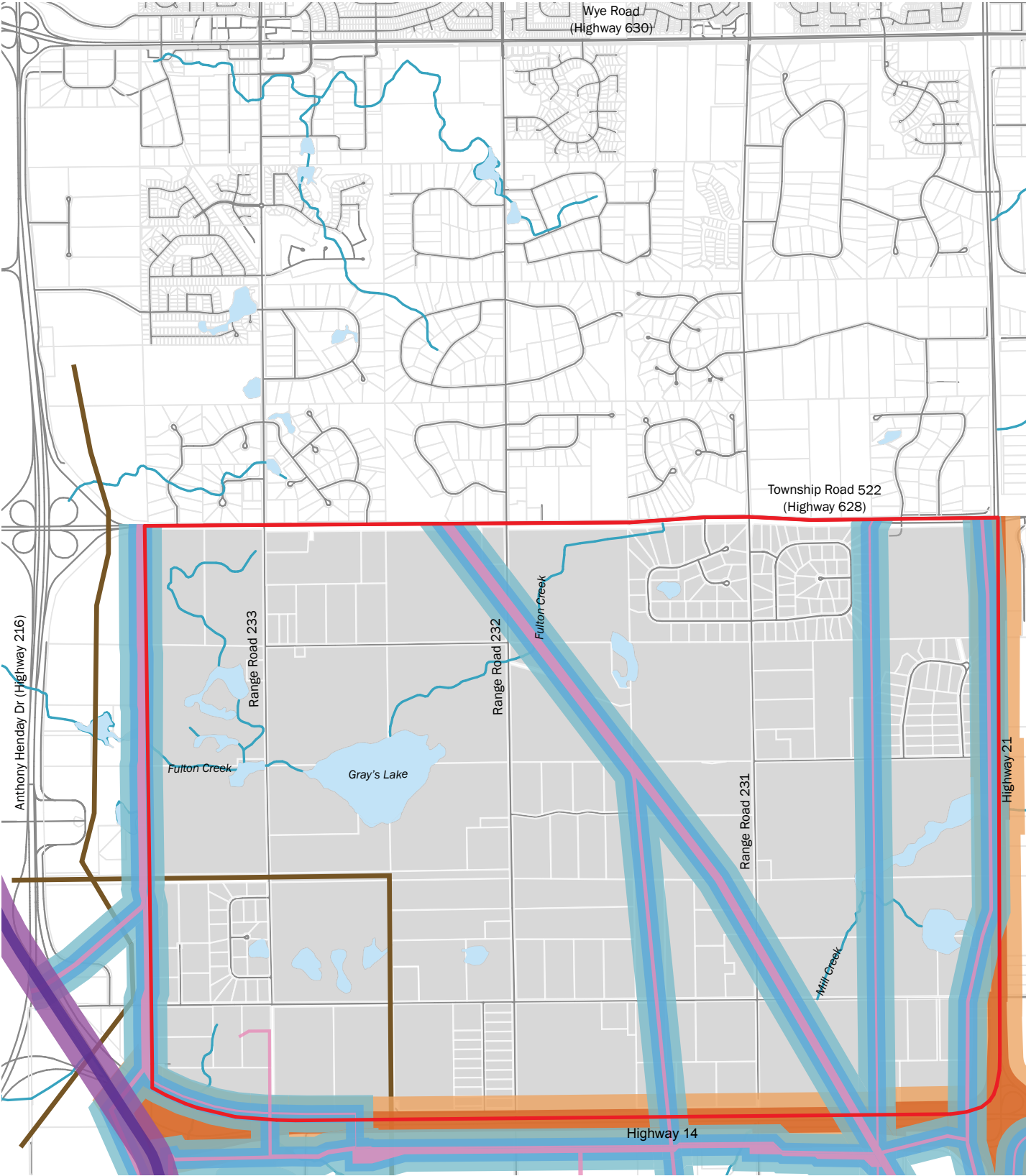
Strathcona County has not yet implemented a risk overlay from pipelines, but has a long history of using land use planning policy to manage risks associated with heavy industrial development adjacent to Sherwood Park. The Heavy Industrial Transition Overlay (IHO) within the Land Use Bylaw restricts the uses permitted within a certain distance of the heavy industrial uses in the heavy industrial area in the western portion of Sherwood Park. Strathcona County's IHO in the Land Use Bylaw is based on the Major Industrial Accidents Council of Canada (MIACC) standard for cumulative risk assessment. These guidelines, originally created by MIACC,

are now updated and monitored by the Canadian Society for Chemical Engineering Process Safety Management (CSCHE-PSM). The Capital Region Growth Plan requires that risk management assessments be undertaken for all existing and future sites of petrochemical clusters, and that the standard for risk management assessment shall be the standard established by MIACC.

Strathcona County is currently exploring the possibility of creating an overlay for the growth areas which would impose restrictions based on MIACC for pipelines. Consideration has also been given to implementing an overlay for highways and railways, due to the risks posed by hazardous substance transportation on these routes. In the field of risk management, risk is typically expressed as the likelihood of a fatality arising from an event within the span of a year. The 1×10^{-6} contour represents the societally acceptable level of risk related to an industrial accident. This represents the risk levels imposed on the public from industrial operations, and does not represent any risks of long term health impacts or damage to the environment.

Strathcona County's Cumulative Risk Assessment for the heavy industrial area identifies two risk management buffers which are implemented in the Land Use Bylaw as the Heavy Industrial Transition Overlay (IHO): a 1.5 km IHO buffer representing a 1×10^{-5} , or a 1 in 100,000, chance of a fatality and a 3.0 km buffer representing a 1×10^{-6} , or a 1 in 1,000,000, chance of a fatality within one year.

Figure 3.5
Pipeline, Highway and Railway Risk Contours



3.6 Transportation Infrastructure

A separate Cumulative Risk Assessment was undertaken for pipelines, highways and railways in the Colchester area based on MIACC. Figure 3.5 shows a total buffer zone of 250 metres from the pipeline right-of-ways, which is broken down into a 120 metre buffer for a 1×10^{-5} risk contour, and an additional 130 metres for a 1×10^{-6} risk contour. For highways, the 1×10^{-5} risk contour would be 50 metres, but the total buffer zone for the 1×10^{-6} risk contour would still be 250 metres. Figure 3.5 shows the 1×10^{-5} and 1×10^{-6} risk contours for pipelines, railways and highways in Colchester.

If Strathcona County decides to implement restrictions based on MIACC for pipelines, railways, and highways, this will mean a range of sensitive uses would be prohibited. Between the right-of-way and the 1×10^{-5} risk contour these include residential and institutional uses, some industrial uses, and many commercial uses, excluding retail. Between the 1×10^{-5} and 1×10^{-6} risk contours, some residential uses, institutional and industrial uses would be prohibited. In addition, a number of other uses would be discretionary within the overlay. These are typically commercial uses that could have higher occupancy.

The Colchester area is surrounded by major regional roadways on all four sides. Highway 14 is a high standard four-lane divided freeway that runs along the south edge of the site and connects with Highway 216 (Anthony Henday Drive), which runs approximately half a mile west of the western boundary of the site (on the far side of the Transportation Utility Corridor). Highway 216 is a multi-lane freeway that is part of the national highway system. Highway 21 is a major provincial highway which runs in a north-south direction along Colchester's eastern boundary and along the east edge of Sherwood Park; it provides an important high capacity linkage to Alberta's Industrial Heartland to the north and the Fort McMurray region through connection to other highways. Highway 21 is currently a two lane paved highway along the east edge of Colchester but widens to four lanes from just south of Highway 628 to the north through Fort Saskatchewan. It is likely that Highway 21 will be upgraded to four lanes at some point in the future. The northern edge of Colchester is bounded by Highway 628 which runs east-west and forms an extension of Whitemud Drive within the City of Edmonton. Highway 628 is currently two lanes wide from Highway 216 to Highway 21.

At present, access to/from the Colchester area is by way of at-grade intersections on Highway 628 at Range Roads 233, 232 and 231, as well as by way of at-grade intersections on Highway 21 at Township Road 520 and Township Road 521. The at-grade intersections on Highway 628 are controlled by traffic signals at Range Road 233 and at Highway 21; all other at-grade intersections are unsignalized but have stop signs on the minor road approaches to the highway. It is likely that as traffic conditions warrant, traffic signals would also be considered for the Range Road 232 and 231 intersections on Highway 628. Alberta Transportation has

completed a functional plan for the widening of Highway 628, but these plans did not contemplate urban development within Colchester.

The population capacity of Colchester will be limited by the number and type of access points provided to the new community. A transportation analysis of four different transportation infrastructure scenarios on Highway 628 was undertaken to determine the population that each could support. The transportation scenarios and corresponding population limits for Colchester are as follows:

Scenario 1: Three signalized intersections on Highway 628. This scenario would support a maximum population of 28,600.

Scenario 2: Five signalized intersections on Highway 628. Adding two additional signalized intersections between Range Roads 231 and 232 and Range Roads 232 and 233 would support a maximum population of 38,000.

Scenario 3: Three interchanges on Highway 628. Building three interchanges on Highway 628 at Range Roads 231, 232 and 233 would support a maximum population of 53,500, however it would be highly disruptive to surrounding existing country residential properties.

Scenario 4: Two intersections and one interchange on Highway 628. Combining one interchange on Highway 628 at Range Road 232 with two signalized intersections at Range Roads 231 and 233 would support a maximum population of 38,000. This scenario is inferior to Scenario 2 because it supports the same population but would cost more and create more disruption for surrounding existing country residential properties.

3.7 Water, Wastewater and Stormwater Servicing

The Colchester area is located within a reasonable distance from existing utility infrastructure, which allows for servicing options. Currently, Strathcona County receives water from EPCOR at the 34 Street/92 Avenue booster station location. Offsite wastewater servicing for the Colchester area can be provided by the Southeast Regional Trunk Sewer (SERTS), the upstream end of which is currently located 9.5 km north of Colchester at the junction of Anthony Henday Drive and Highway 16.

The Colchester area contains an extensive network of wetlands, which will create opportunities for natural approaches to stormwater management that utilize existing wetlands. There will be further opportunities for hybrid systems of natural and engineered facilities. Finally, Fulton and Mill creeks, along with their tributaries, can be used to convey controlled and treated stormwater discharges from the area.

4 Planning Process

The development of the Colchester Growth Management Strategy (GMS) involved four phases of work and regular public consultation. A comprehensive communications and public engagement plan was developed at the outset to ensure key stakeholders and County residents would have multiple ways to stay informed and provide input.



4.1 Phase One

To start the consultation process, in May 2015 interviews were carried out with key stakeholders from government, industry, community groups and other organizations. The purpose of the interviews was to inform stakeholders about the project and hear their thoughts and aspirations about a new community in Colchester. The list of stakeholders interviewed included representatives from:

- Strathcona County Council
- Alberta Transportation
- City of Edmonton
- Elk Island Public School Board
- Elk Island Catholic School Board
- Local development industry
- Local business community
- Utility providers
- Non-profit housing providers
- Community groups

On the evening of May 13, 2015, a landowners' meeting was held to inform landowners in Colchester and their representatives about the growth management strategy (GMS) initiative and to get input for the development of a vision and principles for Colchester. A presentation on the project purpose, timeline and process was given twice, followed each time by a question and answer period. Landowners within Colchester were sent letters of invitation to the meeting, and 66 attended.

The landowners' meeting was followed by an open house the next evening, May 14, 2015, where the same information was presented. Landowners adjacent to Colchester were sent letters of invitation to the open house, and it was also advertised through the Sherwood Park News, the County's digital display boards and project website, and a media release. The open house was attended by approximately 90 people.

4.2 Phase Two

In June 2015, a one-day design charrette was held with County staff, including members of a Technical Advisory Committee. The participants were split into three groups and asked to develop community design concepts for Colchester, having consideration for the preliminary vision and principles that had been developed from public feedback in May, the technical opportunities and constraints for development in Colchester, and best practices in community design. The outcomes from the charrette informed the development of three initial community design concepts for a new community. These were then evaluated based on the extent to which they achieved the vision and supported the principles, and the strongest features of each were incorporated into a draft community design concept. The initial concepts and draft community design concept were presented at three events held in September

and October 2015: a roundtable with the local development community on the afternoon of September 30, 2015 a landowners' meeting on the evening of September 30, 2015 and a public open house on the evening of October 1, 2015.

The landowners' meeting and open house were publicized using the same methods used for previous events. For the developers' roundtable, members of the local development community were invited, and a general invitation was also extended through the local chapter of the Urban Development Institute. Approximately 49 people attended the landowners' meeting and 51 people attended the open house. Eleven people representing nine development companies attended the developers' roundtable.



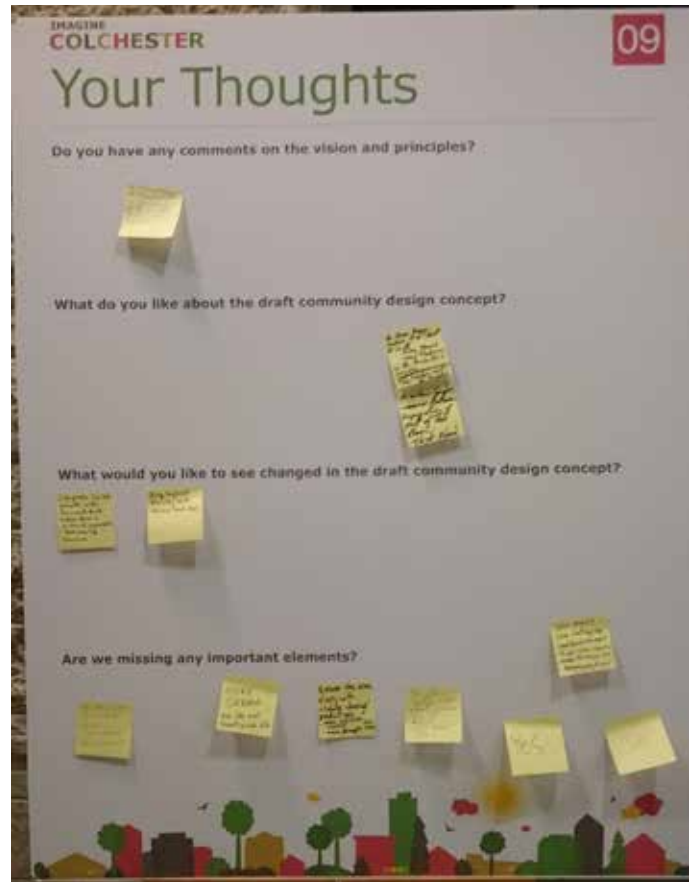
Community design concepts produced by groups at the charrette.



4.3 Phases Three and Four

A draft recommended community design concept was developed based on the feedback from the consultation events in Phase 2. Preliminary policy directions were also created to provide guidance on how to achieve the vision and principles for Colchester. The concept and policy directions were presented at a landowners' meeting on November 25, 2015, which was attended by 47 people, and a public open house on November 26, 2015, which was attended by 55 people.

In the final phase of the project, feedback from the open house and landowners' meeting informed the finalization of the community design concept and preparation of the Colchester Growth Management Strategy. The final document will be presented to County Council at a public meeting in early 2016.



5 Vision and Principles

An overarching vision and seven guiding principles for a new community in Colchester emerged from the consultations held in May 2015. The resulting vision and principles were presented at a landowners meeting on September 30th and a public open house on October 1st, 2015. They are rooted in the concept of sustainable development, which is at the heart of the County's Municipal Development Plan. In broad terms, this means that development in the new community in Colchester should be environmentally and fiscally responsible and support social well-being and cultural diversity.

5.1 Vision

Colchester will be a **unique community** distinguished by the area's moraine landscape.

Development will respect Colchester's natural features and **connect people to the environment**.

Direct road, transit and trail links will **integrate the community** with its surroundings and the larger region.

Colchester will be a **welcoming community**, providing affordable and diverse housing options for all who choose to live there as well as mixed use centres and a variety of community spaces for people to come together.

5.2 Principles



1 Acknowledge and Respect Colchester's Rural Heritage

Colchester's history as an early settlement area in the County should be reflected in a new urban community. Physical remnants of the past such as the Colchester Cemetery and Old Edmonton Trail should be incorporated into future development and used as an educational resource about the history of the area. Existing country residential properties should be sensitively integrated into the future fabric of Colchester with appropriate transitions from adjacent development.

2 Integrate and Conserve the Natural Environment

Development should respect Colchester's location within the Beaver Hills Moraine and demonstrate good environmental stewardship of the land. The community should be structured around and conserve Colchester's significant natural features, including Gray's Lake, Fulton Creek, Mill Creek and significant wetlands. The existing Sherwood Park Natural Area should be linked to this environmental network to create a visible and accessible amenity. Colchester should incorporate best practices in conservation and sustainable development, including low impact development approaches to stormwater management. Innovative green design, energy efficient technologies, and high quality and enduring materials should be used in new development.



3 Support the Local and County Economies

A thriving retail and services sector in Colchester should both provide jobs for residents and ensure people are able to meet their daily needs close to home. Key locations within Colchester should be designated for employment uses that support the local and County economies. Space should be provided to accommodate Strathcona County's growing professional services sector as well as other office uses. Affordable space should be provided for small businesses, encouraging entrepreneurship within the community. Colchester should also be highly integrated with other key employment nodes, so that residents have easy access to job opportunities throughout the region.

4 Provide Diverse Housing and Neighbourhoods

Colchester should be a community that has a place for everyone – all ages, incomes, cultures, and levels of ability. The range of housing types and ownership models should be desirable and marketable and support a diversity of residents. This includes different forms of housing such as apartments, townhomes, and single family homes, both rental and ownership opportunities, affordable housing, and the incorporation of existing country residential acreages. People at all stages of the life cycle should be able to meet their housing needs in Colchester, and everyone who works in Colchester should be able to find affordable accommodation in the community. Each neighbourhood should include a variety of housing types, densities and architectural styles, creating interesting and distinctive streetscapes.



5 Establish Mixed-Use Centres

The residential neighbourhoods of Colchester should be built around mixed-use centres where higher density housing, retail, services and community facilities come together in a compact and walkable form. These focal points will be where community centres, public squares and cultural amenities are clustered. There should be a strong emphasis on design and placemaking in mixed-use centres, with wide sidewalks, attractive landscaping and high quality public spaces incorporated throughout.



6 Provide Transportation Choice

Colchester should feature a highly interconnected street network and “complete streets” that are designed to accommodate all modes of transportation. Residents should have the choice to travel by walking, cycling or transit as well as by car. An efficient transit system that provides connections both locally and regionally should be supported by mixed-use and higher density areas. A comprehensive trail network should link open spaces and natural features within the community and creative use should be made of pipeline corridors as space for recreational trails. Trail networks should also extend beyond Colchester to connect to other trail networks in the County and Sherwood Park.



7 Create a Healthy and Fun Community

The indoor and outdoor recreation opportunities in Colchester should contribute to the high quality of life for which Strathcona County is known. Enjoyment of and appreciation for nature within an urban context should be central to the identity and design of the new community. The Sherwood Park Natural Area, Deermound Dog Off Leash Park and other significant natural features should be complemented by additional high quality outdoor recreation space. Neighbourhoods should incorporate community spaces and provide visible and accessible amenities such as playgrounds, sports fields, picnic areas, walking trails and skating rinks. All outdoor public spaces should be designed for four season use. Indoor community spaces should include recreation facilities and spaces that foster arts, culture and creativity such as libraries and theatres.

6 Community Design Concept

This section describes and illustrates the recommended community design concept for a new community in Colchester. The concept is a high-level plan intended to provide the basis for an Area Concept Plan and guide subsequent, more detailed plans for development, including Area Structure Plans.

6.1 How the Concept was Developed

The recommended community design concept is the culmination of a process that involved the development of three initial community design concepts, a draft community design concept and a draft recommended community design concept. The three initial concepts explored the possibilities for Colchester using the transportation infrastructure on Highway 628 and corresponding maximum populations from Scenarios 1, 2 and 3 of the transportation analysis. They were evaluated based on the vision and principles, and their best features were combined to create the draft community design concept. The draft concept was presented to the public in September/October 2015 and refined based on public feedback to create the draft recommended concept. The public was invited to comment again in November 2015, after which the recommended community design concept was finalized.

All three initial concepts supported the vision and principles for a new community to varying degrees of success, and shared the following characteristics:

- Conservation of the Sherwood Park Natural Area, other Provincial land, and Deermound Dog Off Leash Park;
- Existing country residential subdivisions maintained;
- Mix of housing types within neighbourhoods;
- Interconnected environmental and open space network;
- Grid of primary roads;
- Highway 628/Township Road 522 as the major entry/exit route;
- Multiple mixed-use centres;
- Employment lands on Highway 14;
- Pipeline setbacks used as green corridors.

Legend




























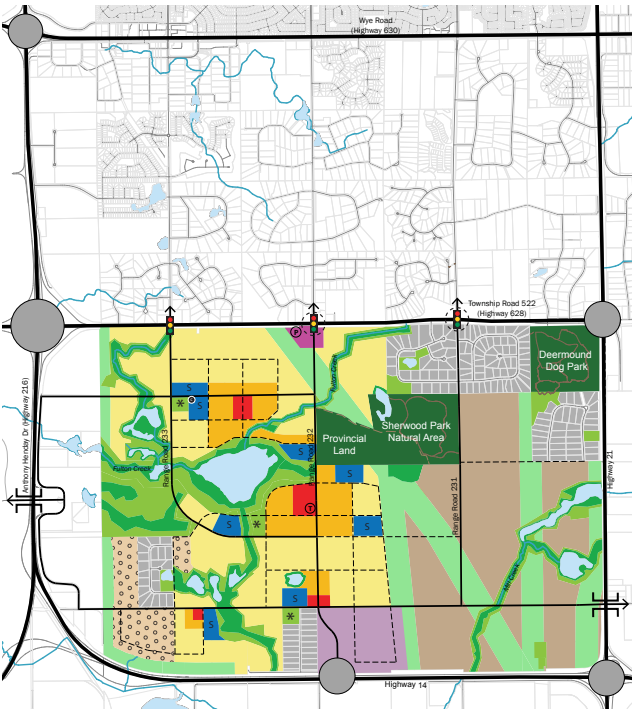
 Existing Residential	 Schools	 Undeveloped Area	 Cemetery
 Low Density Residential	 Institutional	 Lakes	 Transit Station
 Country Residential	 Community Centre	 Streams	 Park & Ride
 Medium Density Residential	 Existing Protected Areas	 Old Edmonton Trail	 Traffic Signal
 Mixed-Use Centres	 Municipal Reserve	 Arterial Roads	
 Town Centre Commercial Core	 Environmental Reserve	 Collector Roads	
 Business Park Area	 Pipeline Corridors (With setbacks for sensitive uses)	 Interchange	
 Major Retail Area		 Highway Flyover	

Figure 6.1
Concept A: Small Town Centre

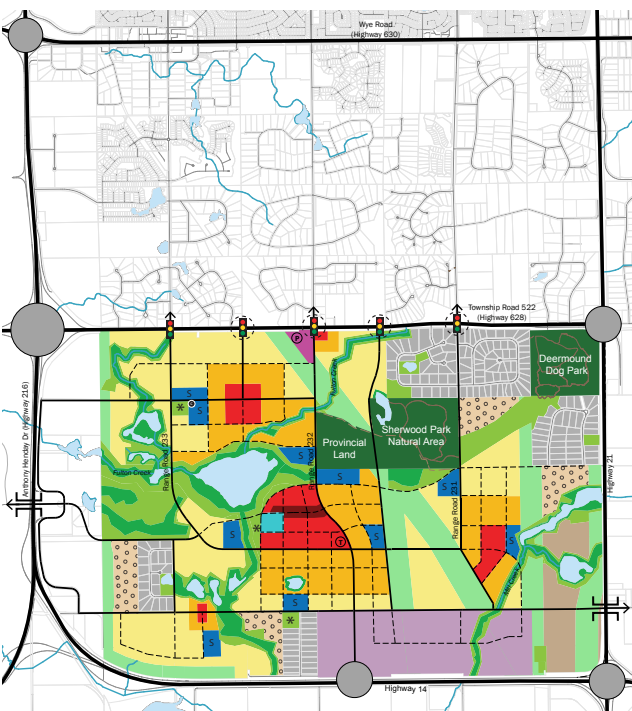


Concept A was designed to use the existing transportation configuration on Highway 628, with the only difference being the signalization of the intersections at Range Roads 231 and 232. The transportation analysis concluded that this configuration could support a population of approximately 28,000. Development in this concept is concentrated to the west of the major pipeline corridor. With its relatively low density, small mixed-use centres, and large percentage of low-density residential neighbourhoods, Concept A is the closest of the three concepts to Sherwood Park today.

Table 6.1 Concept A Statistics

Population	28,700 people
Net Residential Density	30 du/nrha
Dwelling Units	10,800 units
Potential Employment	2,700 jobs

Figure 6.2
Concept B: Mid-Size Town Centre

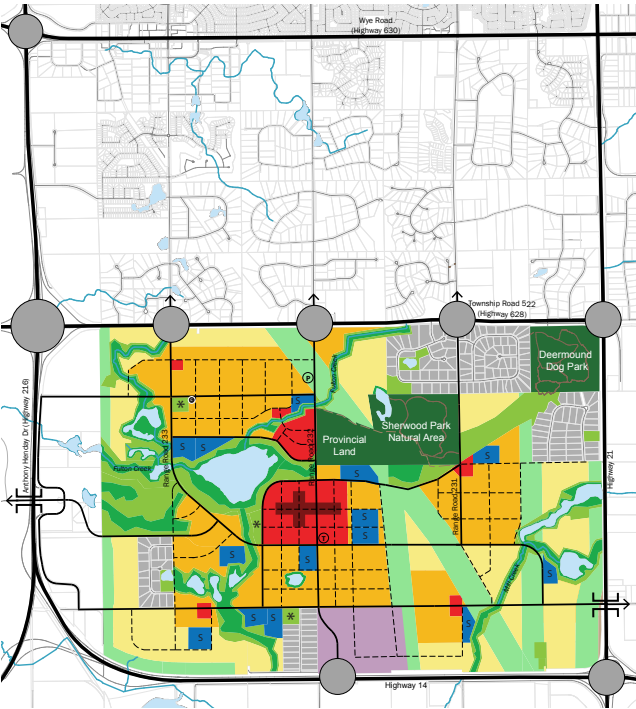


Concept B explores the potential of adding two new signalized intersections on Highway 628, resulting in a transportation configuration that can support a population of approximately 38,000. With its multiple mixed-use centres and large business park, Concept B accommodates the most jobs of the three concepts. With a density of 35 du/nrha and a broad range of neighbourhoods from country residential to high-density, it offers the most diverse mix of housing unit types.

Table 6.2 Concept B Statistics

Population	39,600 people
Net Residential Density	35 du/nrha
Dwelling Units	15,800 units
Potential Employment	7,200 jobs

Figure 6.3
Concept C: Large Town Centre



Concept C features the highest population that can be accommodated in Colchester, requiring the construction of three interchanges on Highway 628. Unlike the other concepts, it does not contain any undeveloped land. It has the highest density of the three concepts and the largest percentage of medium- and high-density neighbourhoods.

Table 6.3 Concept C Statistics

Population	51,000 people
Net Residential Density	40 du/nrha
Dwelling Units	20,500 units
Potential Employment	4,900 jobs

Table 6.4 compares the three concepts for Colchester, assessing them against the seven principles established for the new community. Concept B performed the best of the three concepts in regard to the principles. Its major structuring features in terms of the transportation network and land use structure provided the basis for the draft community design concept, which supported a population of 38,600 at a density of 31 du/nrha and 4,600 jobs.

- ✓ = Good
- ✓✓ = Better
- ✓✓✓ = Best
- = Does not fully meet principle

Table 6.4 Evaluation of the Concepts

Principle	Concept A	Concept B	Concept C
Acknowledge and Respect Colchester’s Rural Heritage	✓✓	✓✓✓	-
Integrate and Conserve the Natural Environment	✓✓	✓✓	✓✓
Support the Local and County Economies	✓	✓✓✓	✓✓
Provide Diverse Housing and Neighbourhoods	✓	✓✓✓	✓✓
Establish Mixed-Use Centres	✓	✓✓✓	✓✓
Provide Transportation Choice	✓✓	✓✓✓	✓
Create a Healthy and Fun Community	✓✓	✓✓✓	✓✓✓

Fiscal Impact Analysis

To assess the impact of each of the three initial concepts on the County's residential property tax rate, a fiscal impact analysis was undertaken. It concluded that the three concepts would have a very similar impact on the tax rate. The analysis took 2013 as the base year using the County's 2013 operating budget data and municipal tax rates, in order to perform an analysis that is comparable to the one that was completed for Bremner. It assumed that development in the Colchester area would not commence until 2020, and, based on population forecasts, projected that Concept A would be built out at the end of 2042, Concept B would be built out at the end of 2048, and Concept C would be built out at the end of 2053. The fiscal impact model assumed there would continue to be some residential development outside of Colchester in the county and considered the impacts of this growth, as well as the impacts of continuing to service existing development.

The model also assumed that industrial growth would continue at an average annualized rate in line with industrial growth in the County over the past 30 years.

Assessment projections were developed for each of the concepts, as well as projections of future soft capital requirements and hard infrastructure costs for Colchester. The analysis found that as the community grows in population, hard and soft infrastructure costs generally would be in line with increasing revenues from the development. At full build-out, the projected municipal tax rates are projected to be consistent with today's rate and vary by only 1.1% across the three concepts.

Since the fiscal impact analysis showed the three concepts to be very similar, it did not affect the development of the recommended concept.

6.2 Recommended Community Design Concept

In this section, the recommended community design concept is broken down and described by its structuring elements of land use, environment and open space, transportation, and servicing.

6.2.1 Land Use

The pattern of land uses in the recommended community design concept supports the development of a diverse community where parks, schools, shops and services are close to all neighbourhoods. Each component of the land use concept is intended to have somewhat distinct characteristics while complementing and supporting adjacent components.

- Low-density Neighbourhoods are intended to contain a mix of lower density housing comprised predominantly of detached dwellings (approximately 60%) but also semi-detached dwellings and duplexes (20%) and townhomes (20%).
- Medium-density Neighbourhoods are intended to accommodate a mix of low-rise housing, including townhomes (approximately 50%), detached dwellings (20%), semi-detached dwellings and duplexes (20%) and apartments in low-rise buildings generally up to four storeys (10%).
- Mixed-use Centres are intended for higher-density forms of housing, including apartments in low-rise buildings (approximately 50%), townhomes (30%) and apartments in mid-rise buildings up to nine storeys (20%). These areas would also accommodate small-format and mid-size retail and other commercial uses in standalone buildings or integrated with residential uses in mixed-use buildings.

- The Major Retail Area is intended primarily for large-format retail stores and other auto-oriented commercial uses that will complement but not compete with retail offerings in the Mixed-use Centres.
- The Business Park Area is intended for a range of employment uses and business types, including office buildings and light industrial uses. These areas are envisioned to contain businesses in sectors targeted for growth in the county, including health care, finance, and professional, scientific and technical services. However, since there are other large areas in the county planned or proposed for industrial and other employment uses, the build-out of the Business Park Area may take several decades.
- Institutional land is intended to be reserved for a major institution such as a college, university or healthcare facility, should one decide to locate in Colchester. Preferred locations for schools are identified near the open space system, but will have to be confirmed in consultation with the school boards as Area Structure Plans are prepared. Larger sites are appropriate for high schools or joint K-9 school sites.

Table 6.5 provides statistics associated with each of the land use designations. The numbers are not intended to be prescriptive but are based on assumptions tied to the principles for a new community in Colchester and the policy directions contained in the next section. For example, the mix of housing types across the community is consistent with the principle and targets for housing diversity, and the yields for the mixed-use centres assume a balance of housing and retail, with complementary office uses.

Figure 6.4
Land Use Concept

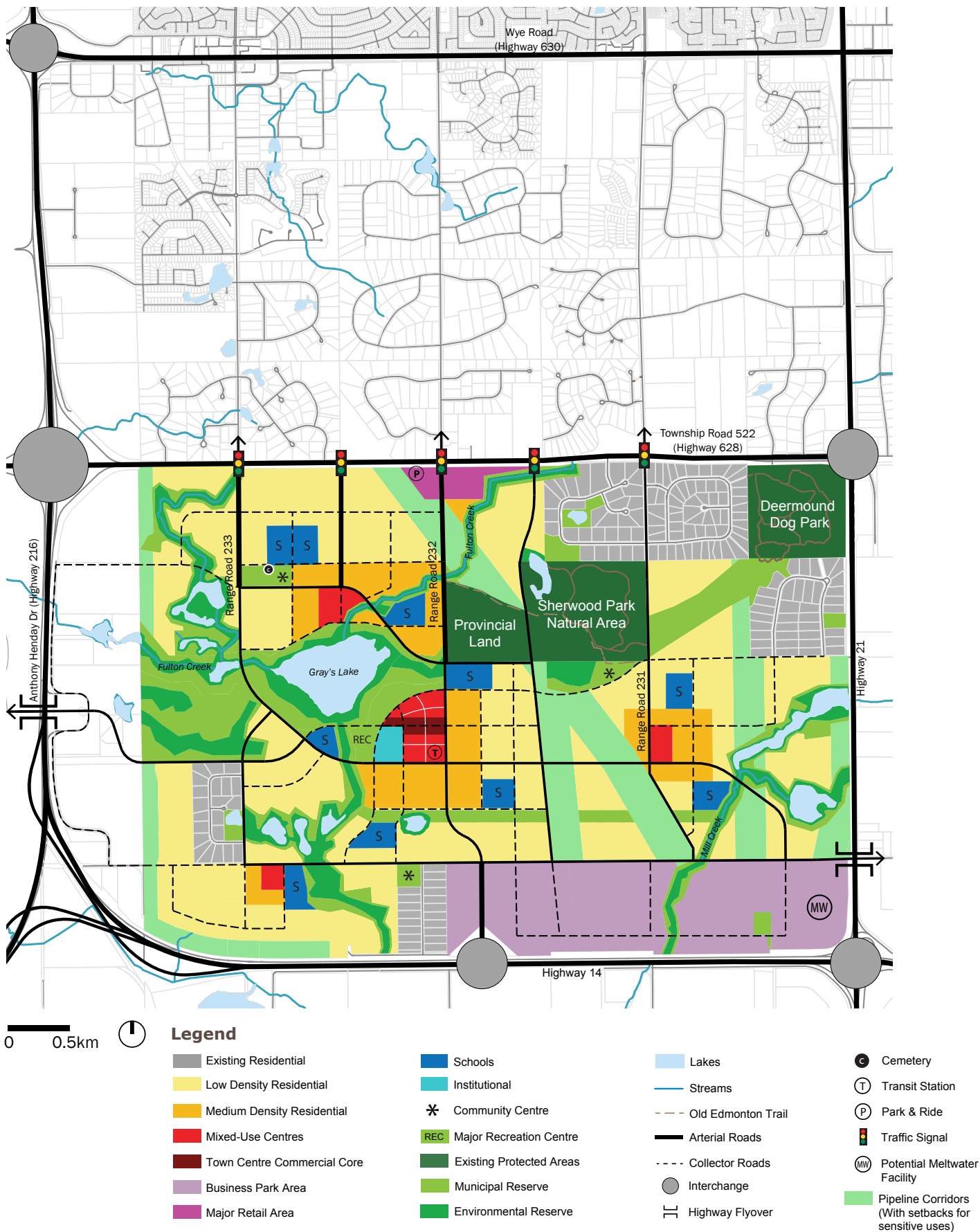


Table 6.5
Recommended Community Design Concept Statistics

Housing

Residential Land Use	Gross Land Area (ha)	Gross Land Area - ER (10%) ¹	Net Land Area (ha) ²	Housing Mix ³	Average Density (du/nrha)
Low Density	622	560	364	60/20/20/0/0	28
Medium Density	138	124	81	20/20/50/10/0	44
Mixed-use	42	37	12	0/0/30/50/20	90
Total	802	722	457		33

Residential Land Use	Total Units	Detached and Semis	Townhomes	Apartment Dwellings	Population ⁴
Low Density	10,200	8,200	2,050	0	27,900
Medium Density	3,600	1,400	1,800	300	8,950
Mixed-use	1,100	0	350	800	2,000
Total	14,900	9,600	4,200	1,100	38,850

Unit Mix by Typology

Housing Typology	Total Units	Unit %
Detached and Semis	9,600	64%
Townhomes	4,200	28%
Apartment Dwellings	1,100	8%
Total	14,900	

Parkland and Environmental Open Space

Employment Land Use	Land Area (ha)
Parkland ⁵	260
Environmental Reserve	160
Provincial Land	110
Deermound Dog Park	60
Total	590

Employment

Employment Land Use	Gross Land Area (ha)	Gross Land Area Additional ER (10%) ¹	Net Land Area (ha) ²	Retail GFA (sq. m.)	Office GFA (sq. m.)	Retail Jobs	Office Jobs	Industrial/ Office Jobs
Mixed-use	42	37	14	35,100	7,000	900	300	0
Major Retail	16	15	11	27,800	0	600	0	0
Business Park	219	197	140	0	0	0	0	5,000
Total	277	249	165	62,900	7,000	1,500	300	5,000
Total Jobs	6,800							

Community Facilities

Community Facilities	# of Facilities	Land Area
Schools	9 K-9	62 ha
	1 HS	
Other Institutions	1	7 ha
Major Recreation Centres	1	-
Local Community Centres	2	-
Library	1	-

- 1 – Due to the moraine landscape, an additional 10% of land was assumed to be required for ER
- 2 – Net land area excludes roads, utilities and stormwater management facilities. In Mixed-use Centres, land for stand-alone retail is also excluded.
- 3 – Housing mix expressed as percentages of detached / semi-detached & duplexes / townhomes / low-rise apartment dwellings / mid-rise apartment dwellings.
- 4 – Population estimates are based on 2.8 persons per detached/semi-detached home, 2.5 persons per townhome and 1.5 persons per apartment dwelling.
- 5 – Includes land for community centres.

Note: All figures are approximate.

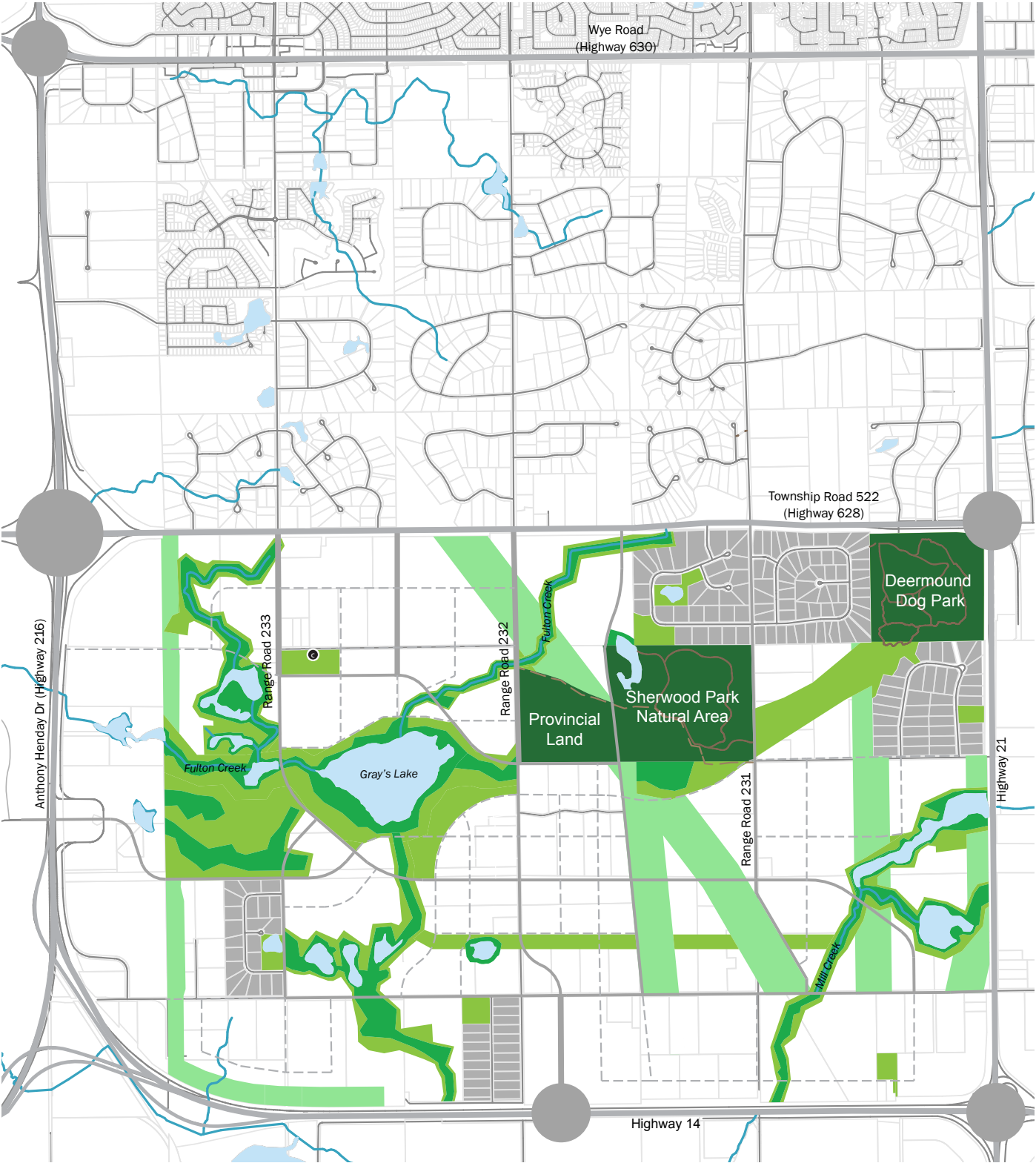
6.2.2 Environmental Framework and Open Space Concept

Existing major natural features and conservation areas will form the core of an interconnected open space system that protects and links areas for future designation as Environmental Reserve. The Sherwood Park Natural Area, Deermound Dog Off Leash Park, Fulton Creek, Mill Creek and the significant wetlands will provide the backdrop for other parks and linear open space, providing additional linkages. Pipeline corridors will be incorporated into the overall open space network. Lined for the most part by public streets, the greenspace system will be highly visible and accessible, enhancing the image of neighbourhoods and the quality of life for all residents.

A central park adjacent to both Gray's Lake and the future Town Centre will become a major gathering place for the community and signature open space. Locating schools adjacent to the major open space system, where possible, will enhance educational and recreational opportunities for students.

The boundaries of the greenspace network are conceptual and will need to be refined based on detailed biophysical assessments and parks and open space master plans. The width of linear open spaces, for example, may need to be reduced to optimize Municipal Reserve dedication for parkland and other community facilities. Nevertheless, the goal of an interconnected open space network should be maintained.

Figure 6.5
Environmental Framework and Open Space Concept



0 0.5km

- Legend**
- Existing Protected Areas
 - Municipal Reserve
 - Environmental Reserve
 - Pipeline Corridors (With setbacks for sensitive uses)
 - Cemetery

6.2.3 Transportation Concept

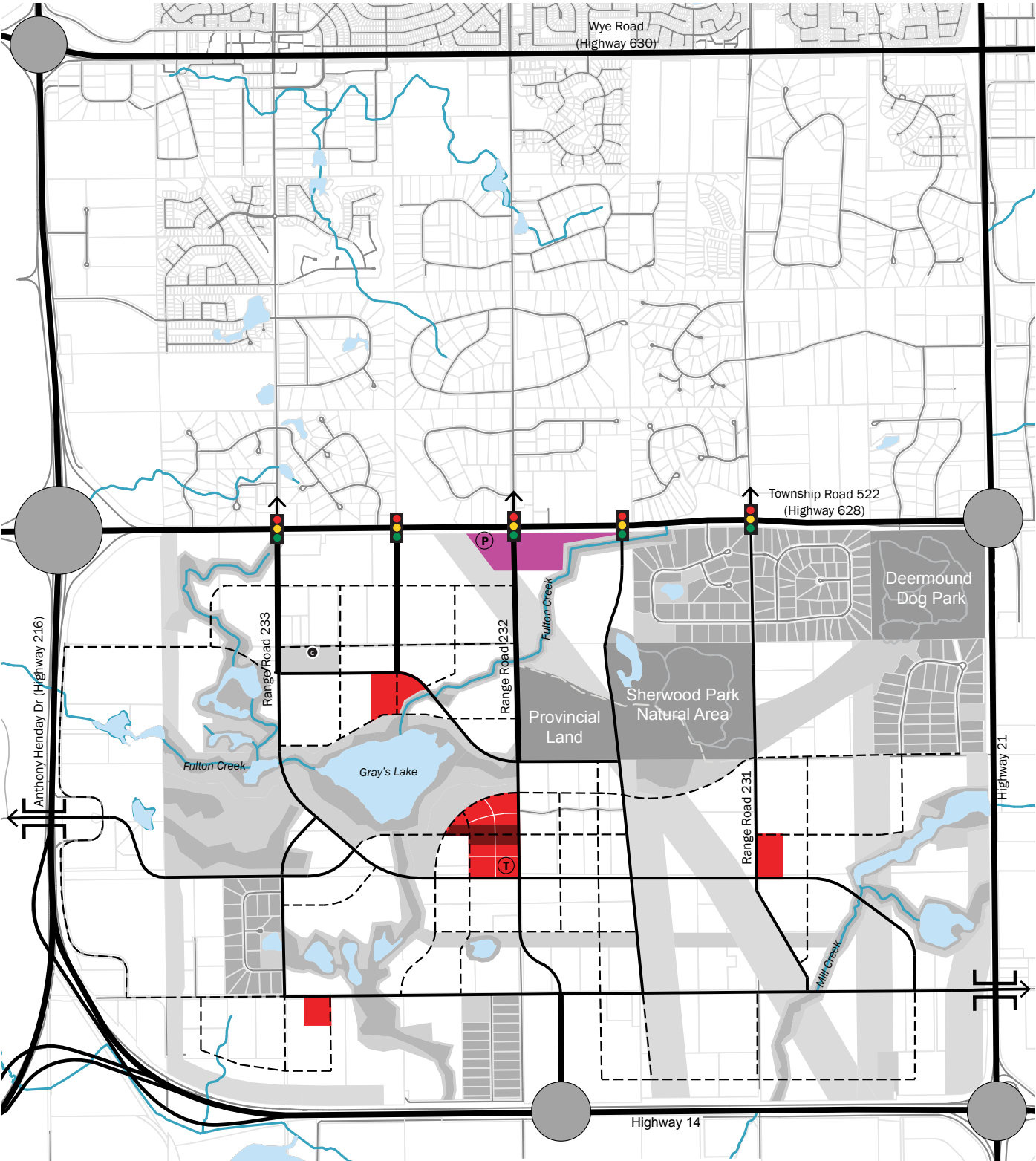
Access to and from Colchester will be via five signalized at-grade intersections on Highway 628 at Range Roads 233, 232 and 231, as well as mid block between Range Roads 233 and 232 and between Range Roads 232 and 231. Access configurations proposed for Highway 628 will need to be explored further with Alberta Transportation. There is the possibility that the County made need to take over control of Highway 628 from Alberta Transportation given that the existing functional plans did not contemplate urban development in Colchester. Additional direct access will be provided to Highway 14 by way of an interchange at Range Road 232. An existing flyover across Highway 216 at 34 Avenue will provide a limited westerly connection to Edmonton's arterial roadway network. The existing at-grade intersections on Highway 21 at Township Road 520 intersection will be replaced by a flyover and provide limited access to the area east of Highway 21.

The internal roadway network within Colchester is designed to offer a high level of connectivity through a fine-grained street grid that prioritizes the safety and convenience of vulnerable users over vehicular traffic. The fine grained grid is intended to keep the street network at a human scale with short block lengths for ease of way-finding and readability by pedestrians and cyclists. The completeness and continuity of the grid is somewhat muted near the west, south and east edges of Colchester due to the external access constraints referenced above.

All elements of the street network should have a distinctly urban configuration. While combinations of straight and curvilinear streets may be used to form the street grid, the use of conventional suburban style elements such as loops, crescents and cul-de-sacs should not be considered as these elements will diminish the functionality and connectivity of the street network. In order to encourage and enable a diversity of travel choices, the road network should be designed according to the principles of complete streets which are aimed at facilitating comfort, safety and convenience for all travel modes; specific features to facilitate pedestrian, cyclist and transit travel should be included.

Strathcona County will provide an appropriate range of transit services to the area; the exact nature and extent of service will depend on the type and magnitude of development. In time, a transit station will be located within the Town Centre to serve as a collection and distribution point for transit service within Colchester. In addition, a Park-and-Ride lot will be located on the west side of Range Road 232 immediately adjacent to Highway 628 to serve as a transfer point to commuter transit services to Edmonton. To support the efficiency and reliability of transit service, there may be a need to consider bus lanes or transit priority measures on the range roads (233, 232, 231) connecting Colchester to Highway 628 and Sherwood Park further north. Figure 6.6 illustrates the transportation concept within Colchester.

Figure 6.6
Transportation Concept



0 0.5km

- Legend

 - Mixed-Use Centres
 - Town Centre Commercial Core
 - Major Retail Area
- Arterial Roads
 - Collector Roads
 - Interchange
 - Highway Flyover
- Cemetery
 - Transit Station
 - Park & Ride
 - Traffic Signal

6.2.4 Servicing Concept

Water

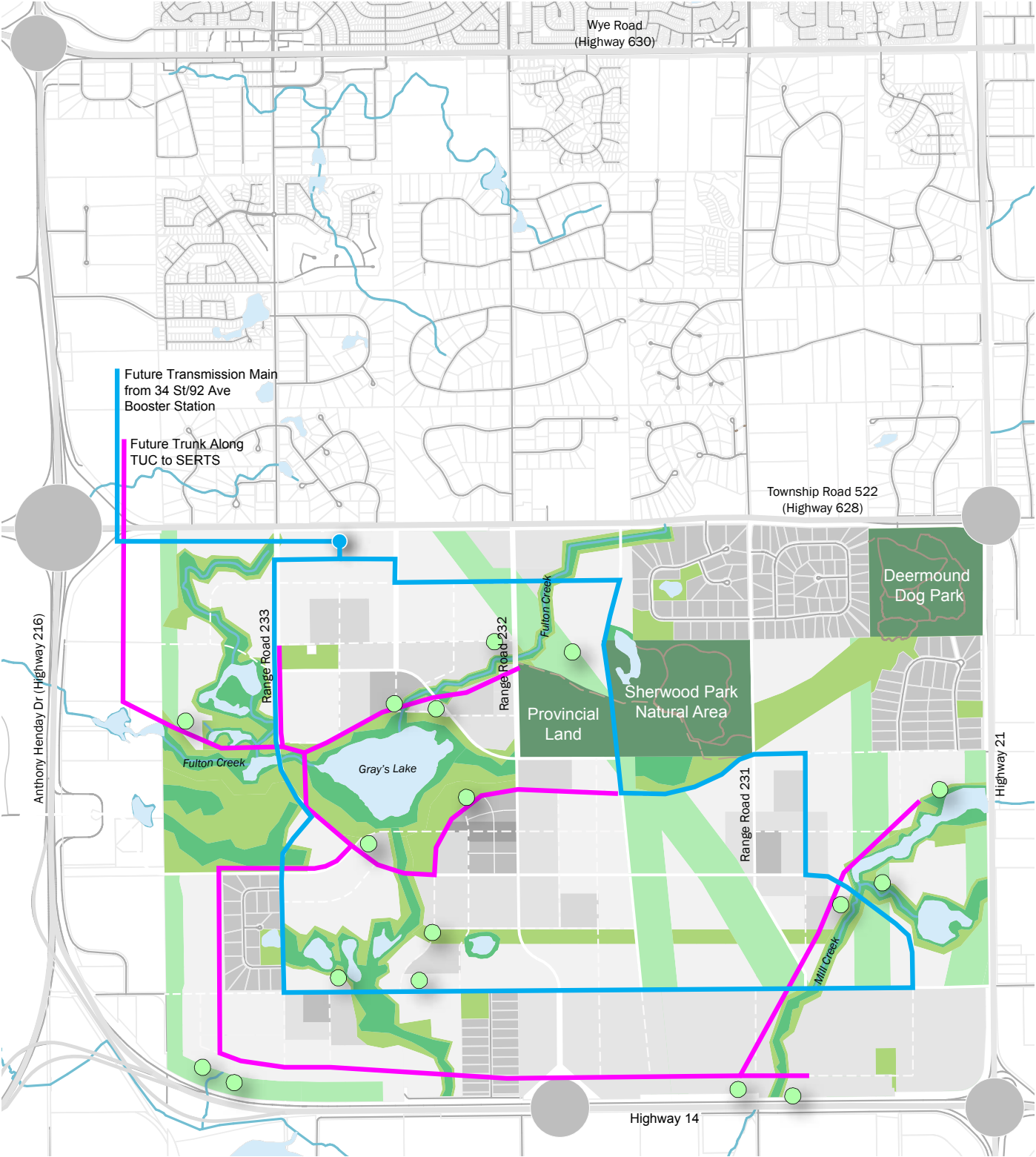
Water servicing of the Colchester area will consist of a new transmission line to be constructed from the 34 Street / 92 Avenue booster station. This line would be constructed along 92 Avenue to the Transportation Utility Corridor (TUC, Anthony Henday Drive). There, the transmission line would follow the municipal services corridor within the TUC south to Highway 628 (with approval of Alberta Transportation), and then parallel the Highway 628 ROW going east to a potential reservoir located in the northwest part of the Colchester area. Further investigation is required to determine the remaining space between existing utilities in the TUC. Unfortunately, it is not feasible to service Colchester from the existing Sherwood Park distribution system, as distribution water mains in the country residential district north of Colchester were not sized to accommodate additional development.

An onsite reservoir will be required to provide potable water storage for the Colchester area, and a logical location is the high point (elevation 742 m) located about 1.3 km east of the western site boundary along Highway 628. Given that the topographical relief of the area is only about 28 m, a single pumped pressure zone is anticipated to be adequate to service the entire study area, although this is dependent upon the design of the distribution network.

Wastewater

Offsite wastewater servicing for the Colchester area will be provided by the Southeast Regional Trunk Sewer (SERTS), the upstream end of which is currently located 9.5 km north of Colchester at the junction of Anthony Henday Drive and Highway 16. One offsite wastewater trunk constructed within the municipal services corridor in the TUC would be required to connect the Colchester system to SERTS, which would be used to convey the flow north to the Alberta Capital Region Wastewater Treatment Plant on Township Road 540. The upstream end of the offsite wastewater trunk may require trenchless construction as deeper than average depths would be required to provide gravity servicing to Colchester. It would be possible to reduce the length of very deep trunk by constructing a pump station, however the most sustainable option to reduce long-term operating costs would be a gravity system.

Figure 6.7
Servicing Concept



0 0.5km

- Legend**
- Potential Reservoir Site
 - Potential Stormwater Management Pond Location
 - Potential Water Servicing
 - Potential Wastewater Trunks

Onsite wastewater servicing will be provided by a series of gravity wastewater sewers and trunks generally following the topography to the offsite trunk connection point. Due to topographical constraints created by Fulton Creek and Mill Creek, and their wetlands, significant engineered fill will be required to facilitate development if a gravity sewer system is desired. Wastewater lift stations could be used to minimize the extent of fill, however significant fill would still be required for stormwater servicing. One or more lift stations could be considered, however it is preferable to provide servicing by gravity to minimize future operating costs, an important component of sustainability. A detailed engineering study is recommended to evaluate and compare the capital and life cycle costs of a gravity system compared to a pumped system, including the impact of grading (fill) requirements and with consideration for storm servicing.

Stormwater

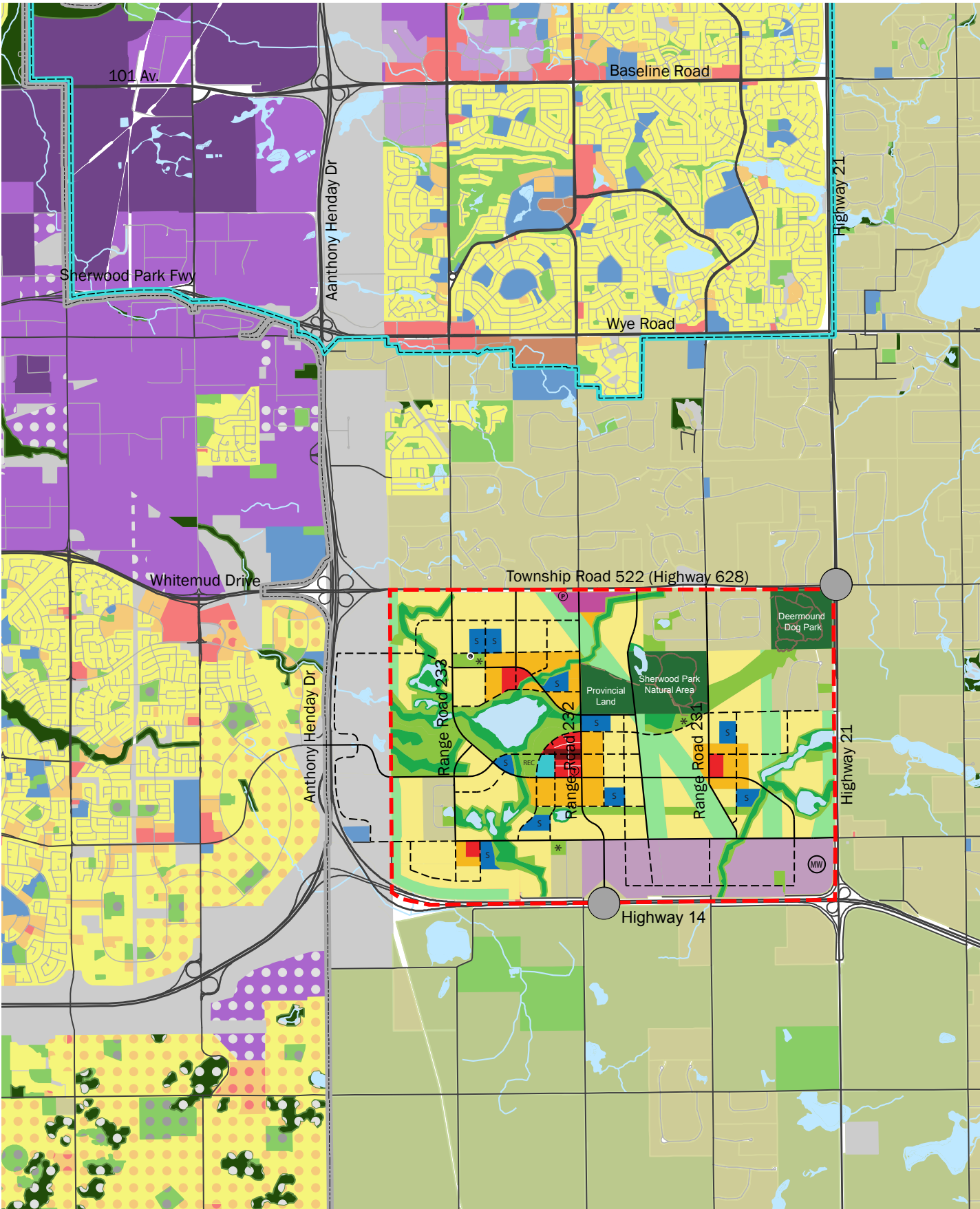
The Colchester area is drained by Fulton and Mill Creeks, with the watershed boundary between the creeks running through the development area. Along the creeks and tributaries there are several existing natural areas (wetlands, tree stands, wildlife habitats) which may be retained as Environmental Reserve or Municipal Reserve upon development. At several locations there is opportunity to create enhanced park and recreation areas with the conservation of environmental features such as tree stands and natural wetlands, combined with engineered wetlands or wet ponds for stormwater management.

Onsite stormwater servicing will be provided through a number of storm sewer systems discharging to the stormwater management facilities. The facilities will discharge to either Fulton or Mill Creeks, or one of their tributaries or wetlands. However due to the relatively flat ground surrounding the wetlands and the flat slopes of the shallow creeks, significant engineered fill may be required to allow for adequate relief from developed ground elevation to the SWMF outlet elevation. Approximately 3 to 5 m elevation difference between the developed ground (road/buildings) and the SWMF outlet (ditches or pipe invert) is required.

Fulton and Mill Creeks are sensitive water courses under pressure from urbanization in the City of Edmonton and Strathcona County. While peak runoff flow rates to these creeks are routinely controlled through the use of SWMFs, it is recommended that consideration also be given to some degree of runoff volume control where practical. The extended duration of elevated discharge from SWMFs to creeks has been shown to contribute to stream erosion, thus reducing both the peak flow rate and the total runoff volume discharged from Colchester would help mitigate potential impacts on these urban creeks. Low Impact Development (LID) measures such as rain gardens, bioswales, naturalized drainage courses, and minimization of impervious surface areas, are particularly effective at reducing stormwater runoff volumes through infiltration, evaporation and evapotranspiration.

























The headwaters of Fulton Creek is located within Colchester, and significant natural hydrologic storage exists in the form of multiple wetlands and low floodplains. The impact of developing in this area has the potential to significantly disturb the natural hydrology of Fulton Creek by increasing peak flows and volumes. The County has identified significant ER and MR to protect in this sensitive area, which will help lessen impacts on Fulton Creek. However, a detailed drainage study is required to determine the impact of development on Fulton Creek, and the potential benefits of various BMPs and LID measures to mitigate increased runoff.

Figure 6.8
The Recommended Community Design Concept in Context


























The context map shows how the structure of a new community in Colchester would be different from the urban structure of Sherwood Park and how the two communities would be connected to one another.

Context Legend

-  Watercourse
  Water Body
  Agriculture
  Residential (Country/Rural)
  Residential (Estate/Low Density)
  Residential (Medium/Density)
  Residential (High Density)
  Mixed Use Urban Village
  Commercial (General/Retail)
  Commercial (Low Intensity/Business)
  Industrial Light/Medium
  Industrial (Heavy)
  Institutional
  Environmental Reserve
-  Existing Protected Area
  Parks, Open Space & Recreation
  Utilities
  Residential (Planned)
  Mixed Residential/Commercial (Planned)
  Industrial Non-Heavy (Planned)
  Environmental Reserve (Planned)
  Parks, Open Space & Recreation (Planned)
  Colchester Study Area
  Sherwood Park
  County Boundary

Colchester Legend

-  Existing Residential
  Low Density Residential
  Medium Density Residential
  Mixed-Use Centres
  Town Centre Commercial Core
  Business Park Area
  Major Retail Area
  Schools
  Institutional
  Community Centre
  Major Recreation Centre
  Existing Protected Areas
  Municipal Reserve
  Environmental Reserve
-  Pipeline Corridors (With setbacks for sensitive uses)
  Lakes
  Arterial Roads
  Collector Roads
  Interchange
  Cemetery
  Transit Station
  Park & Ride
  Potential Meltwater Facility

7 Policy Directions

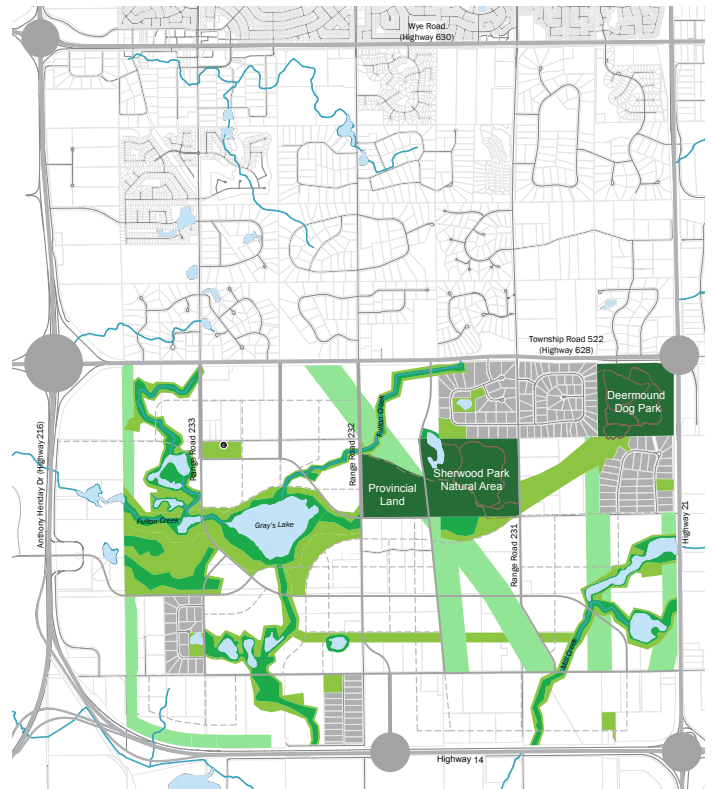
As described in Chapter 6, the community design concept should inform the components necessary to support the vision for development in Colchester. General and specific policies concerning all facets of the community will be required to ensure the vision is achieved and the principles are met. This section provides direction for such policies, which should be embedded in an Area Concept Plan and Area Structure Plans for Colchester, should Council decide to proceed with growth in the area. The policy directions state what the County, developers and others *should* do as they design and build Colchester, as they are recommendations at this stage. Translating the directions into policy, in most cases, will be a simple matter of replacing “should” with “shall.”

7.1 The Natural Environment

The policy directions below support Principle 2, Integrate and Conserve the Natural Environment. They focus on methods to respect Colchester’s unique moraine landscape and numerous wetlands as well as responding to the opportunities and challenges they present for development. They also support the concept of a robust and integrated environmental network that is a defining feature of the community.

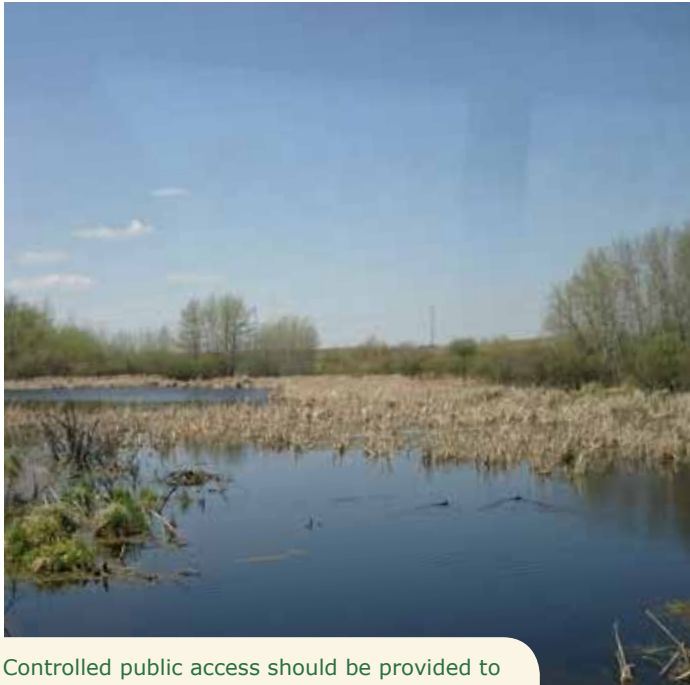
7.1.1 Conservation of Significant Natural Features

The community design concept for Colchester identifies the general location of land to be dedicated as Environmental Reserve (ER). The precise boundaries of the ER will be delineated through future detailed studies undertaken as part of an Area Concept Plan (ACP) or Area Structure Plans (ASPs). It is anticipated that additional ER lands will also be identified at the ACP or ASP stage due to the number of wetlands in Colchester. Other tools may also be used to conserve significant features to enhance the environmental health of the area. The intent of the ER and open space system is to provide a framework for development and contribute to a high quality of life for residents.



7.1.2 Defining Environmental Reserve

Rivers, lakes, creeks, wetlands, other bodies of water and unstable lands should be taken as Environmental Reserve (ER) and encompassed by a buffer that is also dedicated as ER. The width of the ER buffer should be measured from the top of bank and should be a minimum of 10



Controlled public access should be provided to allow residents to enjoy natural features.

metres. The top of bank should be considered to be the top of the waterbody's valley or ravine. Where banks are not well defined (e.g. in the case of lakes and wetlands) the top of bank would be equivalent to the 1:100 year floodplain.

The width of the ER buffer from the top of bank should be determined through a combined analysis of:

- A Top of Bank Survey completed by an Alberta Land Surveyor
- A Slope Stability Study to determine potential for erosion and unstable slopes
- A Floodplain Analysis to determine the 1:100 year floodplain
- A Biophysical Assessment to determine the area needed for pollution control and ensuring the integrity of the feature

Additional ER buffer should be required in situations where it is needed to ensure appropriate access to bed, bank and shore for landscape management activities and for recreational trails outside of unstable slopes or areas susceptible to erosion.

7.1.3 Wetlands

Development in Colchester should achieve "No Net Loss" of wetland functions through a strict series of mitigation activities – avoidance, minimization or compensation – in accordance with Strathcona County's Wetland Conservation Policy.

The goal of Alberta's Wetland Policy, released in September of 2013, is to conserve, restore, protect and manage Alberta's wetlands to sustain the benefits they provide to the environment, society and economy. Development is expected to avoid damage or destruction of wetlands, or minimize the impacts and provide applicable compensation, or replace for the damage of destruction. Compensation options may include restoration of previously drained wetlands, restoration of degraded wetlands, or the use of a wetland mitigation bank.

7.1.4 Environmental and Open Space Network

The Sherwood Park Natural Area, including the Old Edmonton Trail network, should be integrated into the overall environmental and open space network of Colchester. A link to Deermound Dog Off Leash Park should also be established. In addition, the provincially-owned lands to the west of the Sherwood Park Natural Area should be used to establish a further linkage between the Natural Area and Gray's Lake. The provincially-owned lands would be appropriate for community uses such as parks, schools or other public facilities, provided such uses do not conflict with an environmental link for wildlife habitats and movement.

7.1.5 Creek Crossings

Bridge types over Fulton Creek, Mill Creek and their tributaries, as identified in the community design concept, should be based on ecological connectivity needs. Either clear span bridges or culvert style crossings with wildlife considerations may be appropriate to minimize impacts to aquatic or terrestrial habitats and the natural environment. Bridges will be important to establishing a grid of streets within the new community and preventing barriers between neighbourhoods.

7.1.6 Uses Adjacent to Environmental Reserve

Parks, stormwater management facilities and public streets are appropriate uses adjacent to ER, provided they are designed to have minimal adverse impact on environmental features. Private development that backs onto ER should be limited to ensure environmental features provide a broad public benefit to the community and its residents. Where private development is permitted to back onto ER, safe public access along the feature via a public pathway should be provided as MR. Public access to the public pathway between buildings should also be provided at regular intervals.

7.1.7 Access to Environmental Reserve

Generally, trails, boardwalks and lookout points should be used to provide controlled public access to ER while protecting the environmental function of the feature. Area Structure Plans should conceptually identify trail alignments through MR, with access points to ER where appropriate.

7.1.8 Upland Features

Development should incorporate woodlots and other significant natural features that do not qualify as ER into the major open space system. Such features should also be incorporated into the design of parks and other public open spaces wherever possible, as part of the Municipal Reserve dedication. Opportunities to create continuous landscape features through conservation should be incorporated.

7.1.9 Conservation and Management Plans

The County should consider preparing conservation and management plans for Fulton Creek and Mill Creek to address such matters as:

- Permitted and prohibited recreational uses in significant natural areas
- Areas for habitat restoration or enhancement and the means by which this will be achieved
- Guidelines for new open spaces linking natural areas
- Areas for erosion control
- Detailed guidelines for uses adjacent to or integrated with significant natural areas, including parks, stormwater management facilities, streets and private open space

7.1.10 Stormwater Management

The County should apply its Best Management Practices (BMPs) for stormwater management in Colchester to ensure any adverse impacts on creeks, tributaries and other natural features are minimized. The County will occasionally update the BMPs to reflect current best practice.

7.1.11 Deermound Dog Off Leash Park

Deermound Dog Off Leash Park is planned to remain as a regional open space amenity. If consideration were given to developing community facilities on the site in future, further remediation of the park would be required.

7.2 Rural Heritage

The policies below support Principle 1, Acknowledge and Support Colchester's Rural Heritage. They are intended to ensure that the new community respects Colchester's history as an early settlement area in Strathcona County as well as existing land uses that will remain as development takes place. As an area with a range of active rural, commercial, and agricultural uses, development in Colchester should maintain the viability of such uses and have regard for the County's Agriculture Master Plan.

7.2.1 Rural Heritage

Future development should respect the heritage of the Colchester area as the new community develops. Colchester Cemetery and the Old Edmonton Trail, specifically, should be maintained and enhanced with interpretive signage to educate residents and visitors about local history. Historical and cultural information should also be provided about the Beaver Hills.

7.2.2 Transitions

New development should provide an appropriate transition to rural areas outside Colchester and existing country residential subdivisions both within and adjacent to Colchester. Appropriate transitional land uses include low density residential and open space.

7.2.3 Contiguous Development

To avoid conflicts between active rural uses and urban development, the urban community should develop in a contiguous manner and avoid creating fragments of rural land.



Colchester should feature community gardens for local food production.

7.2.4 Buffers

To prevent land use conflicts, developers should provide appropriate open space buffers between urban development and active farmland where no natural buffer exists. The buffer should be designed to be easily integrated with urban development if and when development takes place on the farmland.

7.2.5 Urban Agriculture

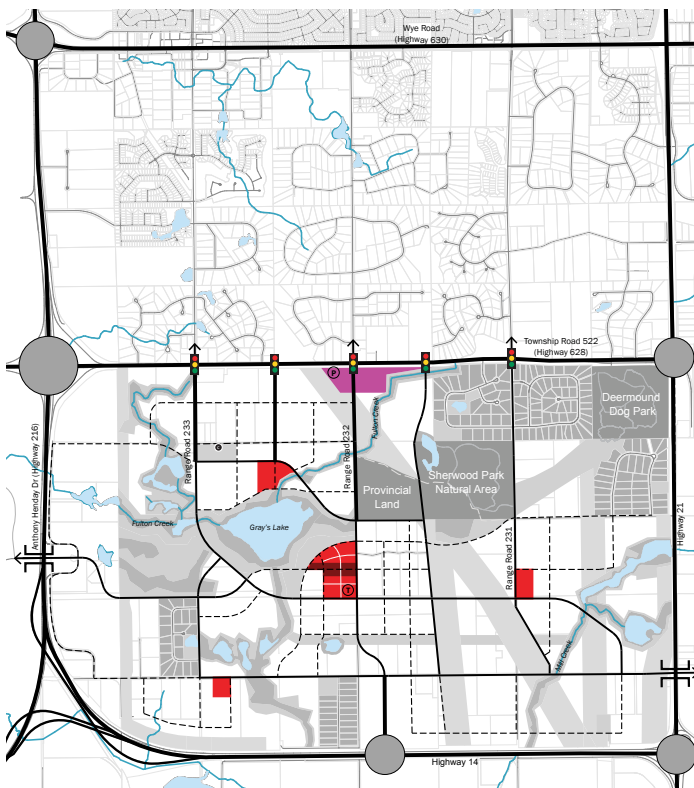
To promote urban agriculture in Colchester, future Area Structure Plans should identify opportunities, policies and guidelines related to rooftop gardens, community gardens, vertical farms and other forms of urban agriculture.

7.2.6 Farmers' Markets

Plans for Village Centres and the Town Centre within Colchester should identify potential locations for farmers' markets.

7.3 Transportation and Streets

The policies below support Principle 6, Provide Transportation Choice. The overall intent is to ensure the new community is designed so that people can get around easily by car, foot, bicycle or transit. By establishing a road network and hierarchy that provide convenient multi-modal access to all destinations within the community, residents generally should enjoy equal access to employment, education and retail opportunities, regardless of age, abilities or income. A fine-grained grid network of streets should be developed and the concept of complete streets and guidelines such as the NACTO Urban Street Design Guide (<http://nacto.org/usdg/>) should guide the design of individual streets.



7.3.1 Interconnected Street Network

The transportation network should provide a high level of connectivity through a fine-grained street grid that prioritizes the safety and convenience of vulnerable users over vehicular traffic. All elements of the street network should have a distinctly urban configuration. While combinations of straight and curvilinear streets may be used to form the street grid, the use of conventional suburban style elements such as loops, crescents and cul-de-sacs should not be considered as these elements will diminish the functionality and connectivity of the street network.

Where possible, the future street network should connect to existing residential streets in Colchester. In addition, it is expected a new street will be required to access Deermound Dog Off Leash Park from Range Road 231.

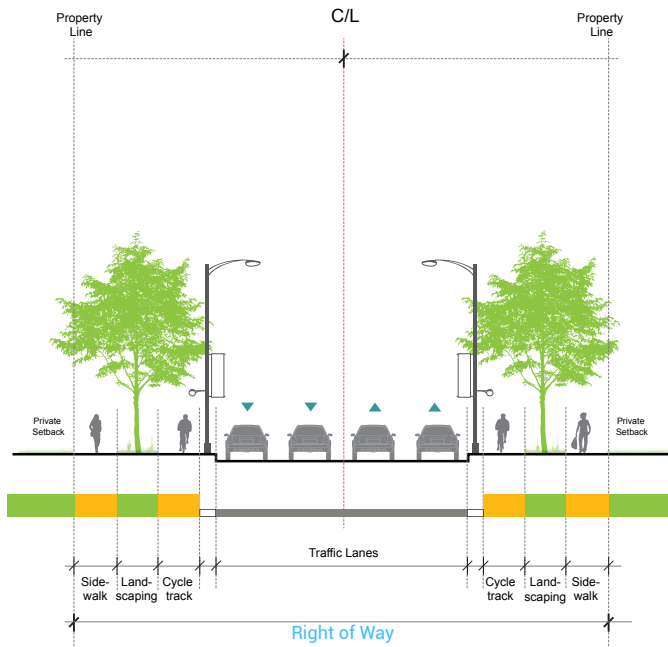
7.3.2 Updated Engineering Standards

To support and enable a multi-modal circulation system, the County should revise its current subdivision design standards to reflect best practices and a “complete streets” design philosophy that favours slower vehicular circulation and prioritizes the quality, safety and convenience of pedestrian, cyclist and transit movement.

7.3.3 Roundabouts

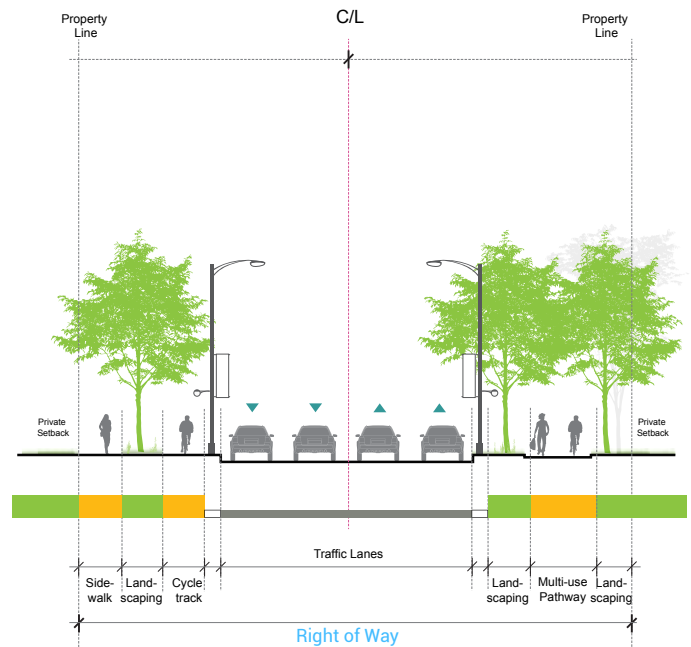
Where minimal pedestrian movement is planned, roundabouts at intersections can help to manage traffic efficiently and safely. Where walking is strongly encouraged, roundabouts may not be appropriate, specifically in and surrounding Mixed-use Centres, schools, community centres, and at transit stops. Intersection types that prioritize safety and convenience for pedestrians and cyclists should be utilized in these areas.

Typical Arterial in Colchester



Arterial roads should have sidewalks and cycle tracks and/or multi-use pathways. Consideration should be given to the need for snow storage.

Arterial with Multi-Use Pathway



Cycle tracks should be separated from traffic.

7.3.4 Access to Arterials

Along the approaches to highway interchanges, access from local roads to arterials, and vice versa, should be limited. Generally, however, local roads should be allowed to intersect with arterials, with appropriate traffic controls, to maximize connectivity for all travel modes and evenly distribute vehicular traffic.

7.3.5 Target Speed Approach

Rather than using the conventional design speed approach, the County should adopt a "target speed" approach for all roads that considers the needs of all modes. For example, a target speed of 50-60 km/h should be considered for arterial roads.

7.3.6 Pedestrian and Cyclist Infrastructure

All roads should have provision for pedestrians and cyclists on both sides. Generally, collector and minor arterial roads should have sidewalks and separated bike lanes or cycle tracks. Major arterial roads should have either a sidewalk and separated cycle track or a multi-use pathway on either side. Links to County-wide connections should be created wherever possible.

7.3.7 Improvements to Existing Roads

The range roads linking Colchester to Sherwood Park and rural roads adjacent to existing subdivisions in Colchester should be monitored and improved as necessary to address traffic volumes and safety as Colchester develops. TIAs/traffic studies



On-street parking should be featured throughout the new community, particularly in mixed-use centres

should be prepared to guide improvements and should address the needs of pedestrians, cyclists, motorists and transit vehicles. Future improvements to the Range Roads north of Colchester should include dedicated facilities for cyclists.

7.3.8 Transit Centres

A transit centre with park-and-ride facilities should be planned on the south side of Highway 628, close to Range Road 232. Transit centres oriented to pedestrians and cyclists should be planned in Village Centres and the Town Centre. The design of transit centres should allow for future express bus service to destinations in Sherwood Park and Edmonton. All transit centres should include secure, weather-protected bicycle storage facilities.

7.3.9 Transit Priority Measures

Transit priority measures such as pass-through lanes should be considered at interchanges near park-and-ride facilities. All intersections of arterial roads and arterial/collector roads should be designed to accommodate transit priority measures such as queue-jumps.

7.3.10 Comprehensive Trail Network

An interconnected trail network utilizing open spaces and road right-of-ways should complement and link to the road network. Links to County-wide connections should be created wherever possible.

7.3.11 Updated Parking Standards

To prevent an oversupply of parking and encourage walking, cycling and transit use, the County should develop updated parking standards for Village Centres and the Town Centre. Updated parking supply requirements should be prescribed in areas well-served by transit and should establish parking maximums and allow parking to be shared among commercial, institutional and high-density residential uses.

7.3.12 On-street Parking

To support commercial and residential uses, particularly in Mixed-use Centres, and to optimize the use of streets in off-peak periods, on-street parking should be considered throughout the new community.

7.3.13 Public Realm and Leafy Streets

Integrating a diversity of tree species into the design of every street is vital to the creation of a more pedestrian-oriented transportation system. Rows of trees should be a fundamental part of the design of all roads. Boulevards should be wide enough to accommodate snow storage and allow trees to fully grow between the roadway and the pedestrian zone. Underground utilities should also be planned to allow tree growth. Roads with centre medians 3.5 metres or greater in width should include a suitable line of centre-median trees to reinforce the desired urban aesthetic and more restrained vehicular operating speeds.

7.4 Utility Infrastructure, Stormwater Management and Energy

Municipal services and energy are typically the hidden elements of a community but are fundamental to ensuring it functions sustainably. The policy directions below emphasize opportunities to integrate natural resources and systems into the design of the community and minimize impacts on the environment.

7.4.1 Municipal Services

All urban development will be serviced with municipal water, wastewater and stormwater utilities. The location and capacity of the major water transmission and wastewater/stormwater trunks will be determined through a detailed servicing study prepared for an Area Concept Plan.

7.4.2 Stormwater Management

Generally, storm drainage should be managed with a system of natural and constructed wetlands, wet ponds, and low impact development (LID) or green infrastructure such as bio-swales that maximize infiltration and use biological processes to treat run-off. In Village Centres and the Town Centre, the County should consider permitting alternative LID measures such as urban swales and structural soil cells/suspended pavement systems, to help reduce overall rainfall runoff volumes.

7.4.3 Low Impact Development (LID)

Innovative approaches to LID features, such as rain gardens, bioswales, naturalized drainage courses and permeable paving, should be encouraged in all land use designations. Detailed stormwater studies will be required to determine what impact, if any, LID features will have on the need for conventional stormwater infrastructure and management facilities.

7.4.4 Existing Wetlands

Existing wetlands and drainage courses should be integrated with future stormwater management schemes where topographically possible. Utilizing wetlands as stormwater facilities or placing facilities adjacent to them will provide an ecological benefit.

7.4.5 Enhancing Environmental Reserve

The County should consider permitting new constructed wetlands and wet ponds adjacent to Environmental Reserve where they will enhance wildlife habitat opportunities.

7.4.6 Stormwater Reuse

At the Area Structure Plan stage, opportunities for stormwater reuse should be explored such as reuse of stormwater to irrigate parks, gardens and landscaping in accordance with applicable legislation.

7.4.7 Renewable Energy

Use of renewable energy sources and high-efficiency systems should be considered for all development in Colchester. Geothermal and district heating systems should be considered where the scale and density of development and mix of uses would support an efficient system, for example, in the Mixed-use Centres. Rooftop solar panels should be considered for all forms of development across the community. The County should develop incentives to encourage the integration of renewable energy in Colchester.

7.4.8 Pipeline Setback Guidelines

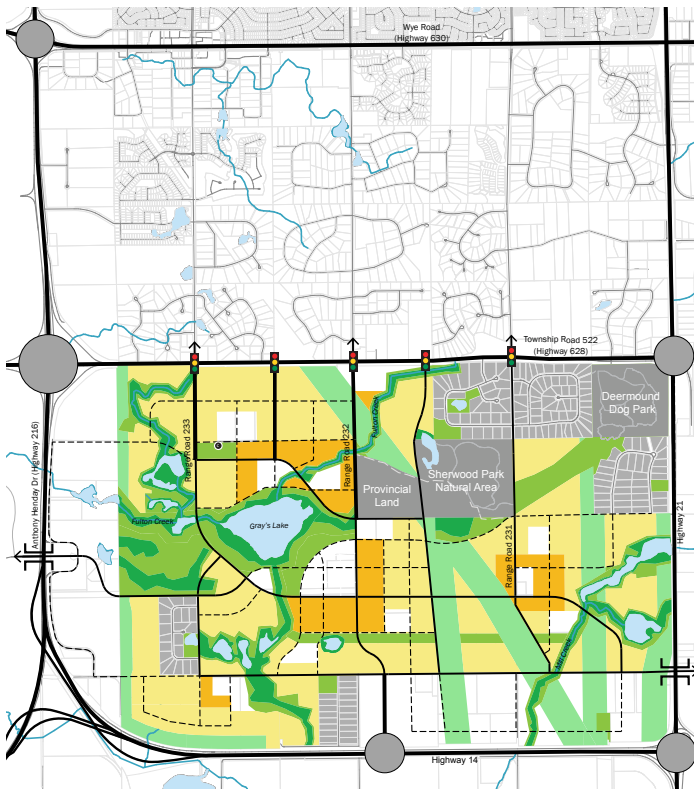
At a minimum, development in Colchester should follow the principles of MIACC, particularly in regards to setbacks for sensitive uses from pipeline right-of-ways.

7.5 Residential Areas

The policy directions below would apply primarily in both the Low-density and Medium-density Neighbourhoods, as identified in the community design concept, but also include more general housing policies. Besides supporting Principle 4, Provide Diverse Housing and Neighbourhoods, they also support Principle 5, Establish Mixed-Use Centres.

7.5.1 Minimum Density Target

The minimum overall residential density target for planning areas subject to Area Structure Plans (ASPs), including Mixed-use Centres, should be no less than 33 units per net residential hectare.



7.5.2 Diverse Planning Areas

Planning areas subject to ASPs and comprised of multiple neighbourhoods should accommodate a full range of housing types and sizes. The following maximum and minimum targets for Low-density and Medium-density Neighbourhoods combined should guide ASPs and Plans of Subdivision:

- Maximum 60% single-detached and semi-detached houses
- Minimum 25% townhomes
- Minimum 10% apartments

Based on these percentages, if an area meets the maximum of 60% for single-detached and semi-detached houses, 5% of its housing make up will be flexible between townhomes and apartments after it meets the minimum requirements for those two types of housing.

7.5.3 Diverse Neighbourhoods

While addressing the above overall housing target, ASPs should divide residential areas into neighbourhoods, each with a distinct housing mix that includes single detached homes, semi-detached homes, townhomes and apartments. Minimum targets for each housing type should be established for each neighbourhood, with combined targets supporting the overall targets above.

7.5.4 Medium-density Neighbourhoods

There should be a greater concentration of townhomes and low-rise apartment buildings up to four storeys in Medium-density Neighbourhoods, but low-density forms of housing should also be considered. Mid-rise apartment buildings up to six storeys should also be allowed on arterial roads. The higher density forms of housing will support vitality in the Town Centre and Village Centres as well as public transit.



Top: Low-rise apartment buildings should be common in Medium-density Neighbourhoods.

Above: Laneways should be considered throughout the community and should be required where townhousing is proposed.

7.5.5 Low-density Neighbourhoods

Single-detached and semi-detached homes should be the dominant forms of housing in Low-density Neighbourhoods, but townhomes should also be common, and low-rise apartment buildings up to four storeys should be considered on collector and arterial roads.

7.5.6 Laneways

Public or private rear laneways for access and parking should be considered throughout the community. Laneways should be required for development that fronts a major street where individual driveways are not appropriate. To prevent garages and driveways from dominating neighbourhood streetscapes, laneways should also be required in Medium-density Residential areas and in Low-density Residential areas where housing is on narrow lots (nine metres wide or less). All townhouse developments should incorporate laneways.

7.5.7 Rear Lotting

To support the objective of attractive, pedestrian-friendly streetscapes, development backing onto a road should not be considered except near highways, highway interchanges and flyovers.

7.5.8 Affordable Housing Strategy

Future Area Structure Plans (ASPs) in Colchester should identify targets, policies and strategies for different types of affordable housing in the new community, including market ownership, non-profit rental and for-profit rental. The ASPs should also identify potential locations for affordable housing in Colchester that are proximate to transit and other services. ASPs should describe how development will help address the County's housing needs as identified in the Capital Region Board's Strathcona/Fort Saskatchewan Sub-Region Housing Needs Assessment. The County should consider developing incentives for affordable housing initiatives led by the private sector.



Neighbourhoods should be architecturally diverse with a variety of house models on each block.

7.5.9 Secondary Suites

Basement suites should be considered throughout the new community. Detached garden suites should be considered and encouraged in low-density neighbourhoods where a parking space for the unit can be accommodated behind the main house, accessed from a rear laneway or a driveway at the side of the house. Area Structure Plans should identify a minimum target for purpose-built garden suites.

7.5.10 Existing Subdivisions

The existing country residential subdivisions in Colchester should be integrated with ASPs in a manner that maintains existing road access and allows for future servicing of the subdivisions. As the opportunity arises, infrastructure in the subdivisions should be improved to be consistent with residential areas throughout Colchester. Residential intensification of the existing subdivisions may be considered, provided it is connected to municipal services and the form is compatible with neighbouring development.

7.5.11 Architectural Diversity

Houses and apartment buildings should be built of enduring, attractive materials. Individual streets and neighbourhoods should display a variety of architectural styles. The streetscape of each block of a residential neighbourhood should be defined by several house models. Building materials, porch designs and roof treatments should vary; dormers and gabled roofs should be encouraged. Attached townhouses generally should be broken up into rows of no more than six units, and the architecture of each row should vary.

7.5.12 Eyes (and Ears) on the Street

Homes and the main living areas within them should have a strong relationship to the street. Garages should not dominate the front façade or extend from it. Front porches should be encouraged.

7.5.13 Neighbourhood Parks

The community open space system will provide a setting for neighbourhood parks with a range of amenities, but smaller parks should also be planned within residential areas to ensure all residents are within a five-minute walk of a park (approximately 400 metres).

7.5.14 Grid of Streets

Consistent with the objective to establish fine-grained grid networks of streets in residential areas, neighbourhood blocks generally should not exceed 300 metres in length.

7.5.15 Leafy Streets

At least one tree should be planted in the front yard of all new homes, close to the sidewalk, to support an inviting and comfortable pedestrian realm.

7.5.16 Solar Orientation

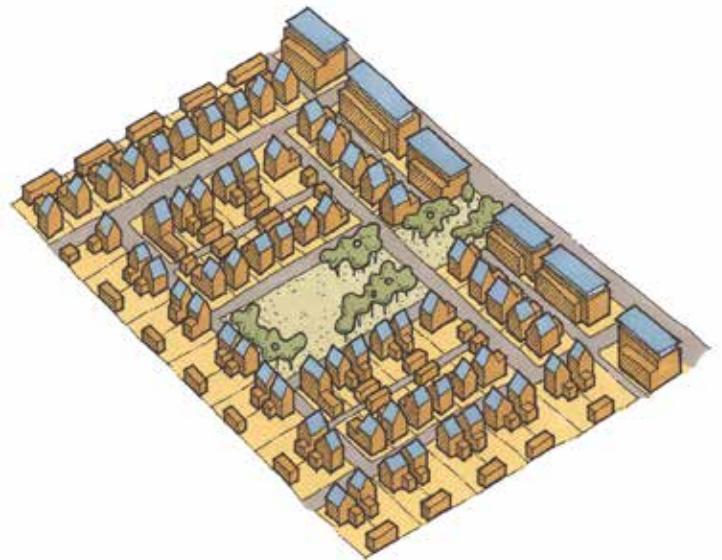
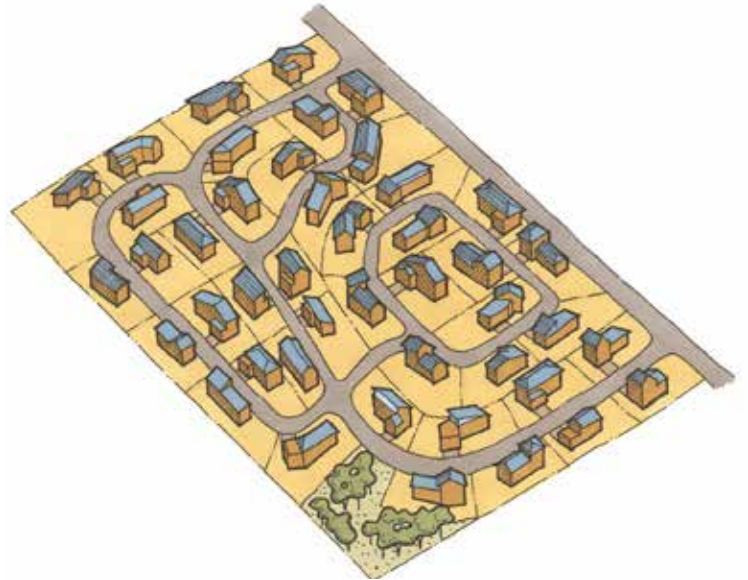
The design of neighbourhoods should seek to maximize opportunities for passive solar heating. Generally, blocks should be oriented within plus or minus 15 degrees of geographical east-west, wherever practical, with the east-west block lengths equal to or greater than the north-south block lengths.

7.5.17 Non-residential Uses

Community, institutional and small-scale commercial uses serving neighbourhoods should be considered in residential areas. Commercial uses, such as convenience stores, coffee shops and take-out restaurants, should be oriented to streets, with parking provided on the streets and in small on-site parking lots at the rear or side of the building. Large-scale institutional uses, such as schools and places of worship, should be located on peripheral sites fronting a collector or arterial road.

7.5.18 Design Guidelines

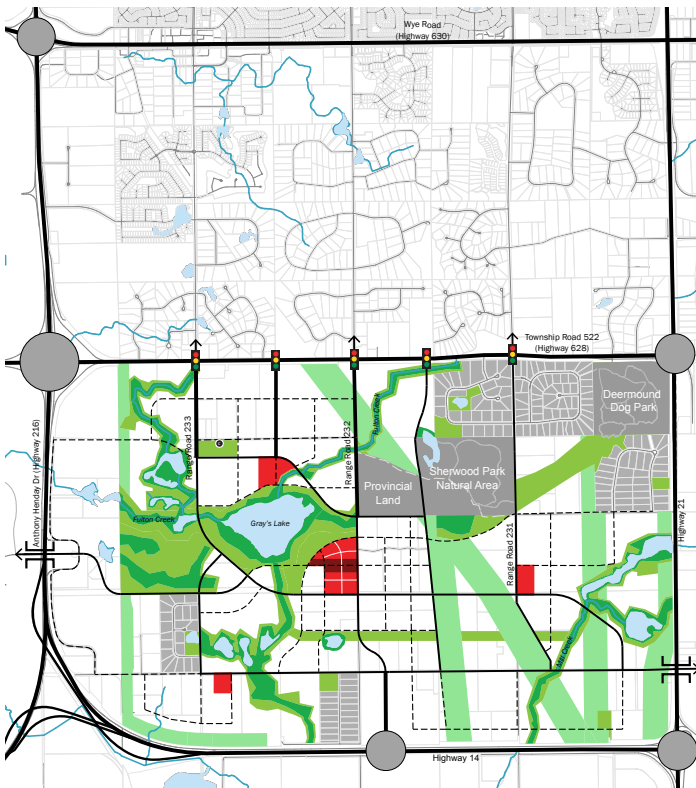
ASPs should include detailed neighbourhood design guidelines illustrating how the principles and above policies will be satisfied.



Residential areas should feature a fine-grained grid network of streets, rather than curvilinear streets.

7.6 Mixed-use Centres

Mixed-use Centres are intended to be hubs for the neighbourhoods that surround them and the larger community and, over time, they should become distinct neighbourhoods unto themselves. Mixed-use Village Centres and a larger Town Centre, located next to Gray's Lake, will be the primary locations for shopping, dining, entertainment, commercial services, cultural facilities and high-density housing, and should be planned as such.



7.6.1 Mixed Use Target

The mix of uses in Mixed-use Centres may take different forms. Generally, not more than 50% of the area of a centre, excluding public streets, should be used for stand-alone commercial uses, with the remainder used for high-density and medium density housing or mixed commercial-residential buildings, i.e., housing above ground-floor retail.

Village Centres

7.6.2 Mix of Uses

The Village Centres should contain commercial amenities for the neighbourhoods that surround them, in addition to apartment buildings up to four storeys and townhomes. Generally, each Village Centre should accommodate a grocery store and a range of smaller retail and service establishments, as well as restaurants. To ensure there is commercial vitality in the Village Centres, small and mid-size retail and restaurants should be restricted in the Major Retail Area at Highway 628 and Range Road 232 (see policy directions 7.8.1 and 7.8.2).

7.6.3 Community Uses

Community centres and places of worship should be located within or close to the Village Centres, directly connected by pedestrian and cycling infrastructure for convenient community access.

7.6.4 Street-oriented Buildings

Most of the retail uses in Village Centres should be oriented to a main street, with buildings framing the street and parking generally located at the rear of buildings to create an inviting pedestrian realm. Small parking lots at the side of buildings may also be considered.



Mixed commercial-residential buildings should be encouraged.

7.6.5 Minimum Density

The minimum density of residential developments in Village Centres, including mixed residential-commercial buildings, should be 60 units per net residential hectare.

Town Centre

7.6.6 Broader Mix of Uses

Besides serving surrounding neighbourhoods, the Town Centre, located next to Gray's Lake, should contain commercial, cultural and educational uses that serve the entire community, including high schools on peripheral sites. A variety of commercial uses should be considered, including office buildings and retail establishments of all types and sizes. A community centre and places of worship should be located within or close to the Town Centre, directly connected by pedestrian and cycling infrastructure for convenient community access and to complement other proximate uses.

7.6.7 Commercial Core

Most retail stores and services in the Town Centre should be oriented to continuous "main streets" forming a commercial core, as generally identified in the community design concept.

7.6.8 Taller Buildings

The Town Centre should also have the greatest concentration of high-density housing, including low-rise apartment buildings up to four storeys and mid-rise apartment buildings up to nine storeys. The minimum density of residential developments in the Town Centre, including mixed residential-commercial buildings, should be 90 units per net residential hectare.

7.6.9 Large-Format Retail

Large-format retail stores in the Town Centre, such as department and home improvement stores, should have an urban format. They should have their main entrance on a street, with the bulk of their floor area located behind smaller retail units or on a second level. Parking should be located at the rear of the building, preferably on multiple levels to minimize its footprint.



All buildings fronting the main street should have a minimum height of two storeys.

Urban Design in the Mixed-use Centres

7.6.10 Pedestrian-oriented Design

Development in the mixed-use centres should adhere to the following urban design principles to ensure the centres are walkable and transit-supportive:

- a) A network of streets and blocks should be developed, with blocks generally not exceeding 150 metres in length or width for maximum walkability.
- b) Buildings should face, and have their main entrance on, a public street and contribute to a traditional main street feel.
- c) Retail and mixed-use buildings should have consistent setbacks to form a streetwall close to the sidewalk, accommodating a pedestrian and patio zone with a minimum width from curb to building façade of generally six metres.
- d) The minimum height of buildings at the street should be eight metres or two storeys.
- e) Parking should be located at the rear or side of buildings, never in the front, and on-street parking should be provided. Side yard parking should be restricted to two rows and set back from the street, behind landscaping and pedestrian amenities.
- f) The facades of retail buildings should include large clear glass windows and frequent store entrances to aid shoppers and encourage street life.

7.6.11 Planning for Intensification

Plans for stand-alone retail in Village Centres and the Town Centre should demonstrate how sites can easily evolve to accommodate more uses and increase population or employment density over time.

7.6.12 Mixed-use Development

Buildings with retail or community uses on the ground floor and residential units or office space on upper floors should be strongly encouraged in mixed-use centres. Horizontal mixed-use, where apartment buildings or townhomes are located behind retail uses, should also be encouraged.

7.6.13 Grocery Stores

Grocery stores will provide an important retail anchor in the Village Centres and Town Centre. They are encouraged to be street-related but may also be located behind smaller retail units fronting the street.

7.6.14 Small Businesses

Multi-tenant commercial developments in Village Centres and the Town Centre should be encouraged to include multiple units for small businesses and professional office space on a second storey.



Village centres should include a central square that can be used for community events.

7.6.15 Gathering Places

Streets within Village Centres and the Town Centre should have wide sidewalks and benches to encourage social interaction and accommodate special events. In addition, each Village Centre should include a central square or other open space for passive enjoyment and community events. Gathering spaces should be planned for four-season community use.

7.6.16 Laneways

Generally, development in Mixed-use Centres should be serviced by public or private laneways to minimize the visual impact of loading, garbage and parking areas.

7.6.17 Land Use Plans and Design Guidelines

Area Structure Plans should include detailed plans showing how residential, commercial and community uses are to be configured in each Village Centre and how the public realm will support walking, cycling, transit use and driving. Urban design guidelines should also be prepared to guide the form and architecture of development and the design of public and private open spaces.

7.7 Parks, Schools and Other Community Facilities

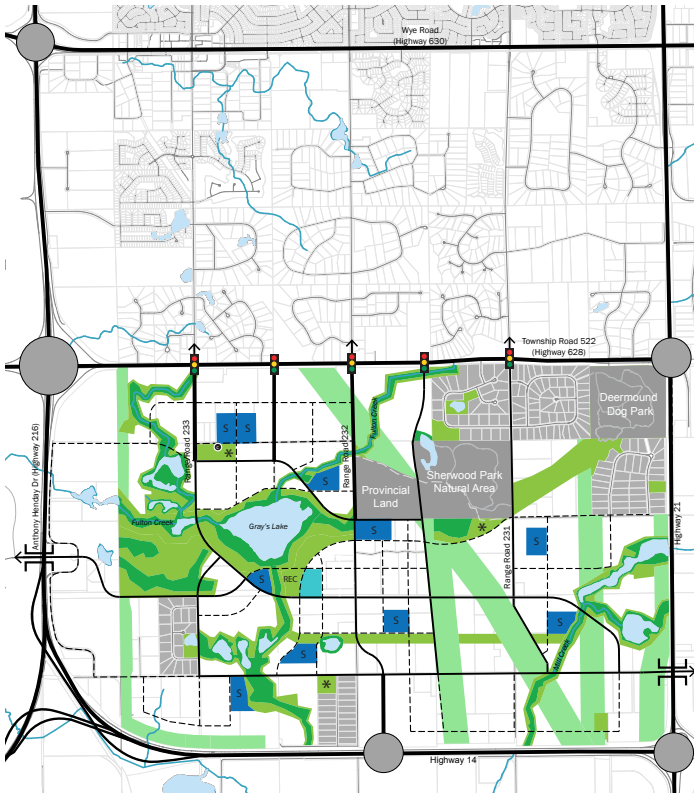
Community facilities are essential places for recreation, education and culture. They build community and support healthy lifestyles. The policies below should guide development of Colchester's civic infrastructure and ensure future residents have access to a full range of public amenities close to home. Since the permitted 10% Municipal Reserve dedication is generally not adequate to accommodate all of the community facilities required by a community including schools, parks and recreation centres, the County will need to create incentives that encourage a higher dedication rate.

7.7.1 Open Space Master Plan

The County should prepare an Open Space Master Plan at the time of the ACP or ASP process and / or during an update of the Open Space and Recreation Facility Strategy document to address all publicly accessible open spaces within Colchester, with the goal of creating an interconnected system of open spaces. The Master Plan should specifically address the role, character and function of planned open spaces linking Fulton Creek, Gray's Lake, Sherwood Park Natural Area and the adjacent provincial land, and Deermound Dog Off Leash Park, as well as improvements to each of these major features. The plan should also incorporate open space corridors to be created by development setbacks from pipelines, and should use consistent design standards for signage throughout Colchester.

7.7.2 Major Recreation Centre

There is an opportunity in Colchester for the County to develop a major indoor/outdoor recreation facility on approximately 8 hectares (20 acres) adjacent to the Town



In addition to open spaces shown on the concept, Colchester should include a variety of community and neighbourhood parks.

Centre. The precise size and programming of the recreation centre will be based on a study of current and projected facility needs.

7.7.3 Community Centres

In addition to the major recreation centre, the County should plan smaller community centres throughout Colchester, to be constructed in line with community growth. ASPs should confirm the locations and sizes of community centres. There should be at least one recreation centre in addition to the major recreation centre that would range from 3-4 hectares (8-10 acres) to accommodate a community facility as well as supportive open space. The programming of community centres will depend on community needs, but should include some indoor recreational

facilities, meeting space and potentially other facilities such as a library or cultural venue. Colchester Community Hall will remain as an active community facility.

7.7.4 Mixed Use Recreation Centres

The County should consider integrating complementary commercial uses, such as restaurants, personal services and sports equipment/apparel stores, with the major recreation centre and potentially other community centres planned in Colchester.

7.7.5 Community Parks

Community parks of at least four hectares should be located in highly visible and accessible places where they complement and link Environmental Reserve lands. Community parks should serve multiple neighbourhoods with a range of outdoor facilities and passive green space. Area Structure Plans (ASPs) should determine the size and location of community parks.

A network of interconnected trails should be used for both transportation and recreation.

7.7.6 Neighbourhood Parks

All residents should be within 400 metres (a five-minute walk) of a park. In addition to having access to community parks, each neighbourhood should feature a central gathering place with a playground, green space and seating areas. Neighbourhood parks generally should be one to two hectares and are not shown on the community design concept.

7.7.7 Food Production in Parks

The design of all parks should consider locations for community gardens and the inclusion of fruit-bearing trees in landscape plans, in balance with other park programming needs.

7.7.8 Linear Open Spaces and Trails

Where possible, linear open spaces should link together natural features and parks, as illustrated in the community design concept. A restored environmental area on the provincially-owned lands to the west should link the Natural Area to Gray's Lake, and an environmental link to Deermound Dog Off Leash Park should also be established. Trails should be provided for recreation and as links within the overall transportation system. Pipeline corridors and Environmental Reserve should be used to provide trail linkages where possible.

7.7.9 Dedication of Municipal Reserve

While the Municipal Government Act (MGA) restricts the Municipal Reserve dedication requirement to 10% of net developable land, the County should encourage additional dedication of Municipal Reserve where required to meet community needs.



7.7.10 Open Space Target

The County's target for the provision of public parks and open spaces to serve the new community in Colchester is one hectare for every 75 residents, or 13.4 hectares for every 1,000 residents.

7.7.11 Open Space Access and Visibility

Parks, natural areas and other public open spaces should be highly visible. At least 50% of the boundary of a park should be framed by streets. Public streets should line major environmental features wherever possible and within neighbourhoods at least 50% of the boundary of a natural feature should abut a public street or park.

7.7.12 Mitigating Impacts

Major recreation facilities should be buffered from residential areas by open spaces or other uses, such as a school or commercial use, wherever possible.

7.7.13 Schools

It is anticipated that a minimum of nine primary schools (K-6 or K-9) and one high school will be required in the new community. Preferred locations for schools, adjacent to the planned major open space system, are identified in the community design concept. These locations should be confirmed and additional sites identified, as required and in consultation with the school boards, during the preparation of ASPs. Most residents should be within 800 metres of a primary school to encourage walking and cycling to school. The high school should be located next to the Town Centre where possible to facilitate transit use and after school employment opportunities. To optimize use the use of available land, the use of sportsfield sites should be shared between schools and other municipal needs.

7.7.14 Joint Use Sites

The public and separate school boards should be encouraged to share school sites wherever possible, while ensuring each site has separate roadway access. Larger school sites identified on the community design concept can either be used as a high school site or joint primary school sites. In addition, joint use sites for schools and other community facilities such as community centres, libraries and performance spaces should be encouraged.

7.7.15 Major Institution

A site for one or more major institutions, such as a university, college, healthcare facility or government office building, has been identified in the community design concept in the planned Town Centre. This site should be reserved for such uses at least until an ASP is prepared for the Town Centre. The site should be designed as a compact urban campus with ancillary uses such as restaurants, retail and potentially housing that supports the institution(s).

7.7.16 Fire Halls

A minimum of two fire halls are expected to be needed to serve a new community in Colchester. They should be located in Mixed-use Centres or residential neighbourhoods, with safe, easy and efficient access to the arterial and collector road network. Their location(s) should provide for the most effective and efficient deployment and return of fire apparatus and resources to the stations.

7.7.17 Meltwater Facility

A potential location for a facility to store and melt snow has been identified in the community design concept on the west side of Highway 21, north of Highway 14. The Meltwater facility will require wastewater services and it should be designed to minimize any adverse environmental and visual impacts.

7.7.18 Public Works Sites

Community facilities such as public works yards and Enviroservice Stations (full service recycling stations) should be accommodated within the Business Park Area, Major Retail Area and where appropriate buffers from residential development are provided.

7.7.19 Green Buildings

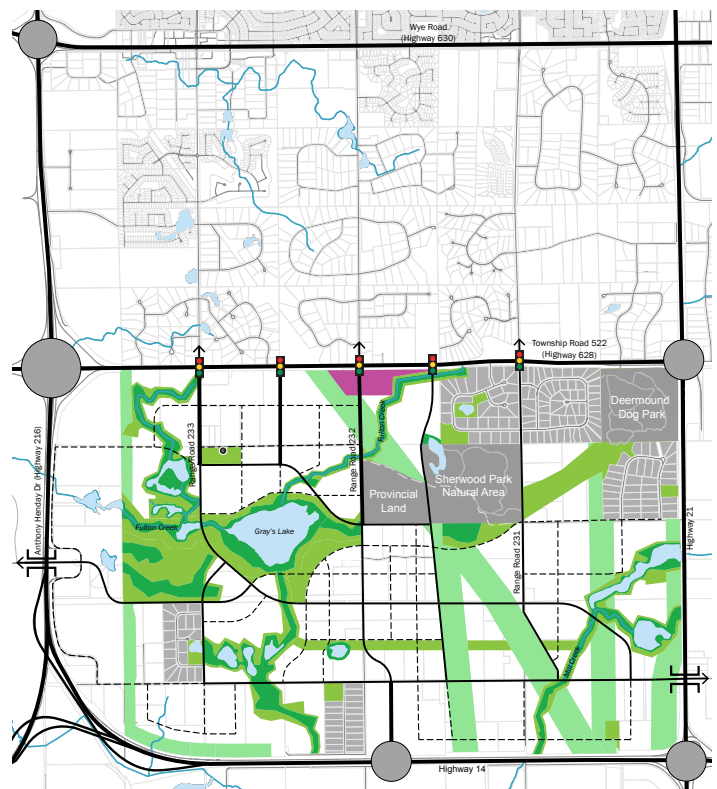
As per the County's Municipal Sustainable Buildings Policy, all public facilities in the new community should be built to a high environmental standard (e.g., LEED Gold or higher). The County should encourage all development to meet or exceed the highest green building standards in place at the time, and to this end should develop incentives for green development.

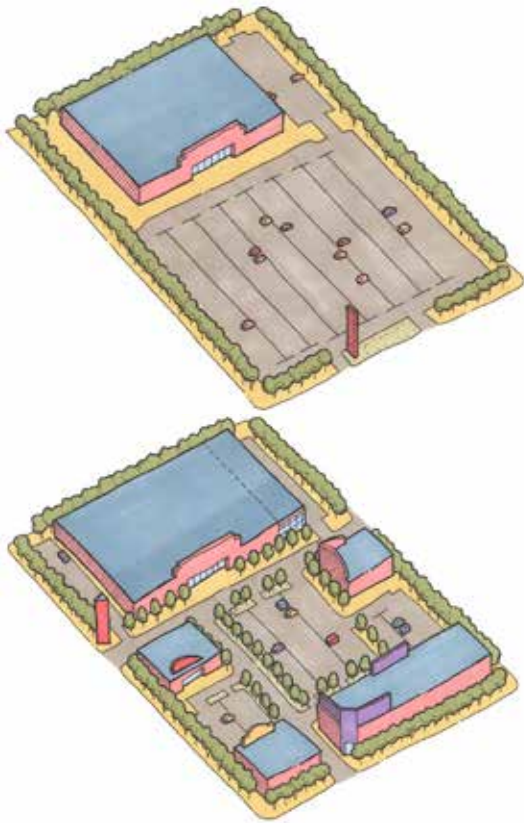
7.8 Major Retail Area

Future residents of a new community in Colchester will seek a variety of retail establishments within the community, including large-format department and home improvement stores. Since "big boxes" are generally car-oriented, the best location for them is near the highway gateways and away from the Village Centres, which are intended to be more pedestrian-oriented. The community design concept identifies a Major Retail Area at Highway 628 and Range Road 232.

7.8.1 Large-format Retail

The Major Retail Area should be limited to large-scale, warehouse-style retail establishments as well as automobile sales and service establishments (including gas stations). Multiplex cinemas may also be considered.





Major Retail Areas can be made more hospitable by lining sites with buildings and breaking up parking with sidewalks and landscaping.

7.8.2 Mid-size and Smaller Commercial Uses

To help prevent the Major Retail Area from competing with the Village Centres, and vice versa, mid-size and smaller retail and entertainment uses, including restaurants, should be capped at 15-20% of all development in the Major Retail Area.

7.8.3 Site Planning for All Modes

In addition to catering to drivers, the Major Retail Area should be designed to be accessed by transit, cyclists and pedestrians. Buildings should be encouraged to have main entrances close to the street. Main access driveways should be treated like streets, with sidewalks, lighting, trees, and potentially transit stops. The area in front of store entrances should have benches and bike parking.

7.8.4 Planning for Intensification

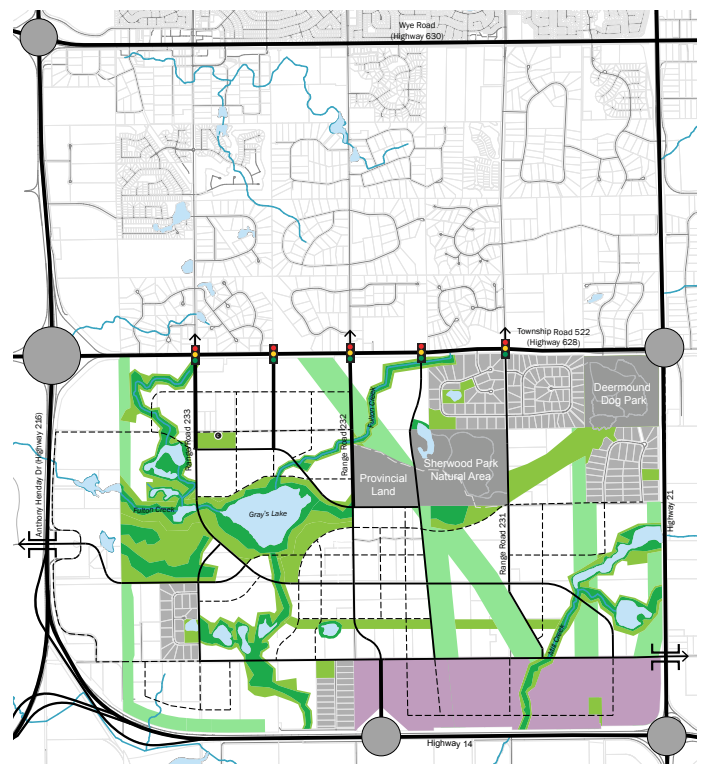
Plans for retail development should demonstrate how sites can easily evolve to add more uses over time and become more pedestrian-oriented.

7.9 Business Park Area

The Business Park Area is intended to accommodate a range of employment uses but would be a particularly appropriate location for office developers and tenants seeking good highway visibility and access. This area could also be promoted to employers in sectors targeted for growth in the county, including health care, finance, and professional, scientific and technical services. Businesses that support agriculture would also be appropriate, provided they have no adverse impacts on adjacent residential or commercial uses.

7.9.1 Highway-oriented Employment

Lands adjacent to Highway 14, beyond the Major Retail Area at Highway 628, should be reserved for the development of business parks containing primarily office buildings and light industry. Public works and transportation facilities may also be accommodated in the Business Park Area.





Sites in Business Park Areas should be well landscaped with parking at the side or rear of buildings.

7.9.2 Clean Industries

Manufacturing and other industrial uses in the Business Park Area should be wholly contained within buildings and have no noxious impacts. Outdoor storage should be prohibited. Facilities with low employment densities and which generate frequent truck traffic should be encouraged to locate in other, more appropriate industrial areas in the county. Outdoor storage associated with a public works or transportation facility may be considered, but such uses should be located away from public view and screened.

7.9.3 Agricultural Services and Innovation

Commercial and industrial businesses that support agriculture, including businesses engaged in agricultural research and development, should be considered in the Business Park Area in Colchester. Greenhouses should be considered where such uses can be appropriately buffered from other employment uses and residential areas.

7.9.4 Employment Density

Employment densities in the Business Park Area are expected to vary, but Area Structure Plans should establish minimum targets of at least 50 jobs per net hectare. Office development should be located close to arterial roads to benefit from potential access to public transit.

7.9.5 Landscaping and Parking

Sites in the Business Park Area, particularly front yards and employee amenity space, should be well-landscaped. Parking generally should be located at the side and rear of buildings and should be well screened from Highway 14 and adjacent roads with landscaping. Buildings along Highway 14 should present the highway and parallel service road with attractive facades and generous landscaping.

7.9.6 Accessory Retail

Retail uses should not be considered in the Business Park Area, except retail that is accessory to a business use and occupies a small portion of the development, generally no more than 15%.

8 Implementation

This document establishes a vision and principles, community design concept, and set of policy directions to guide development in Colchester. If Council decides to proceed with growth in the area, a series of steps will be required to implement the growth management strategy and ensure that the County has the tools to achieve the vision for a sustainable new community.

8.1 Statutory Documents

Municipal Development Plan

If Council accepts the growth management strategy (GMS), amendments to the Municipal Development Plan (MDP) would be required to recognize Colchester as the location of the county's next urban community. The land use map would need to be updated to include Colchester within the Urban Service Area boundary.

The MDP should also establish requirements for what must be included in Area Structure Plans (ASPs) for Colchester, to ensure that they achieve the objectives of the growth management strategy. For example, in accordance with policy direction 7.5.8, ASPs should be required to describe how development will help meet the County's affordable housing targets.

MDP amendments will need to be forwarded to the Capital Region Board for approval.

Area Concept Plan

To translate the growth management strategy into a statutory document, the next step would be for the County to prepare an Area Concept Plan (ACP) for the Colchester area. The ACP should be based on the GMS and reflect the vision, principles and community design concept described in the GMS. In most cases, the policy directions in the GMS can be easily translated into policy by simply replacing the word "should" with "shall."

The County will need to do some additional consultation as part of the development of the ACP. At a minimum, discussions will be required with Alberta Transportation regarding Highway 628, with EPCOR regarding water servicing options, with the school boards regarding the number and location of schools and with the City of Edmonton regarding inter-municipal issues such as transit.

More detailed technical studies than those undertaken for the GMS will be required at either the ACP or ASP stage. These may include, among other studies:

- A comprehensive transportation modelling study
- Detailed engineering studies and hydraulic analyses to determine servicing requirements and locations, possibly as part of an Engineering Master Plan
- Top of bank surveys, slope stability studies, biophysical assessments and floodplain analyses to define Environmental Reserve
- Conservation and management plans

Following approval by Council, the ACP would need to be submitted to the Capital Region Board (CRB) for review and approval in accordance with the Regional Evaluation Framework. CRB approval is dependent on the ACP being in compliance with the Capital Region Growth Plan.

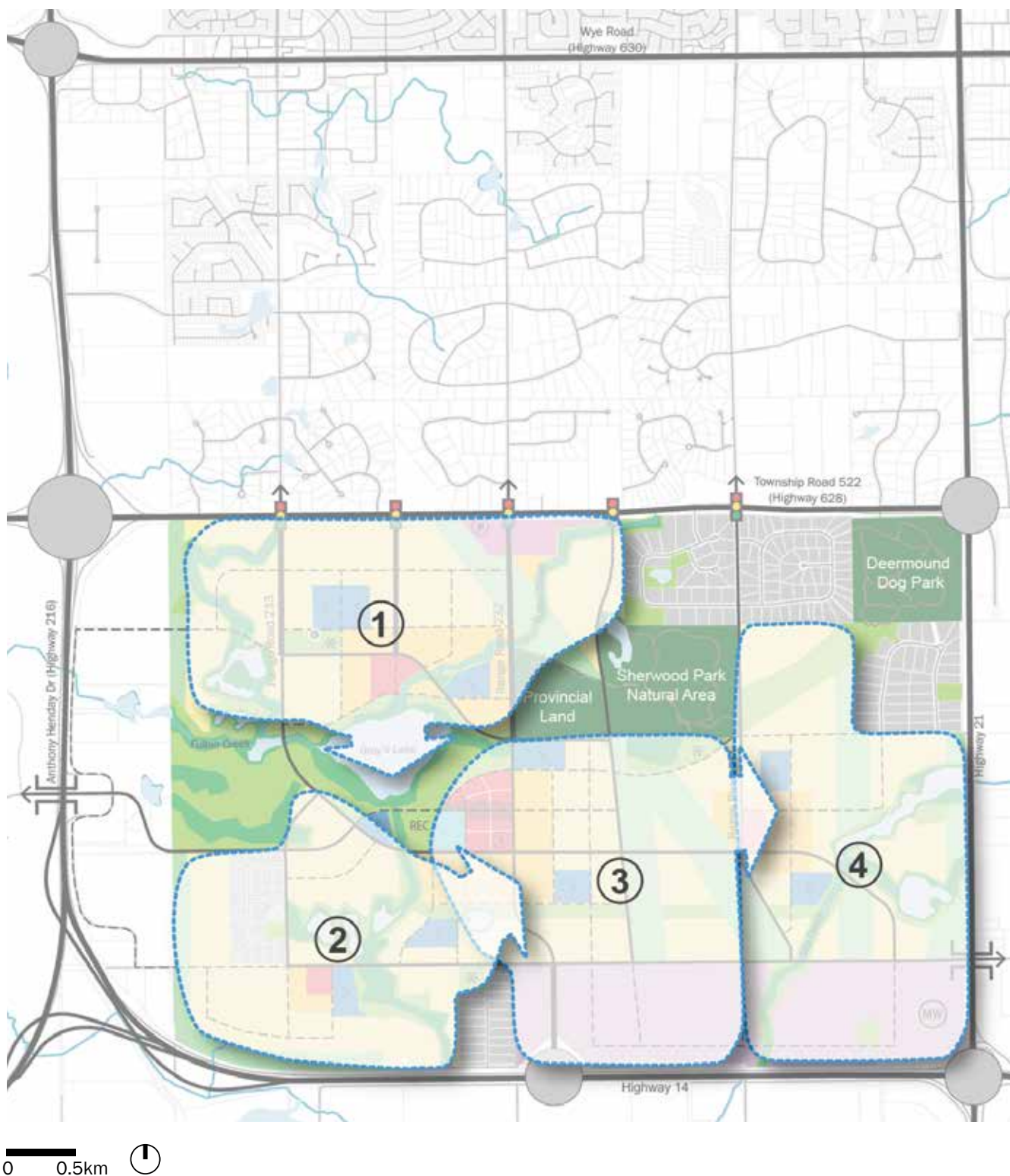
Area Structure Plans

Once the Area Concept Plan has been adopted by Council, developers and landowners could begin to prepare Area Structure Plans (ASPs) for their land within the framework provided by the ACP. Once ASPs are in place, the Land Use Bylaw would have to be updated to reflect the new designations of the land.

Figure 8.1 shows a conceptual phasing strategy for Colchester, which should guide the timing of ASPs. Development should start from the northwest, adjacent to Highway 628 and the Transportation Utility Corridor, as this is the most logical starting point from a servicing and connectivity perspective. From there, development should proceed south, then east. The Town Centre should not be developed until Colchester has reached a critical mass of population that is capable of supporting the retail, services and transit that it will provide. The eastern portion of Colchester will be the last to develop.

It is recommended that a peer review process be established for ASPs. The purpose of the process would be to evaluate ASPs in relation to the vision, principles and policies for Colchester, as well as best practices in community design. Where appropriate, peer reviewers should provide recommendations on how ASPs should be modified to achieve the County's objectives for Colchester. In particular, the peer review group should include expertise in urban design, land use, transportation and environmental planning. The peer review group could be an extension of the sustainable neighbourhood review committee suggested in the County's SUNliving Implementation Manual.

Figure 8.1
Conceptual Phasing Strategy



8.2 Non-Statutory Documents and Incentives

Urban Design Guidelines

To achieve the architectural and public realm objectives for Colchester, urban design guidelines should be prepared for each component of the community. This would include Low-density and Medium-density Neighbourhoods, Mixed-use Centres, Business Park Areas and Major Retail Areas. To ensure a consistent approach across the community, the County should consider leading the development of the guidelines; however they could also be prepared as part of Area Structure Plans (ASPs).

New Engineering Standards

Policy direction 7.3.2 states that the County should revise its current subdivision design standards to reflect best practices and a “complete streets” approach. The success of Colchester’s overall community design plan and transportation network depends on the creation of a multi-modal circulation system that elevates the quality, safety and convenience of pedestrian, bicycle and transit movement. Revised engineering standards are one tool that the County requires to support the development of such a system.

County-wide Studies

The policy directions in the Colchester GMS when carried forward into an ACP and ASPs may be revised, refined and/or augmented based on the recommendations of any County-wide studies.

Incentives

Much can be achieved through strong policy, but creating a truly different community in Colchester will also require the use of incentives. To demonstrate its commitment to the vision for Colchester and encourage the development community to help implement the vision, the County should consider developing incentives to implement some of the more progressive policies of the GMS. In particular, incentives likely will be an important tool to achieving the affordable housing, green building, and renewable energy objectives of the GMS.

The Colchester Growth Management Strategy is just the first tool of many that will be needed to fully plan, design and implement a new community in Colchester. Each future study and instrument should build on those that preceded it, never losing sight of the overall vision, principles and conceptual framework of the GMS.



Councillor Request Report

January 26, 2016

#	Elected Official Name	Subject	Req type	Meeting date	Due date	Resp Dept	2nd Dept	Request	Reponse date	Reponse	Status
3	CARR Roxanne	Online Voting Records	Information	05/11/2013	11/15/2013	LLS		Research other municipalities best practices regarding online voting records.		LLS is currently looking into an electronic meeting management system. Online voting records will be part of this initiative.	In Progress
				23/09/2014	03/10/2014	LLS		Please provide and update on the status of online voting.		Commencing January 2015, Strathcona County will start rolling out modules of the electronic meeting management software (eScribe) that we purchased. The electronic voting module is anticipated to be rolled out in March. Prior to March, LLS will provide Council with different options on how we can display our voting records online.	
28	CARR Roxanne	Alberta Community Partnership Program	Information	11/03/2014	3/21/2014	CPIA		Please provide a report on actions taken by Administration to create applications to the Alberta Community Partnership Program at the May 13, 2014 Priorities Committee Meeting.			Outstanding
								Further dialogue will be required regarding this request. To be discussed at the June 17th Priorities Committee meeting when the request for Community Group Collaboration Fund (Councillor Smith) is discussed.			
33	SMITH Paul	Community Group Collaboration Fund	Program	22/04/2014	5/13/2014	RPC	FCS	Create parameters and budget for a fund that would facilitate and enable community organizations to work together for success and viability. The outcome would be a system that would enable joint initiatives with access to funds, facilities, expertise and training. This request has been directed to Community Services Division- FCS & RPC. Please bring this program request back for discussion to the June 17, 2014 Priorities Committee Meeting. (The request was to be brought forward to the May 13, 2014 PCM however Councillor Smith will not be in attendance for the May 13, 2014 PCM)			In Progress
35	BIDZINSKI Victor	Community Halls Renovation/ Replacement Plan	Information	06/05/2014	5/16/2014	FAS		Provide information on ways we could augment the costs that will be associated with the renovation/replacement of Strathcona County's Community Halls in the future. (Was stated that 19 million dollars will be required)			Outstanding
*44	BIDZINSKI Victor	Offsite Levies & Unfinished Land Maintenance	Information	08/07/2014	7/18/2014	PDS		Please provide status update on the resident request listed: A) Paid excess offsite levies to Strathcona County when they built their establishment to augment future growth in the area. How do they recover over payment? B) Land behind their establishment owned by them was worked on by the County. Has not been resolved properly and is the County going to repair, restore or purchase the land?	28-Aug-14	A) The only financial obligation that was assessed to Lot 47B, Block 2, Plan 9926667 (previously Lot 47, Block 2, Plan 882222) as part of the Development Agreement dated July 1999, was a Local Improvement charge dating back to the 1988 construction of infrastructure, which was identified within the ARP South of Wye Road Area-71-86. It is noted that draft versions of the 1999 Development Agreement refers to a levy component, however the final signed version only refers to a Local Improvement charge which was a requirement for both Lot 47A and Lot 47B. There is no indication in our planning files, or within the Development Agreement, for payment of any levies or oversize charges to the County, nor any reference to cost sharing or recoveries which may have been negotiated between the two properties. B) Strathcona County had discussions with Danley Ventures Inc. (Expert Lock Services) via Mr. Dan Kuefler with respect to work done on the land behind the Expert Lock Services establishment. The issue we're aware of is that the restoration of the easement area where the work was performed, is not acceptable to Mr. Kuefler. An acceptable cash settlement was verbally agreed upon between Mr. Kuefler and Strathcona County however was a concern with the format of release agreement and a settlement has not yet been reached. Planning and Development Services will follow up with Mr. Kuefler on resolving this concern.	In Progress
				10/02/2014				Please provide an updated report.			

Councillor Request Report

January 26, 2016

#	Elected Official Name	Subject	Req type	Meeting date	Due date	Resp Dept	2nd Dept	Request	Reponse date	Reponse	Status
86	BIDZINSKI Victor	Spray Decks	Information	9/29/2015	10/9/2015	RPC		Please provide information regarding the status update and maintenance/ revitalization plan report on spray decks in Strathcona County.	10/05/2015	<ul style="list-style-type: none"> • Strategy phase of outdoor aquatics planning is projected to take place in Q1-Q2 2016. • This strategy will look at outdoor aquatics as a whole, throughout Strathcona County. • Additional public engagement and assessment of community needs will be included in the study. • Study will look at both the older, existing spray decks as well as strategic options for future sites as identified on Page 8 of the 5-year Open Space Recreation Facility Strategy (OSRFS) update, outdoor aquatic infrastructure strategy/concept stages to be completed within the 2014-2018 timeframe. • Based on this timeline, RPC will be in a position to make strategy recommendations and move into the concept/design stages as early as the 2017 budget cycle. 	In Progress
91	BIDZINSKI Victor	St. Theresa School Expansion	Information	12/08/2015	12/18/2015	ETEAM		Please provide information regarding the St. Theresa School expansion and what involvement Strathcona County has on the project.			Outstanding

WARD 1 COUNCILLOR REPORT

Elected Official: Vic Bidzinski
Ward: 1
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 10 Priorities Committee Meeting
November 18 River Valley Alliance Board Meeting
November 19 River Valley Alliance Open House
November 26 Capital Region Northeast Water Services Commission Board Meeting
December 1 Finance Advisory Committee Meeting
December 4 - 5 River Valley Alliance Planning Workshop

County Business:

November 3 Council Meeting
November 4 Council and Chief Administrative Officer Meeting
November 6 Resident Meeting
November 9 Resident Meeting
November 12 Resident Meeting
November 16 Resident Meeting
November 19 Strathcona County Emergency Services Recruit Convocation
November 20 Council Business Plan and Budget Meeting
November 23 Bi-Annual Meeting with the Sherwood Park Chamber of Commerce Board
November 23 Resident Meeting
November 24 Council Meeting
November 25 Council Business Plan and Budget Meeting
November 26 Photo Opportunity with Japanese Exchange Student
November 27 Council Business Plan and Budget Meeting
November 30 Council Business Plan and Budget Meeting
December 3 Meeting with the Director of Transportation and Agriculture Services
December 3 Resident Meeting
December 7 Meeting with Cameron Developments
December 7 Resident Meeting
December 8 Council Meeting
December 10 Economic Development and Tourism Advisory Committee Meeting and Christmas Dinner
December 10 Council and Chief Administrative Officer Meeting
December 14 Resident Meeting
December 14 Resident Meeting
December 15 Meeting with Elk Island Public School and Elk Island Catholic School Boards
December 22 Resident Meeting

Professional Development:

November 17 – 19 Alberta's Association of Municipal Districts and Counties Fall Convention

County Functions and Events:

November 2 Strathcona County Library 5th Anniversary Celebration

November 4	Family and Community Services 40th Anniversary
November 5	Premier's State of the Province Address
November 5	Heartland Housing Foundation Employee Recognition and Awards
November 6	Shell Quest Carbon Capture & Storage Start-Up Celebration
November 6	Gallery @501 Opening Reception - Annette Sicotte
November 7	Our Lady of Perpetual Help Parish Market and Fair
November 7	Sherwood Park Presbyterian Church Craft and Trade Fair
November 7	Black and White Fundraiser
November 9	Canadian Home Builders Association Leadership Dinner
November 10	Parents Empowering Parents Fentanyl Information Night
November 11	Remembrance Day Ceremony
November 11	ANAVETS Remembrance Day Dinner
November 12	Sherwood Park Chamber of Commerce Breakfast
November 14	Rotary Club of Sherwood Park 25 th Anniversary
November 16	Dairy Queen Friends and Family Event
November 19	Sherwood Park Chamber of Commerce Breakfast
November 19	Fine Lines Gala Event
November 20	Festival of Trees Gala
November 21	Celebration of Lights
November 21	Ardrossan United Church Fall Supper
November 25	Colchester Landowners Meeting
November 26	Sherwood Park Chamber of Commerce Breakfast
November 26	Colchester Open House
November 27	Santa's Breakfast
November 28	Christmas in the Heartland
November 28	Light Up the Heartland
November 30	SAFFRON Christmas Open House and Silent Auction
December 3	Celebration of Life for Colleen Rice
December 3	Condominium Board Association Meeting and Social
December 3	Sherwood Park Chamber of Commerce Breakfast
December 3	Canadian Wrestling Team Trials Leader's Reception
December 5	Christmas in the Country
December 5	Light Up South Strathcona
December 5	Canadian Wrestling Team Trials Opening Ceremonies and Finals
December 8	Parents Empowering Parents Meeting
December 9	Strathcona Industrial Association Holiday Luncheon
December 10	Sherwood Park Chamber of Commerce Breakfast
December 10	Urban Development Institute New Horizons Lunch N' Learn
December 13	Strathcona County Community Mediation Society 20 th Anniversary
December 15	Sherwood Park Chamber of Commerce Christmas Open House
December 16	Sherwood Park Chamber of Commerce Luncheon
December 17	Sherwood Park Chamber of Commerce Breakfast
December 17	Urban Development Institute Edmonton Region Christmas Luncheon
December 17	Information and Volunteer Centre Community Open House
December 17	Alberta Urban Municipalities Association Chief Executive Officer Retirement Party
December 19	Al-Terra Christmas Party
December 21	Sherwood Park 55+ Club Christmas Dinner
December 23	Landrex Christmas Open House
December 31	Strathcona County's New Year's Festival

WARD 2 COUNCILLOR REPORT

Elected Official: Dave Anderson
Ward: 2
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 2	Mayor's Executive Committee Meeting
November 10	Priorities Committee Meeting
November 11	Remembrance Day Ceremony
November 16	Mayor's Executive Committee Meeting
November 18	Seniors and Youth Advisory Joint Committee Meeting
November 20	Alberta Capital Region Wastewater Commission Board Meeting
November 20	Edmonton Salutes Committee Meeting
November 26	RCMP Community Advisory Committee Meeting
November 26	Capital Region Board Transit Task Force Meeting
December 3	Alberta Urban Municipalities Association Safe and Healthy Communities Standing Committee Meeting
December 4	Joint Capital Region Board and Calgary Regional Partnership Transit Workshop

County Business:

November 3	Council Meeting
November 4	Council and Chief Administrative Officer Meeting
November 5	Meeting with the Director of Transit
November 6	Bev Facey Remembrance Day Service
November 6	Gallery @501 Opening Reception – Annette Sicotte
November 9	Pre-Capital Region Board Meeting
November 12	Capital Region Board Meeting
November 14	Rotary Club of Sherwood Park 25 th Anniversary
November 16	Cool Technology and Creative Entrepreneurs Meeting
November 19	Sub Division Appeal Board
November 27	Council Business Plan and Budget Meeting
November 30	Council Business Plan and Budget Meeting
December 5	Canadian Wrestling Team Trials Opening Ceremonies and Finals
December 7	Meeting with Cameron Developments
December 7	Resident Meeting
December 7	Royal Alberta Museum – "A Moving Tribute"
December 8	Council Meeting
December 9	"Get Caught Being Active" Meeting
December 9	Christmas Season Positive Check Stop
December 10	Capital Region Board Meeting
December 15	"Get Caught Being Active" Meeting
December 21	Meeting with MLA Estefania Cortes-Vargas

Professional Development:

November 13	Northwest Regional Agricultural Service Board Conference
November 17	Alberta's Association of Municipal Districts and Counties Fall Convention
November 22 – 25	Canadian Urban Transit Association Conference and Expo

December 1 Alberta Urban Municipalities Association First Responders Radio
Communication Systems Webinar

County Functions and Events:

November 2 Strathcona County 5th Anniversary Celebration
November 4 Family and Community Services 40th Anniversary
November 5 Premier's State of the Province Address
November 5 University of Alberta Celebration of Planning
November 7 Black and White Fundraiser
November 9 Breakfast with the Guys Leduc
November 9 Canadian Home Builders Association Leadership Dinner
November 16 Dairy Queen Friends and Family Event
November 19 Urban Development Institute Edmonton November Luncheon
November 20 Festival of Trees Gala
November 28 Stuff-A-Bus
November 30 SAFFRON Christmas Open House and Silent Auction
December 3 Canadian Wrestling Team Trials Leader's Reception
December 5 Christmas in the Country
December 9 Strathcona Industrial Association Holiday Luncheon
December 10 Urban Development Institute New Horizons Lunch N' Learn
December 17 Urban Development Institute Edmonton Region Christmas
Luncheon
December 17 Information and Volunteer Centre Community Open House
December 17 Alberta Urban Municipalities Association Chief Executive Officer
Retirement Party
December 19 Al-Terra Christmas Party
December 20 Caroling in the Neighborhood
December 20 Sherwood Park 55+ Club Christmas Dinner

WARD 3 COUNCILLOR REPORT

Elected Official: Brian Botterill
Ward: 3
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 4 Governance Advisory Committee Meeting
November 26 Capital Region Board Transit Meeting
December 1 Finance Advisory Committee Meeting
December 3 Beaver Hills Initiative Working Group Meeting
December 4 Joint Capital Region Board/ Calgary Regional Partnership Transit Workshop
December 9 Governance Advisory Committee Meeting

County Business:

November 3 Council Meeting
November 4 Council and Chief Administrative Officer Meeting
November 20 Council Business Plan & Budget Meeting
November 27 Council Business Plan & Budget Meeting
November 30 Council Business Plan & Budget Meeting
December 7 Bremner Growth Management Strategy Meeting
December 8 Council Meeting
December 10 eScribe Electronic Voting Preview
December 10 Council and Chief Administrative Officer Meeting
December 15 Meeting with Elk Island Public School Board and Elk Island Catholic School Board

Professional Development:

November 17 - 19 Alberta Association of Municipal Districts and Counties Fall Convention
November 21 - 25 Canadian Urban Transit Association Conference and Trans-Expo

County Functions and Events:

November 20 8th Annual Festival of Trees Gala
November 20 Tickled Floral Grand Opening
November 28 Christmas in the Heartland
November 28 Light Up the Heartland
December 9 Strathcona Industrial Association Holiday Luncheon
December 17 Urban Development Institute Christmas Luncheon
December 19 Al-Terra Christmas Party
December 21 Sherwood Park 55+ Club Christmas Dinner

WARD 4 COUNCILLOR REPORT

Elected Official: Carla Howatt
Ward: 4
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 4	Governance Advisory Committee Meeting
November 9	Heartland Housing Foundation Meeting
November 10	Priorities Committee Meeting
November 26	Heartland Housing Foundation Board Meeting
November 26	Pioneer Housing Foundation Board Meeting
November 27	Capital Region Board Housing Task Force Meeting
December 9	Governance Advisory Committee Meeting

County Business:

November 2	Historical Bremner House Meeting
November 3	Council Meeting
November 4	Council and Chief Administrative Officer Meeting
November 4	Ward 4 Open House
November 6	Archbishop Jordan High School Remembrance Day Service
November 6	Ward 4 Open House
November 9	Pre-Capital Region Board Meeting
November 16	Special Council Meeting
November 18 - 21	Federation of Canadian Municipalities Standing Committee Meetings
November 25	Council Business Plan & Budget Meeting
November 27	Council Business Plan & Budget Meeting
November 30	Council Business Plan & Budget Meeting
November 30	Meeting with Chief Financial Officer
December 2	Ward 4 Open House
December 4	Ward 4 Open House
December 8	Council Meeting
December 9	Pre-Capital Region Board Meeting
December 10	eScribe Electronic Voting Preview
December 10	Council and Chief Administrative Officer Meeting

Professional Development

November 22-24	Municipal Communications Conference
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County Functions and Events:

November 2	Tour of Sherwood Care
November 4	Family and Community Services 40th Anniversary
November 6	St. Michael's Blue Angel Fundraiser
November 7	21st Annual Black & White Fundraiser
November 9	Canadian Home Builders Association Leadership Dinner
December 1	CASA House Tour with EIPS Board Chair
December 3	Silver Birch Lodge Family Christmas Party

WARD 5 COUNCILLOR REPORT

Elected Official: Paul Smith
Ward: 5
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 2	Fort Air Partnership Board Meeting
November 2	Mayor's Executive Committee Meeting
November 4	Energy Exploration Committee Meeting
November 10	Priorities Committee Meeting
November 12	John S. Batiuk Regional water Commission
November 16	Fort Air Partnership Government Relations Committee Meeting
November 16	Mayor's Executive Committee Meeting
November 29	John S. Batiuk Board Christmas Reception
November 30	Mayor's Executive Committee Meeting
December 1	Intermunicipal Relations Committee Meeting
December 4	River Valley Alliance Strategy Meeting
December 7	Agricultural Service Board Meeting
December 7	Fort Air Partnership Board Christmas Dinner
December 10	Heritage Advisory Committee Meeting and Lunch
December 10	John S. Batiuk Regional Water Commission

County Business:

November 2	Meeting with Transportation and Agricultural Services
November 3	Council Meeting
November 3	Community Group Synergies Meeting
November 4	Resident Meeting
November 4	Council and Chief Administrative Officer Meeting
November 9	Resident Meeting
November 12	Resident Meeting
November 16	Special Council Meeting
November 20	Council Business Plan and Budget Meeting
November 20	Rural Community Events Meeting
November 20	Josephburg Airport Meeting
November 20	Resident Meeting
November 22	Resident Meeting
November 22	Resident Meeting
November 24	Council Meeting
November 25	Council Business Plan and Budget Meeting
November 26	Seniors Event with Ward 5 Councillor
November 27	Council Business Plan and Budget Meeting
November 30	Pre Intermunicipal Relations Committee Meeting
November 30	Council Business Plan and Budget Meeting
December 1	Resident Meeting
December 3	Pre-Alberta Industrial Heartland Association Meeting
December 3	Resident Meeting
December 4	Alberta Industrial Heartland Association Meeting
December 4	Resident Meeting
December 8	Council Meeting
December 10	Council and Chief Administrative Officer Meeting

December 10	eScribe Electronic Voting Preview
December 12	Resident Meeting
December 13	Resident Meeting
December 14	Breakfast Meeting with Lamont County
December 14	Meeting with Transportation and Agricultural Services
December 15	Meeting with Elk Island Public School Board and Elk Island Catholic School Board
December 16	Brookville Hall Discussion
December 17	Resident Meeting

Professional Development:

November 5	Shell Quest Carbon Capture and Storage Start-Up Information Session
November 13	Northwest Regional Agricultural Service Board Conference
November 17-19	Alberta Association of Municipal Districts and Counties Fall Convention

County Functions and Events:

November 1	Josephburg Presents the Wardens
November 4	Community Conversations with Mayor Carr
November 6	Shell Quest Carbon Capture and Storage Start-Up Celebration
November 7	21st Annual Black and White Fundraiser
November 9	Canadian Home Builders Association Leadership Dinner
November 11	Fort Saskatchewan Legion Remembrance Day Service
November 14	Josephburg Riding Club Banquet
November 20	Festival of Trees Gala
November 21	Celebration of Lights
November 21	Ardrossan United Church Annual Fall Supper
November 25	Open House Ardrossan Hamlet Roads Upgrade
November 28	Christmas in the Heartland
November 28	Light Up the Heartland
December 2	Fort Saskatchewan Chamber Luncheon
December 2	Josephburg Agricultural Society Annual General Meeting
December 3	Sherwood Park Chamber Breakfast
December 5	Bruderheim Fire Department 36th Annual Fire Fighter's Ball
December 6	Josephburg Presents Tom Jackson
December 9	Strathcona Industrial Association Holiday Luncheon
December 9	Ardrossan Recreation and Agricultural Society Annual General Meeting
December 9	Fort Saskatchewan Fish and Game Annual General Meeting
December 10	Silverbirch Retirement Community Resident Christmas Party
December 14	Josephburg Seniors Christmas Supper
December 14	Christmas Caroling at Seniors Communities
December 16	Sherwood Park Chamber Luncheon

WARD 6 COUNCILLOR REPORT

Elected Official: Linton Delainey
Ward: 6
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 10 Priorities Committee Meeting
 November 16 Library Board Meeting
 November 18 Seniors and Youth Advisory Joint Committee Meeting
 November 26 RCMP Community Advisory Committee Meeting
 December 3 Senior's Advisory Christmas Lunch
 December 4 Strathcona County Library Long-Service Presentations
 December 7 Agricultural Service Board Meeting and Luncheon

County Business:

November 3 Council Meeting
 November 4 Energy Exploration Committee Meeting
 November 4 Council and Chief Administrative Officer Meeting
 November 5 Meeting with the Director of Transportation and Agriculture Services

 November 12 Resident Meeting with the Director of Transit
 November 19 Strathcona County Emergency Services Recruit Convocation
 November 20 Council Business Plan and Budget Meeting
 November 23 Bi-Annual Meeting with the Sherwood Park Chamber of Commerce Board

 November 24 Council Meeting
 November 25 Council Business Plan and Budget Meeting
 November 27 Council Business Plan and Budget Meeting
 November 30 Council Business Plan and Budget Meeting
 December 3 Meeting with the Director of Transportation and Agriculture Services

 December 8 Council Meeting
 December 9 Pre-Capital Region Board Meeting
 December 10 eScribe Electronic Voting Preview
 December 10 Council and Chief Administrative Officer Meeting
 December 11 Capital Region Board Growth Plan Update Task Force Meeting
 December 14 Library Board Meeting and Social
 December 15 Meeting with the Director of Recreation, Parks and Culture
 December 15 Meeting with Elk Island Public School and Elk Island Catholic School Boards

 December 21 Meeting with MLA Estefania Cortes-Vargas

Professional Development:

November 13 Northwest Regional Agricultural Service Board Conference

County Functions and Events:

November 2 Strathcona County Library 5th Anniversary Celebration
 November 4 Family and Community Services 40th Anniversary
 November 5 County Connect Open House
 November 6 Shell Quest Carbon Capture & Storage Start-Up Celebration

November 9	Canadian Home Builders Association Leadership Dinner
November 11	Tofield Legion Remembrance Day Service
November 12	Sherwood Park Chamber of Commerce Chamber Breakfast
November 18	Sherwood Park Chamber of Commerce Luncheon
November 18	Geographical Information System Day
November 19	Sherwood Park Chamber of Commerce Chamber Breakfast
November 21	Festival of Trees
November 21	Celebration of Lights
November 21	Ardrossan United Church Fall Supper
November 24	Salisbury Village Open House
November 26	Parents Empowering Parents Meeting
November 30	SAFFRON Christmas Open House and Silent Auction
November 30	Alberta Utilities Commission Information Session
December 3	Sherwood Park Chamber of Commerce Breakfast
December 3	Canadian Wrestling Team Trials Leader's Reception
December 5	Christmas in the Country
December 5	Canadian Wrestling Team Trials Opening Ceremonies and Finals
December 9	Strathcona Industrial Association Holiday Luncheon
December 10	Sherwood Park Chamber of Commerce Breakfast
December 17	Sherwood Park Chamber of Commerce Breakfast
December 17	Urban Development Institute Edmonton Region Christmas Luncheon
December 17	Information and Volunteer Centre Community Open House
December 31	Strathcona County New Year's Festival

WARD 7 COUNCILLOR REPORT

Elected Official: Bonnie Riddell
Ward: 7
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 4	Governance Advisory Committee Meeting
November 9	Beaver Hills Initiative Executive Committee Meeting
November 10	Priorities Committee Meeting
November 12	Beaver Hills Initiative Board Meeting
November 25	Environmental Advisory Committee Meeting
December 3	Beaver Hills Initiative Councillor's Working Group
December 7	Agricultural Service Board Meeting
December 7	Beaver Hills Initiative Executive Committee Meeting
December 9	Governance Advisory Committee Formal Meeting
December 9	Beaver Hills Initiative Board Meeting
December 10	Beaver Hills Initiative Tourism Working Implementation Group Meeting

County Business:

November 3	Council Meeting
November 4	Council and Chief Administrative Officer Meeting
November 9	Pre Capital Region Board Meeting
November 12	Capital Region Board Meeting
November 16	Special Council Meeting
November 20	Council Business Plan and Budget Meeting
November 24	Council Meeting
November 25	Council Business Plan and Budget Meeting
November 26	Economic Development and Tourism Advisory Committee Prep Meeting
November 27	Council Business Plan and Budget Meeting
November 30	Council Business Plan and Budget Meeting
December 4	Agricultural Master Plan Meeting
December 8	Council Meeting
December 9	Pre Capital Region Board Meeting
December 10	Council and Chief Administrative Officer Meeting
December 10	eScribe Electronic Voting Preview
December 11	Capital Region Board Growth Plan Update Task Force Meeting
December 15	Meeting with Elk Island Public School Board and Elk Island Catholic School Board

Professional Development:

November 17-19	Alberta Association of Municipal Districts and Counties Fall Convention
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County Functions and Events:

November 5	Premier's State of the Province Address
November 6	Shell Quest Carbon Capture and Storage Start-Up Celebration
November 7	21st Annual Black and White Fundraiser
November 11	Remembrance Day Ceremony
November 13	Northwest Regional Agricultural Service Board Conference

November 15	Cooking Lake Chapter IODE Brunch Christmas Auction and Bake Sale
November 21	Celebration of Lights
November 26	Sherwood Park and District Chamber Breakfast
November 26	Colchester Open House
December 1	Alberta Utilities Commission Information Session
December 5	Christmas in the Country
December 5	Light Up South Strathcona
December 20	Winter Solstice Coffeehouse

WARD 8 COUNCILLOR REPORT

Elected Official: Fiona Beland-Quest
Ward: 8
Time Period: November 1, 2015 to December 31, 2015

Boards and Committees:

November 2	Library Fifth Anniversary Celebration
November 9	Heartland Housing Foundation Board Cheque Approval
November 10	Priorities Committee Meeting
November 16	Library Board Meeting
November 26	Pioneer Housing Foundation Board Meeting
November 26	Heartland Housing Foundation Board Meeting
December 10	Economic Development and Tourism Advisory Committee Meeting and Christmas Celebration
December 14	Library Board Meeting
December 17	Heartland Housing Foundation Meeting

County Business:

November 2	Tour of Sherwood Care
November 2	Historical Bremner House Meeting
November 3	Council Meeting
November 4	Council and Chief Administrative Officer Meeting
November 5	Resident Meeting
November 9	Pre-Capital Region Board Meeting
November 16	Special Council Meeting
November 20	Council Business Plan and Budget Meeting
November 23	Bi-Annual Meeting with Chamber of Commerce Board
November 24	Council Meeting
November 27	Capital Region Board Housing Task Force Meeting
November 27	Council Business Plan and Budget Meeting
November 30	Council Business Plan and Budget Meeting
December 7	Bremner Growth Management Strategy Meeting
December 8	Council Meeting
December 10	eScribe Electronic Voting Preview
December 10	Council and Chief Administrative Officer Meeting
December 14	Resident Meeting
December 15	Meeting with Elk Island Public School and Elk Island Catholic School Boards
December 18	Discussion with Director of Information and Technology Services

Professional Development:

November 17-19	Alberta Association of Municipal Districts and Counties
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County Functions and Events:

November 2	Strathcona County Library Community Center Fifth Anniversary Celebration
November 4	Family and Community Services 40th Anniversary
November 4	1st Uncas Pathfinder Meeting
November 5	Premier's State of the Province Address
November 5	Heartland Housing Foundation Employee Recognition and Awards

November 6	Shell Quest Carbon Capture and Storage Start-Up Celebration
November 6	Trade and Craft Fair
November 7	21st Annual Black and White Fundraiser
November 11	Remembrance Day Ceremony
November 20	Festival of Trees Gala
November 21	Celebration of Lights
November 30	SAFFRON Christmas Open House and Silent Auction
December 4	Clover Bar Lodge Resident and Family Wine and Cheese Christmas
December 5	Christmas in the County
December 5	Light Up South Strathcona
December 16	Sherwood Park Chamber Luncheon
December 31	Strathcona County New Year's Eve Festival