

COUNCIL MEETING REVISED AGENDA

Date: **January 21, 2020**
Call to Order: **9:00 a.m.**
Open Session: **2:15 p.m.**
Location: **Council Chamber
401 Festival Lane
Sherwood Park, AB**

Pages

1. CALL TO ORDER

2. CHANGES TO AGENDA & ADOPTION OF AGENDA

3. CLOSED SESSION

3.1 Chief Commissioner - Introduction of Topics

3.2 [9:05 AM] Regional Transit Service Commission Update January 2020
FOIP Section 21, harmful to intergovernmental relations
FOIP Section 24, advice from officials

3.3 [11:00 AM] Recommendations for 2020 Social Framework Community Grants
FOIP Section 24, advice from officials

3.4 [1:15 PM] Notice of Intention to Expropriate
FOIP Section 17, harmful to personal privacy
FOIP Section 25, economic interests of the municipality
FOIP Section 27, legal privilege

3.5 Intermunicipal Relations Committee (IMRC) Update (22)
FOIP Section 21, harmful to intergovernmental relations

3.6 Update on Qiqihar Exploration
FOIP Section 21, harmful to intergovernmental relations

Added to the agenda

3.7 *Inter-Faith Prayer Breakfast*

Added to the agenda

3.8 *Chief Commissioner Hiring Process Update*

3.9 *Related Materials - Closed Session*

4. PROTOCOL ITEMS

4.1 Treaty 6 Acknowledgement

4.2 Proclamations

5. MOTIONS ARISING OUT OF CLOSED SESSION

6. CONSENT AGENDA

7. CONFIRMATION OF MINUTES

7.1	November 18, 2019 Council Budget Meeting Minutes	4 - 13
7.2	December 5, 2019 Council Meeting Minutes	14 - 15
7.3	December 10, 2019 Council Meeting Minutes	16 - 29
7.4	December 19, 2019 Council Meeting Minutes	30 - 32

8. COUNCIL PRIORITIES

Deleted from the agenda

8.1 ~~Motion following Notice of Motion~~

~~Report on Feasibility of Creating a Strathcona County Utilities Corporation~~

8.2 [2:20 PM] Community Cemetery Assessment 33 - 133
To provide an update on the Community Cemetery Assessment and determine next steps.

External presenter:

Catherine Barris, Partner, Urban Systems

9. REQUESTS FOR DECISION

9.1 Long-Term License Strathcona Industrial Association 134 - 136
To seek Council approval on a long-term License Agreement between Strathcona County and the Strathcona Industrial Association.

9.2	2019 Capital Budget Amendment – 2019 Annual Vehicle and Equipment Fleet Replacements To amend the 2019 Capital Budget for a change in funding only to the 2019 Annual Vehicle and Equipment Fleet Replacements to fund expenses that are ineligible for grant funding.	137
9.3	[3:30 PM] 2019 Audit Status Report To provide an update on the 2019 audit and to facilitate communications with the auditors. External presenter: Robert Jolley, Partner, Assurance Services, Ernst & Young LLP	138
10.	[5:00 PM] PUBLIC HEARING - Bylaw 4-2020 and Bylaw 5-2020 will be presented and heard concurrently	
10.1	Bylaw 4-2020 Updated Salisbury Village Area Structure Plan (Ward 3) To provide information to Council to make a decision on first, second and third readings of a bylaw that proposes to adopt an updated Salisbury Village Area Structure Plan (ASP).	139 - 226
10.2	Bylaw 5-2020 Map and text amendment to Land Use Bylaw 6-2015 (Ward 3) To provide information to Council to make a decision on first, second and third readings of a bylaw that proposes to amend Land Use Bylaw 6-2015 to allow for consideration of future mixed-use development within Salisbury Village.	227 - 309
10.3	Related Materials - Public Hearing	
11.	COUNCILLOR REQUESTS (INFORMATION REQUESTS AND NOTICES OF MOTION)	
11.1	Councillor Request Report <i>To add or remove items from the Councillor Request Report; and to serve Notices of Motion that will be brought forward for debate at a future Council meeting.</i>	310 - 316
11.2	Expenditure of Council Priority Funds Friends of the Pioneers 2020 Council Priority Funds Application	317 - 329
11.3	Expenditure of Council Priority Funds Jean Vanier Catholic School 2020 Council Priority Fund Application	330 - 334
12.	ADJOURNMENT	
13.	RELATED MATERIALS - OPEN SESSION	

COUNCIL MEETING - BUDGET MINUTES

November 18, 1:00 p.m.,
November 25, 28 & December 3 & 5, 2019, 9:00 a.m.
Council Chamber
401 Festival Lane
Sherwood Park, AB

Members Present: Rod Frank, Mayor
Robert Parks, Ward 1 (absent November 25, a.m.)
Dave Anderson, Ward 2
Brian Botterill, Ward 3
Bill Tonita, Ward 4 (absent November 25, a.m.)
Paul Smith, Ward 5 (absent November 25, p.m.)
Linton Delaine, Ward 6
Glen Lawrence, Ward 7
Katie Berghofer, Ward 8

Administration Present: Kevin Glebe, Interim Chief Commissioner
Greg Yeomans, Chief Financial Officer
Gord Johnston, Assoc. Commissioner, Community Services
Jeff Hutton, Acting Assoc. Commissioner, Community Services (November 18)
Lori Cooper, Assoc. Commissioner, Corporate Services
Stacy Fedechko, Acting Assoc. Commissioner, Infrastructure and Planning Services
Sandy Bugeja, Manager, Governance Support Services & Deputy Clerk
Susanne Semchuk, Legislative Officer

- November 18, 2019 -

1. CALL TO ORDER & TREATY 6 ACKNOWLEDGEMENT

Mayor Frank called the meeting to order at 1:00 p.m. with an acknowledgement that Strathcona County Council meets on the traditional lands of Treaty 6 nations – including the Blackfoot, Cree, Dene, Gros Ventres, Métis, Nakota Sioux and Saulteaux, and that the indigenous people were joined by settlers and pioneers who together built this great community of Strathcona County.

2019/ CB6

Moved by: P. Smith

THAT the rules be suspended for the duration of the Council Budget Meeting pursuant to section 8.13 of the Meeting Procedures Bylaw to allow for addition of budget material, replacement pages and presentations by way of consensus; and that the Clerk be directed to note all such changes in an appendix to the minutes and to provide an update of all such changes each time the meeting is called to order, to assist members of Council and the public.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

2. ADOPTION OF AGENDA

2019/ CB7

Moved by: R. Parks

THAT the November 18, 2019 Council Budget Meeting agenda be adopted as presented.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

3. INTRODUCTION

3.1 Overview of 2020-2023 Operating Budgets and 2020-2024 Capital Budgets

Council was provided with an overview of the 2020-2023 Operating Budgets and the 2020-2024 Capital budgets.

4. OVERVIEW OF FLAGGED ITEMS PROCESS

4.1 Flagged Items Process

Council was provided with an overview of the flagged items process.

Council recessed at 2:05 p.m. until 9:00 a.m. November 25, 2019.

- November 25, 2019 -

The Mayor reconvened the meeting at 9:00 a.m. Councillors Parks and Tonita were absent.

The Clerk read the additional materials into the record. *See Appendix A – Additional and Replacement Material.*

5. DIVISION PRESENTATIONS

5.1 Community Services Division

Council was provided with a budget presentation from the Community Services Division.

Councillor Lawrence left the meeting at 9:15.

5.2 Corporate Services Division

Council was provided with a budget presentation from the Corporate Services Division.

Councillor Lawrence rejoined the meeting at 10:22 a.m.

5.3 Infrastructure and Planning Services Division

Council was provided with a budget presentation from the Infrastructure and Planning Services Division.

5.3.1 Utilities

Council was provided with a budget presentation from the Utilities Department.

5.4 Financial and Strategic Management Division

Council was provided with a budget presentation from the Financial and Strategic Management Division.

5.4.1 Fiscal Services

Council was provided with a budget presentation from the Fiscal Services.

5.5 Senior Administration Division and Elected Officials

Council was provided with a budget presentation from the Senior Administration Division and Elected Officials.

4. OVERVIEW OF FLAGGED ITEMS PROCESS

4.2 Flagged Items Votes

Flagged Item #1

2019/ CB8

Moved by: D. Anderson

THAT RCMP and Enforcement Services provide information on the options and implications of adding an RCMP Domestic Violence full-time position in the operating budget for 2020.

In Favor (7): R. Frank, D. Anderson, B. Botterill, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

Flagged Item #2

2019/ CB9

Moved by: B. Botterill

THAT Legislative and Legal Services provide information on the implications of changing the proposed SIR-61 – Legal Counsel – Bylaw Enforcement and General Legal Matters from a fulltime term 2-year position to a fulltime permanent position.

In Favor (7): R. Frank, D. Anderson, B. Botterill, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

Councillor Smith left the meeting at 12:00 p.m.

Councillors Parks and Tonita rejoined the meeting at 4:00 p.m.

6. COMMUNITY PARTNERS

6.1 Heartland Housing Foundation

Council was provided with a presentation from the Heartland Housing Foundation.

6.2 Strathcona County Library

Council was provided with a presentation from the Strathcona County Library.

Council recessed at 4:34 p.m. until 9:00 a.m. November 28, 2019.

- November 28, 2019 -

The Mayor reconvened the meeting at 9:00 a.m. with all of Council present.

The Clerk read the additional materials into the record. *See Appendix A – Additional and Replacement Material.*

7. BUDGET DISCUSSION CONTINUATION

7.2 Human Resources Presentation

FOIP Section 24, advice from officials

FOIP Section 25, economic interests of the municipality

2019/ CB10

Moved by: P. Smith

THAT Council meet in private to discuss employment-related budget matters, protected from disclosure under the *Freedom of Information and Protection of Privacy (FOIP) Act* sections 24 and 25 at 9:03 a.m.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization/ Presenter
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Sandy Bugeja	Legislative Advice/ Clerk
Debra Smith	Presenter
Sherry Sowiak	Presenter
Jay Bohachyk	Necessary to perform role
Don Legge	Necessary to perform role

2019/ CB11

Moved by: R. Frank

THAT Council revert to open session at 9:59 a.m. and recess until 10:15 a.m.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

7.1 Fees, Rates and Charges Bylaw Introduction

Council was provided with an introduction to the Fees, Rates and Charges Bylaw.

8. CAPITAL BUDGET

8.1 Capital Budget Presentation

Council was provided a presentation on the Capital Budget.

4. OVERVIEW OF FLAGGED ITEMS PROCESS

4.3 Flagged Items Votes

Flagged Item #3

2019/ CB12

Moved by: R. Frank

THAT Transportation and Agricultural Services provide information on the feasibility of limiting the capital budget for the initial Multi-Purpose Agricultural Facility at 31 million for land, servicing, building while still allowing for opportunities to stage additional capital costs to expand the facility in future years.

In Favor (3): R. Frank, R. Parks, and G. Lawrence

Opposed (6): D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, and K. Berghofer

Defeated

Council recessed at 11:36 a.m. until 9:00 a.m. December 3, 2019.

- December 3, 2019 -

The Mayor reconvened the meeting at 9:01 a.m.

The Clerk read the additional materials into the record. *See Appendix A – Additional and Replacement Material.*

10. BUDGET AND RELATED APPROVALS

10.1 Budget Discussion and Approval

Council was provided with information regarding the updated documents provided.

9. FLAGGED ITEMS RESPONSES

9.1 Flagged Items Responses

2018/ CB13

Moved by: D. Anderson

THAT \$156,084 to fund an RCMP Constable, full-time position be added to the proposed RCMP and Enforcement Services operation budget for 2020, and that the source of funds be identified.

In Favor (3): D. Anderson, P. Smith, and L. Delainey

Opposed (6): R. Frank, R. Parks, B. Botterill, B. Tonita, G. Lawrence, and K. Berghofer

Defeated

2018/ CB14

Moved by: B. Botterill

THAT the proposed SIR-61 – Legal Counsel – Bylaw Enforcement and General Legal Matters position be changed from a fulltime term 2-year position to a fulltime permanent position, and that the 2022 and 2023 operating budget for Legislative and Legal Services be adjusted accordingly.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

10. BUDGET AND RELATED APPROVALS

10.1 Budget Discussion and Approval

2018/ CB15

Moved by: R. Parks

THAT the Area Redevelopment Plan and funding in the amount of \$550,000 required for Campbelltown Heights, Wye Road Gardens and Ordze Park be deferred for consideration in 2021.

In Favor (4): R. Parks, B. Tonita, P. Smith, and K. Berghofer

Opposed (5): R. Frank, D. Anderson, B. Botterill, L. Delainey, and G. Lawrence

Defeated

4. OVERVIEW OF FLAGGED ITEMS PROCESS

4.4 Flagged Items Votes

2018/ CB16

Moved by: L. Delainey

Flagged Item #4

THAT Administration provide information on what is included in the utility water rates, and address whether industrial and commercial usage was included in the calculations for the water rate increase.

In Favor (8): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, L. Delainey, G. Lawrence, and K. Berghofer

Opposed (1): P. Smith

Carried

10. BUDGET AND RELATED APPROVALS

10.1 Budget Discussion and Approval

2018/ CB17

Moved by: B. Tonita

THAT the 2020 Operating Budget be amended by deleting \$1.5 million allocated for rural policing changes.

In Favor (3): R. Parks, B. Tonita, and G. Lawrence

Opposed (6): R. Frank, D. Anderson, B. Botterill, P. Smith, L. Delainey, and K. Berghofer

Defeated

Council recessed at 10:54 a.m. until 9:00 a.m. December 5, 2019.

- December 5 -

The Mayor reconvened the meeting at 9:00 a.m.

The Clerk read the additional materials into the record. *See Appendix A – Additional and Replacement Material.*

10. BUDGET AND RELATED APPROVALS

10.1 Budget Discussion and Approval

2019/ CB18

Moved by: R. Parks

THAT the 2020 Operating Budget be amended by reducing the allocation from 1.5 million to 760,000 for rural policing charges.

In Favor (7): R. Frank, R. Parks, D. Anderson, B. Tonita, P. Smith, G. Lawrence, and K. Berghofer

Opposed (2): B. Botterill, and L. Delainey

Carried

2019/ CB19**Moved by:** R. Parks

THAT the 2020 Capital Budget be amended by removing \$595,000 for the Sidewalk Missing Links program (line items 1355, 1414, 1415, 1416).

In Favor (3): R. Parks, B. Tonita, and P. Smith

Opposed (6): R. Frank, D. Anderson, B. Botterill, L. Delaine, G. Lawrence, and K. Berghofer

Defeated**2019/ CB20****Moved by:** L. Delaine

THAT the 2020 Consolidated Operating Budget (including a 1.21 per cent municipal tax revenue increase, a 2.78 per cent Utility rate increase, and a 0.81 per cent Library increase) with revenues matching expenses at \$377M, be adopted;

THAT the 2020 Consolidated Capital Budget (including a consolidated capital approval of \$111M) be adopted;

THAT the proposed annual Consolidated Operating Budgets for the years 2021-2023 (including projected 1.98%, 1.88% and 1.61% per cent tax revenue increases respectively) be approved to be brought forward for Council's consideration at the Council Budget Meeting for the 2021 budget; and

THAT the proposed annual Consolidated Capital Budgets for the years 2021-2024 (including projected consolidated capital budgets of \$51M, \$92M, \$52M, and \$85M respectively) be approved to be brought forward for Council's consideration at the Council Budget Meeting for the 2021 budget.

In Favor (7): R. Frank, D. Anderson, B. Botterill, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Opposed (2): R. Parks, and B. Tonita

Carried**10.2 Bylaw 37 - 2019: 2020 Fees, Rates and Charges (Repeals Bylaw 37-2018)****2019/ CB21****Amendment Moved by:** R. Parks

THAT the Schedule to the Fees, Rates and Charges Bylaw be amended by increasing the fee for External Fitness Trainer (Annual Payment plus admission) from \$200 to \$400.

In Favor (2): R. Parks, and G. Lawrence

Opposed (7): R. Frank, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, and K. Berghofer

Defeated

2019/ CB22

Moved by: D. Anderson

THAT Bylaw 37-2019 to establish 2020 Fees, Rates and Charges for the provision of Municipal, Utility and Library Services be given first reading.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

2019/ CB23

Moved by: B. Botterill

THAT Bylaw 37-2019 be given second reading.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

2019/ CB24

Moved by: K. Berghofer

THAT Bylaw 37-2019 be considered for third reading.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

2019/ CB25

Moved by: B. Botterill

THAT Bylaw 37-2019 be given third reading

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

10.3 Borrowing Bylaw 41-2019

2019/ CB26

Moved by: B. Botterill

THAT Bylaw 41-2019, a bylaw to approve the incurrence of debt for the development of the Multi-Use Agriculture Facility, be given first reading.

In Favor (7): D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Opposed (2): R. Frank, and R. Parks

Carried

10.4 Subsequent Motions

2019/ CB27

Moved by: B. Tonita

THAT Administration request the Strathcona County RCMP detachment to prepare a report for Council by the end of the first quarter of 2020 on how funds are allocated within the Detachment to address community policing priorities, as well as the process for and history of funding School Resource Officers.

In Favor (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried
ACTION: RCMP and Enforcement Services
DUE: Q1 2020

12. ADJOURNMENT

Mayor Frank declared the meeting adjourned at 11:51 a.m., December 5, 2019

Mayor

Director, Legislative & Legal Services

COUNCIL MEETING MINUTES

December 5, 2019
2:30 p.m.
Council Chamber
401 Festival Lane
Sherwood Park, AB

Members Present: Rod Frank, Mayor
Robert Parks, Ward 1
Brian Botterill, Ward 3
Bill Tonita, Ward 4
Paul Smith, Ward 5
Linton Delainey, Ward 6
Glen Lawrence, Ward 7
Katie Berghofer, Ward 8

Members Absent: Dave Anderson, Ward 2

Administration Present: Mavis Nathoo, Director, Legislative and Legal Services

1. CALL TO ORDER & TREATY 6 ACKNOWLEDGEMENT

Mayor Frank called the meeting to order at 2:35 p.m. with an acknowledgement that Strathcona County Council meets on the traditional lands of Treaty 6 nations – including the Blackfoot, Cree, Dene, Gros Ventres, Métis, Nakota Sioux and Saulteaux, and that the indigenous people were joined by settlers and pioneers who together built this great community of Strathcona County.

2. CHANGES TO AGENDA & ADOPTION OF AGENDA

Moved by: K. Berghofer

THAT the agenda be adopted as presented.

In Favour (8): R. Frank, R. Parks, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

3. CLOSED SESSION

Moved by: G. Lawrence

THAT Council meet in private to discuss matters protected from disclosure under the Freedom of Information and Protection of Privacy (FOIP) Act sections 24 and 25 at 2:36 p.m.

In Favour (8): R. Frank, R. Parks, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

- 3.2 CAO Recruitment Process
FOIP Section 24, advice from officials
FOIP Section 25, economic interests of the municipality

Name	Reason/ Purpose
T. Mullen	Presenter
T. Presisniuk	Presenter

Councillor Smith left the meeting at 4:00 p.m.

Moved by: R. Parks

THAT Council revert to Open Session at 4:12 p.m.

In Favour (7): R. Frank, R. Parks, B. Botterill, B. Tonita, L. Delainey, G. Lawrence, and K. Berghofer

Carried

4. ADJOURNMENT

Mayor Frank declared the meeting adjourned at 4:12 p.m.

Mayor

Director, Legislative & Legal Services

COUNCIL MEETING MINUTES

December 10, 2019

9:00 a.m.

Council Chamber

401 Festival Lane

Sherwood Park, AB

Members Present: Rod Frank, Mayor
Robert Parks, Ward 1
Dave Anderson, Ward 2
Brian Botterill, Ward 3
Bill Tonita, Ward 4
Paul Smith, Ward 5
Linton Delainey, Ward 6
Glen Lawrence, Ward 7
Katie Berghofer, Ward 8

Administration Present: Kevin Glebe, Interim Chief Commissioner
Greg Yeomans, Chief Financial Officer
Gord Johnston, Assoc. Commissioner, Community Services
Lori Cooper, Assoc. Commissioner, Corporate Services
Stacy Fedechko, Acting Assoc. Commissioner, Infrastructure and
Planning Services
Mavis Nathoo, Director, Legislative and Legal Services
Joanne Onciul, Legislative Officer

1. CALL TO ORDER

Mayor Frank called the meeting to order at 9:00 a.m.

2. CHANGES TO AGENDA & ADOPTION OF AGENDA

2019/ 347

Moved by: L. Delainey

THAT the agenda for the December 10, 2019 Council meeting be adopted with the following changes:

- Item 3.2, Regional Transit Commission Final Report – add enclosures 2 and 3;
- Add item 3.9, Low Income Pass Program to the closed session;
- Add item 3.10, Discussion regarding Chief Commissioner Recruitment Process to the closed session;

- Add item 3.11, Resident Letter regarding Boards and Committee Recruitment Process to the closed session;
- Item 8.1, After Action Review Strathcona County Parkade Incident Report – add enclosures 1, 2 and 3;
- Add item 8.8, Bylaw 42-2019, Proposed Amendment to Bylaw 29-2019 Chief Commissioner Recruitment Committee Bylaw; and
- Scheduled break at 3:40 p.m.

In Favour (8): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, L. Delainey, G. Lawrence, and K. Berghofer

Carried

3. CLOSED SESSION

2019/ 348

Moved by: G. Lawrence

THAT Council meet in private to discuss matters protected from disclosure under the *Freedom of Information and Protection of Privacy (FOIP) Act* sections 17, 21, 24, 25, 27, and 29 at 9:05 a.m.

In Favour (8): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, L. Delainey, G. Lawrence, and K. Berghofer

Carried

3.1 Chief Commissioner - Introduction of Topics

Councillor Smith joined the meeting at 9:10 a.m.

3.2 Regional Transit Services Commission Update – Final Report FOIP Section 21, harmful to intergovernmental relations FOIP Section 24, advice from officials

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk
Wade Coombs	Presenter
Nancy Lyzaniwski	Presenter
A. Thom	Presenter
Sherri-Dawn Annett	Necessary to perform role

3.3 Intermunicipal Relations Committee (IMRC) Update (21)
FOIP Section 21, harmful to intergovernmental relations

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk
Rod Frank	Presenter
Nancy Lyzaniwski	To answer questions
Jackie Porayko	To answer questions

3.4 Hosting a Federation of Canadian Municipalities' Board Meeting
FOIP Section 21, harmful to intergovernmental relations
FOIP Section 24, advice from officials
FOIP Section 25, economic interests of the municipality

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk
Nancy Lyzaniwski	Presenter
Jackie Porayko	Presenter

3.5 Regional Assessment Review Board - Amending Bylaw 40-2019
FOIP Section 27, legal privilege

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk
Danielle Wilson	Presenter
Sandy Bugeja	Presenter

3.6 Bylaw 37-2019 Planning and Development Red Tape Reduction Task Force
FOIP Section 29, information available or to be available to the public

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk
Sandy Bugeja	Presenter
Ryan Hall	Presenter

3.7 Litigation Update Continued (2)
FOIP Section 24, advice from officials
FOIP Section 27, legal privilege

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk/ Presenter

3.8 Update on Resident Concern
FOIP Section 24, advice from officials
FOIP Section 27, legal privilege

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization/ Presenter
Mavis Nathoo	Legislative Advice/ Clerk/ Presenter

3.9 Low Income Pass Program
FOIP Section 21, harmful to intergovernmental relations
FOIP Section 24, advice from officials

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Greg Yeomans	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk
Wade Coombs	Presenter
Sherri-Dawn Annett	Necessary to perform role

- 3.10 Discussion regarding Chief Commissioner Recruitment Process
FOIP Section 17, personal privacy

Name	Reason/ Purpose
Rod Frank	Presenter

- 3.11 Resident Letter regarding Boards and Committees Recruitment Process
FOIP Section 17, personal privacy

Name	Reason/ Purpose
Mavis Nathoo	Legislative Advice/ Clerk
Rod Frank	Presenter

Councillor Smith left the meeting at 12:30 p.m.

Councillor Berghofer left the meeting at 12:40 p.m.

2019/ 349

Moved by: G. Lawrence

THAT Council revert to Open Session at 1:00 p.m. and recess until 2:00 p.m.

In Favour (7): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, L. Delainey, and
G. Lawrence

Carried

4. PROTOCOL ITEMS

4.1 Treaty 6 Acknowledgement

The Mayor re-convened the Council meeting with an acknowledgement that Strathcona County Council meets on the traditional lands of Treaty 6 nations – including the Blackfoot, Cree, Dene, Gros Ventres, Métis, Nakota Sioux and Saulteaux, and that the indigenous people were joined by settlers and pioneers who together built this great community of Strathcona County.

4.2 Proclamations

No proclamations were presented at the meeting.

8. COUNCIL PRIORITIES

8.1 After Action Review Strathcona County Parkade Incident Report

2019/ 350

Moved by: R. Frank

THAT Administration develop a multi-year implementation plan, with all relevant departments, based on the recommendations of the December 10, 2019 Emergency Services After Action Report and the Local Authority Emergency Management Regulation set by the Province of Alberta, to be delivered to Council by the end of June 2020; and

ACTION: Emergency Services/ RCMP and Enforcement Services
DUE: Q2 2020

THAT Administration provide progress reports, by the end of each quarter commencing March 2020, initially on the development of the plan and thereafter on the status of implementation of the plan.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

ACTION: Emergency Services/ RCMP and Enforcement Services
DUE: by the end of each quarter, commencing Q1 2020

5. MOTIONS ARISING OUT OF CLOSED SESSION

3.4 Hosting a Federation of Canadian Municipalities' Board Meeting

2019/ 351

Moved by: B. Tonita

THAT Administration submit a formal proposal to the Federation of Canadian Municipalities (FCM) Standing Committee on Conference Planning and the FCM Board of Directors to have the County considered as the host for an FCM Board meeting in the spring or fall of 2022 or 2023; and that funding of up to \$50,000 be approved, with the source of funds to be municipal projects reserve.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

ACTION: Intergovernmental Affairs/ Office of the Mayor
DUE: Immediate

3.7 Litigation Update Continued

2019/ 352

Moved by: R. Parks

THAT enclosure 1 be created and added to item 3.7, and remain confidential pursuant to sections 24 and 27 of FOIP;

THAT Administration take the steps set out in enclosure 1; and

THAT Administration return to Council closed session with the Litigation Update in January 2020.

In Favour (7): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, and K. Berghofer

Opposed (1): G. Lawrence

Carried

ACTION: Legislative and Legal Services

DUE: January 2020

3.8 Update on Resident Concern

2019/ 353

Moved by: B. Botterill

THAT enclosure 1 be created and added to item 3.8, and remain confidential pursuant to sections 24, 25 and 27 of FOIP; and

THAT Administration take the actions set out in enclosure 1.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

ACTION: Planning and Development Services/ Legislative and Legal Services

DUE: Immediate

3.9 Low Income Pass Program

2019/ 354

Moved by: D. Anderson

THAT enclosure 1, Proposed Letter to Honourable Sawhney, Minister of Community and Social Services, be added to item 3.9; and

THAT the Mayor, on behalf of Council, send the letter as set out in enclosure 1 to the Minister.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

ACTION: Office of the Mayor

DUE: Immediate

6. CONSENT AGENDA

2019/ 355

Moved by: D. Anderson

7.1

November 19, 2019 Council Meeting Minutes

THAT the November 19, 2019 Council Meeting Minutes be approved.

7.2

November 26, 2019 Council Meeting Minutes

THAT the November 26, 2019 Council Meeting Minutes be approved.

8.5

Revised Mandate Letters – Agricultural Service Board and the Economic Development and Tourism Advisory Committee

THAT the revised Agricultural Service Board and the Economic Development and Tourism Advisory Committee mandate letters, as set out in enclosure 1 of the December 10, 2019 Governance Advisory Committee report, be approved.

8.6

Beaver Hills Biosphere Reserve Association Membership

THAT Strathcona County request membership in Beaver Hills Biosphere Reserve Association (BHBRA);

THAT the Mayor, on behalf of Council, write to the Executive Director of Beaver Hills Biosphere Reserve Association (BHBRA) requesting Strathcona County become a member;

THAT Councillors Glen Lawrence and Bill Tonita be put forward as the Strathcona County Primary and Alternate Board Members respectively on the Beaver Hills Biosphere Reserve Association (BHBRA), for a term commencing January 1, 2020 and continuing throughout the term set out by Beaver Hills Biosphere Reserve Association (BHBRA) bylaws, but not to exceed the organizational meeting in 2021, provided they continue to serve as a Councillor throughout the term of the appointment; and

THAT Councillors Glen Lawrence and Bill Tonita act as the Primary and Alternate voting representatives respectively at the meetings of the Beaver Hills Biosphere Reserve Association (BHBRA) members, for a term commencing January 1, 2020 and continuing throughout the term set out by Beaver Hills Biosphere Reserve Association (BHBRA) bylaws, but not to exceed the organizational meeting in 2021, provided they continue to serve as a Councillor throughout the term of the appointment.

ACTION: Legislative and Legal Services/ Office of the Mayor
DUE: Immediate

8.7

Additional Council Meeting Dates

THAT two additional Council meetings on February 24, 2020 and March 11, 2020 with a start time of 9:00 a.m. be approved; and

THAT Administration provide notice to members of Council and the public.

8.8

Bylaw 42-2019, Proposed Amendment to Bylaw 29-2019 Chief Commissioner Recruitment Committee

THAT Bylaw 42-2019, a bylaw to amend Bylaw 29-2019, the Chief Commissioner Recruitment Committee Bylaw, be given first reading;

THAT Bylaw 42-2019 be given second reading.

THAT Bylaw 42-2019 be considered for third reading.

THAT Bylaw 42-2019 be given third reading.

9.2

Status of Report – Exploration of Municipal Partnership with Vung Tau City, Vietnam

THAT the Exploration of Municipal Partnership with Vung Tau City, Vietnam report be brought back to Council on the revised date of April 7, 2020.

ACTION: Office of the Mayor
DUE: April 7, 2020

9.3

Regional Assessment Review Board - Amending Bylaw 40-2019

THAT Bylaw 40-2019, a bylaw to amend The Regional Assessment Review Board Bylaw 16-2019, to replace section 5 of Bylaw 16-2019, which establishes distinct Local Assessment Review Board and Composite Assessment Review Board membership, be given first reading.

THAT Bylaw 40-2019 be given second reading.

THAT Bylaw 40-2019 be considered for third reading.

THAT Bylaw 40-2019 be given third reading.

9.4

Bylaw 37-2019 – A Bylaw to Establish the Planning and Development Red Tape Reduction Task Force

THAT Bylaw 37-2019, a bylaw to establish a Council committee called the Planning and Development Red Tape Reduction Task Force, be given first reading.

THAT Bylaw 37-2019 be given second reading.

THAT Bylaw 37-2019 be considered for third reading.

THAT Bylaw 37-2019 be given third reading.

THAT enclosure 2 be added to item 9.4 and remain private pursuant to sections 17 and 29 of the Freedom of Information and Protection of Privacy Act until approved by Council; and

THAT the appointments and terms, as set out in enclosure 2 to the December 10, 2019 Planning and Development Services report, be approved.

11.2

Expenditure of Council Priority Funds – Winder Inclusive Communities Service (WICS)

THAT an expenditure of \$6,852.00 from Council Priority Funds as follows:

Mayor Rod Frank	\$	1,900.00
Councillor Robert Parks	\$	500.00
Councillor Dave Anderson	\$	500.00
Councillor Brian Botterill	\$	202.00
Councillor Bill Tonita	\$	500.00
Councillor Linton Delaine	\$	750.00
Councillor Glen Lawrence	\$	500.00
Councillor Katie Berghofer	\$	2,000.00

for the purpose of providing funds to Winder Inclusive Communities Service for costs associated with four inclusive events to be held throughout 2020, be approved.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

8. COUNCIL PRIORITIES

8.2 Motion following Notice of Motion – Reducing our Carbon Footprint

2019/ 356

Moved by: B. Tonita

THAT Administration prepare a report by the end of the second quarter of 2020 on the following:

- Current or planned actions that will reduce Strathcona County's carbon footprint;
- Granting opportunities in conjunction with all levels of government that would assist in reduction initiatives;
- Possible incentives that would encourage Strathcona County residents to take action to reduce water and energy consumption;
- Annual targets for reduction; and

THAT Administration establish a Task Force to provide community input as action plans are developed.

In Favour (5): R. Parks, B. Tonita, L. Delaine, G. Lawrence, and K. Berghofer

Opposed (4): R. Frank, D. Anderson, B. Botterill, and P. Smith

Carried

ACTION: Utilities/ Intergovernmental Affairs

DUE: Q2 2020

- 8.3 Motion following Notice of Motion – Federation of Canadian Municipalities Resolution in Support of the Energy Sector and Fair Equalization Payments

2019/ 357

Moved by: R. Frank

THAT Strathcona County submit a resolution to the Federation of Canadian Municipalities (FCM) that urges FCM to:

- Advocate to the Federal Government to work with provinces, municipalities and indigenous groups to establish national utility corridors, which includes pipelines and other resource and utility structures, from coast to coast to coast as a national priority, and
- Advocate to the Federal Government for the repeal or amendment of Bills C-48 and C-69 to help restore investor confidence and ensure the construction of future infrastructure that is in the national interest.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

ACTION: Intergovernmental Affairs/ Office of the Mayor

DUE: Immediate

- 8.4 Pride of Strathcona Awards Name Change

2019/ 358

Moved by: B. Tonita

THAT the name of the Pride of Strathcona Award be changed to "Strathcona County Awards of Excellence" immediately; and

THAT Administration prepare any required bylaw amendments to the Priorities Committee Bylaw (17-2017) for Council's consideration by the end of the first quarter of 2020.

In Favour (7): R. Frank, R. Parks, B. Botterill, B. Tonita, P. Smith, L. Delainey, and K. Berghofer

Opposed (2): D. Anderson, and G. Lawrence

Carried

ACTION: Communications/ Legislative and Legal Services

DUE: Q1 2020

9. REQUESTS FOR DECISION

- 9.1 Animal Control Bylaw Update

Council received a presentation on proposed amendments to Animal Control Bylaw 18-2011.

10. PUBLIC HEARING

10.1 Bylaw 4-2019 map amendment to Land Use Bylaw 6-2015 (Ward 6)

The Mayor convened the Public Hearing for Bylaw 4-2019 at 5:07 p.m.

The Clerk outlined the Public Hearing Procedures.

Administration made a presentation on the bylaw. Administration then answered Council's questions.

There were no speakers.

The Mayor closed the Public Hearing for Bylaw 4-2019 at 5:12 p.m. Administration answered Council's questions.

2019/ 359

Moved by: D. Anderson

THAT Bylaw 4-2019, a bylaw that proposes to rezone approximately 60.7 hectares (150.0 acres) in SE 18-51-22-W4 from AG - Agriculture: General to RA - Rural Residential/Agriculture Zoning District, be given first reading.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

2019/ 360

Moved by: R. Parks

That Bylaw 4-2019 be given second reading.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

10.2 Bylaw 38-2019 map and text amendments to Land Use Bylaw 6-2015

The Mayor convened the Public Hearing for Bylaw 38-2019 at 5:15 p.m.

The Clerk outlined the Public Hearing Procedures.

Administration made a presentation on the bylaw. Administration then answered Council's questions.

There were no speakers.

The Mayor closed the Public Hearing for Bylaw 38-2019 at 5:22 p.m. Administration answered Council's questions.

2019/ 361

Moved by: D. Anderson

THAT Bylaw 38-2019, a bylaw which proposes to amend Land Use Bylaw 6-2015 to:

- add a new site-specific zoning district, MU1 - Centennial Mixed Use 1 Zoning District;
- rezone Lot A, Plan 6676KS consisting of approximately 4.00 hectares (9.88 acres) within the NE 10-53-23-W4 from AD – Agriculture: Future Development Zoning District to MU1 - Centennial Mixed Use 1 Zoning District; and
- add definitions for “Podium” and “Tower”,

be given first reading.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

2019/ 362

Moved by: R. Parks

THAT Bylaw 38-2019 be given second reading.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

2019/ 363

Moved by: K. Berghofer

THAT Bylaw 38-2019 be considered for third reading.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

2019/ 364

Moved by: G. Lawrence

THAT Bylaw 38-2019 be given third reading.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

Councillor Tonita left the meeting at 5:43 p.m.

Councillor Berghofer left the meeting at 5:48 p.m.

9. REQUESTS FOR DECISION

9.1 Animal Control Bylaw Update

Council continued discussion on Animal Control Bylaw 18-2011.

2019/ 365

Moved by: R. Parks

THAT Administration prepare a bylaw incorporating the recommendations for amendments to Bylaw 18-2011, Animal Control Bylaw, as set out in enclosure 1 of the December 10, 2019 Transportation and Agriculture Services report for Council's consideration by Q1 of 2020.

In Favour (7): R. Frank, R. Parks, D. Anderson, B. Botterill, P. Smith, L. Delainey, and G. Lawrence

Carried

ACTION: Legislative and Legal Services/ Transportation and Agriculture Services
DUE: Q2 2020

11. COUNCILLOR REQUESTS (INFORMATION REQUESTS AND NOTICES OF MOTION)

11.1 Councillor Request Report

Ward	Category	Request	Department	Due Date
Mayor R. Frank NM-116	Notice of Motion	Mayor Frank SERVED the following Notice of Motion to be presented for debate and vote at the January 21, 2020 Council Meeting: THAT by the end of the second quarter of 2020 Administration prepare a report on the feasibility and advisability of creating a Strathcona County Utilities Company.	ACTION: Office of the Mayor	DUE: January 21, 2020

12. ADJOURNMENT

Mayor Frank declared the meeting adjourned at 5:51 p.m.

Mayor

Director, Legislative & Legal Services

COUNCIL MEETING MINUTES

December 19, 2019
10:00 a.m.
Council Chamber
401 Festival Lane
Sherwood Park, AB

Members Present: Rod Frank, Mayor
Robert Parks, Ward 1
Dave Anderson, Ward 2
Brian Botterill, Ward 3
Bill Tonita, Ward 4
Paul Smith, Ward 5
Linton Delaine, Ward 6
Glen Lawrence, Ward 7
Katie Berghofer, Ward 8

Administration Present: Kevin Glebe, Interim Chief Commissioner
Gord Johnston, Assoc. Commissioner, Community Services
Lori Cooper, Assoc. Commissioner, Corporate Services
Stacy Fedechko, Acting Assoc. Commissioner, Infrastructure and
Planning Services
Mavis Nathoo, Director, Legislative and Legal Services

1. CALL TO ORDER & TREATY 6 ACKNOWLEDGEMENT

Mayor Frank called the meeting to order at 10.01 a.m.

2. CHANGES TO AGENDA & ADOPTION OF AGENDA

2019/ 366

Moved by: G. Lawrence

THAT the agenda for the December 19, 2019 Council meeting be adopted with the following changes:

- Item 3.2 Edmonton Metropolitan Region Board Update – Add enclosures 1, 2, 3 and 4.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delaine, G. Lawrence, and K. Berghofer

Carried

3. CLOSED SESSION

2019/ 367

Moved by: P. Smith

THAT Council meet in private to discuss matters protected from disclosure under the *Freedom of Information and Protection of Privacy (FOIP) Act* section 21 at 10:03 a.m.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

3.1 Chief Commissioner - Introduction of Topics

3.2 Edmonton Metropolitan Region Board Update
FOIP Section 21, harmful to intergovernmental relations

Name	Reason/ Purpose
Kevin Glebe	Strategic Leader of the Organization / Presenter
Lori Cooper	Strategic Leader of the Organization
Gord Johnston	Strategic Leader of the Organization
Stacy Fedechko	Strategic Leader of the Organization
Mavis Nathoo	Legislative Advice/ Clerk
Mayor Frank	Presenter
Carmen Herbers	To answer questions
Nancy Lyzaniwski	To answer questions

4. MOTIONS ARISING OUT OF CLOSED SESSION

3.2 Edmonton Metropolitan Region Board Update

2019/ 369

Moved by: D. Anderson

THAT the Mayor, on behalf of Council, sign the letter to the appropriate Minister as described in enclosure 2;

THAT enclosure 5 be created and added to item 3.2;

THAT the Mayor take the steps set out in Enclosure 5;

THAT enclosures 1-4 remain private pursuant to section 21 of FOIP, until the letter is signed and sent to the Minister; and

THAT enclosure 5 remain private pursuant to section 21 of FOIP.

In Favour (9): R. Frank, R. Parks, D. Anderson, B. Botterill, B. Tonita, P. Smith, L. Delainey, G. Lawrence, and K. Berghofer

Carried

ACTION: Office of the Mayor
DUE: Immediately

5. ADJOURNMENT

Mayor Frank declared the meeting adjourned at 11:00 a.m.

Mayor

Director, Legislative & Legal Services

Community Cemetery Assessment**Report Purpose**

To provide an update on the Community Cemetery Assessment and determine next steps.

Recommendation

None

Our Prioritized Strategic Goals

Goal 1 - Build strong communities to support the diverse needs of residents

Goal 6 - Provide facilities and services that are available and accessible to residents

Goal 7 - Provide opportunities for public engagement and communication

ReportBackground

Strathcona County is exploring the need for a community cemetery that would serve current and future residents. Municipal cemeteries offer services open to all residents with a range of options and spectrum of price points. The Cemeteries Act was recently changed to reflect that "no new cemetery may be established except by a religious auxiliary, religious denomination, or municipality."

Strathcona County is unique in that, for the size, it does not have a municipal cemetery. Cemetery services are provided within the County by a private corporation, religious-affiliated organizations and volunteer-based community groups. The cemetery services currently available through faith-based organizations may not be inclusive of the entire population and services through the private corporation may be unaffordable for some residents.

Project Summary

In July 2018, Council approved that \$60,000 be provided to support an external review and report on the viability and desirability of a community cemetery in Strathcona County. Urban Systems was procured in early 2019 as the consultant to lead this work. The Community Cemetery Assessment was designed with four distinct phases, two of which are completed and the last two are pending approval from Council to move forward. The phases included:

Phase 1: Assessment of cemetery needs (completed in 2019)

Phase 2: Review of the current market, the potential services and form of a new community cemetery (completed in 2019)

Phase 3: Analysis of financial feasibility and operational structure (pending Council direction)

Phase 4: Evaluation of potential sites (pending Council direction)

Community Engagement

Community engagement was conducted via online survey through SCOOP and Survey Gizmo, stakeholder workshops and public open houses. The community survey received a total of 534 responses with 68% of participants supporting the idea of a community cemetery. The main reasons to support a community cemetery cited through engagement were: a more affordable option, inclusive of all people and religious beliefs, accessible and offering environmentally friendly services such as green burial.

Project Findings

According to the analysis, currently there are 12 cemeteries in Strathcona County. Of these, seven are still taking interments. In total, these cemeteries have enough space for approximately 19,500 more interments with 17,500 of these plots at Glenwood Memorial Gardens. As per the projections, there is sufficient burial space for the County for the next 30 years.

A municipal cemetery could provide a lower-cost option, depending on the funding structure established by the County, and would be accessible to those of all religious beliefs. Urban Systems identified two scenarios for a municipal cemetery: Scenario 1 is a full-service community cemetery and Scenario 2 is a cemetery offering only green burial and scattering, to complement services available at Glenwood Memorial Gardens. These two scenarios will be explored if continuing with Phase 3 and 4 is approved by Council.

Residents also noted the importance of maintaining and caring for historic cemeteries that are no longer in operation. Smaller cemeteries in the County indicated they have significant challenges maintaining their cemeteries and would like the County to consider supporting their maintenance. Possibilities to maintain historic and small cemeteries will also be explored if Council decides to continue the work.

Potential Next Steps

Administration was directed to report back to Council on the viability and desirability of a community cemetery and this report attempts to address that question. Should Council wish to have the Community Cemetery project proceed to Phase 3, then a Council motion directing Administration to include funding up to \$60,000 in the 2021 budget process would be the next step to advance this project. This would mean that Phase 3 would not start until 2021 and would be pending budget approval.

Council and Committee History

July 16, 2019	Administration presented to Priorities Committee on the status of the Community Cemetery Assessment which included introduction of the successful proponent, Urban Systems, and the outline for Phase 1 and 2 of the project.
July 3, 2018	Council approved "THAT the 2019 budget include funds, up to \$60,000, to support an external review and report on the viability and desirability of a community cemetery in Strathcona County; and that this report be provided to Council for consideration by the end of 2019."
September 12, 2017	Council approved "THAT an expenditure of \$16,500 from Council Priority Funds be provided to BOSS for costs associated with pursuing professional exploration of the cemetery needs of Strathcona County residents and developing a plan to service those needs."

Other Impacts**Policy:** N/A**Legislative/Legal:** N/A**Interdepartmental:** N/A**Master Plan/Framework:** Social Framework**Communication Plan**

A communication plan has been developed.

Enclosure(s)

- | | |
|---|--|
| 1 | Community Cemetery Assessment Report |
| 2 | Community Cemetery Assessment Presentation |

Community Cemetery Assessment

January 2020



Prepared by:

Catherine Berris
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Executive Summary

Strathcona County is exploring the need for a community cemetery to serve current and future residents. Municipal cemeteries offer a range of services and a spectrum of price points for all residents. The provincial *Cemeteries Act* was recently changed to state that “no new cemetery may be established except by a religious auxiliary, religious denomination, or municipality.”

In July 2018, Council approved an external review to report on the viability and desirability of a community cemetery in Strathcona County. In April 2019, the County issued a Request for Proposals inviting consultants to conduct a community cemetery assessment. This report summarizes the first two phases of this project:

- Phase 1 – Introduction and Background
- Phase 2 – Market and Community Demand Analysis

Information is provided on community cemeteries, including common design principles, cemetery services, and design features and approaches. Operational structures are presented and evaluated. All cemeteries in communities equivalent in size to Strathcona County are owned and operated by the municipality, with a limited amount of contracting of services in some cases. This is because the costs, needed expertise, administrative requirements, operations, and risks are all significant.

Public engagement was conducted to solicit feedback from residents on the potential for a community cemetery. Stakeholder workshops and open houses took place, along with a community-wide survey. The community survey received a total of 534 responses, and participants were well distributed in Sherwood Park and rural areas, and across age groups. Seventy-four percent of participants reported that their remains are more likely to be cremated. A majority of participants (68%) think that Strathcona County should have a community cemetery. The primary reasons for this were cited as a more affordable option, inclusive of all people and religious beliefs, accessible, and offering environmentally friendly services such as green burial. Participants expressed interest in a wide range of cemetery services in the following order: columbarium, green burial, cremated remains plot, scattering garden, family columbarium, full burial, memorial, and cremated remains above burial.

Comparable cemeteries in communities of similar sizes were investigated to determine their services, trends, organizational structure, and fees. Existing cemeteries in Strathcona County were reviewed to identify their services, population served, and capacity.

Based on the projected interment demand in Strathcona County and the review of capacity in existing cemeteries, the following are the key findings:

- Existing cemeteries in Strathcona County have the capacity to meet demand for the next 30 years
- Capacity is primarily in two faith-based cemeteries and the private cemetery
- Faith-based cemeteries are not an option for some residents
- Fees at private cemeteries are generally higher than at other cemeteries reviewed, including comparable municipal cemeteries
- Existing cemeteries have limited options for green burial

A community cemetery would help the County be consistent with the following common themes from strategic documents and community engagement:

Options

Inclusivity

Affordability

Two scenarios for a community cemetery are presented in response to the key findings:

- Scenario 1 - Strathcona County establishes a full-service community cemetery to provide all residents with a variety of affordable services
- Scenario 2 - Strathcona County establishes a cemetery offering only green burial and scattering, to complement the services available at the private cemetery and to offer limited affordable options

Should Council choose to proceed with planning for a community cemetery based on this report, the next steps include the following:

- Phase 3 - Financial feasibility and funding analysis
- Phase 4 – Identifying and evaluating potential locations for a cemetery

If Phases 3 and 4 are conducted, Scenarios 1 and 2 will both be explored, and options for existing rural and historic cemeteries will be identified.

1.0 Introduction

1.1 Context

Strathcona County does not currently own or operate a community cemetery. Cemetery services are provided within the County by a private corporation, religious-affiliated organizations, and some volunteer community-based groups.

Three cemetery markets influence the region – the full-service private cemetery in Sherwood Park, the rural areas around the County where the cemeteries offer more basic services, and the urban Edmonton area with a range of services in municipal and faith-based cemeteries. The County is unique in that, for the size and population, it does not have a municipal cemetery. The services currently at faith-based and rural cemeteries are not available to the entire population, and in a cemetery run by a private corporation, the price point is higher than in many municipal cemeteries.

For several years, there has been discussion within the County regarding the potential for a community cemetery. In 2016, the Burial Options Society in Strathcona (BOSS) was incorporated as an Alberta non-profit society with a mandate to advocate for a municipal cemetery. BOSS has partnered with Strathcona County in hosting some workshops and providing material on cemetery options, including green burial, to County residents. In 2017, Council provided funding for BOSS to pursue an exploration of cemetery needs in the County. The results were presented to Council in February 2018.

On July 3, 2018, Council made the following motion: “THAT the 2019 budget include funds, up to \$60,000, to support an external review and report on the viability and desirability of a community cemetery in Strathcona County; and that this report be provided to Council for consideration by the end of 2019.”

In April 2019, the County issued a Request for Proposals inviting consultants to conduct a community cemetery assessment. Urban Systems was awarded the contract for a four-phase project. This report summarizes Phases 1 and 2. Phases 3 and 4 are each contingent upon approval of the preceding phase of work.

1.2 Planning Process

In keeping with the County's protocols for community engagement, a Communications Plan was prepared for this project in alignment with the goals of the County's Strategic Plan and its commitment to provide opportunities for public engagement and support for the diverse needs of residents. The following were the goal and objectives of engagement:

GOAL

- Inform and engage stakeholders and residents in a process that will increase the County's understanding of resident's interests related to a community cemetery

OBJECTIVES

- Increase internal and external understanding about the exploration of needs for a community cemetery and what type of cemetery is appropriate for Strathcona County
- Raise awareness and inform stakeholders and community members of the project and opportunities to provide input
- Obtain input and build a shared vision from a diverse range of stakeholders and residents with different demographic backgrounds and cultural interests

The following were the key engagement tools (in consecutive order):

- A community survey hosted on the County's Gizmo and SCOOP (Strathcona County Online Opinion Panel) platforms
- Presentation and workshop with the Community Living Advisory Committee



- Stakeholder meetings in Sherwood Park and South Cooking Lake. Invited stakeholders included:
 - Cemetery operators – all types of existing cemeteries
 - Religious leaders
 - Funeral directors and funeral home operators that serve the County
 - Burial Options Society in Strathcona (BOSS) board members
 - Councillors
- Public open houses in Sherwood Park and South Cooking Lake
- Presentations and workshops with the Youth Advisory Committee and Accessibility Advisory Committee

Multiple tools were used to invite participation in the engagement process including the following:

- Media release
- Webpage
- Emails to stakeholders, with follow-up phone calls
- Social media platforms hosted by the County

1.3 Report Guide

This document provides the information needed to help the County decide whether to pursue a community cemetery in Strathcona County. It includes the following information:

- Phase 1 – Introduction and background
 - Policy context – overview of County policies relevant to a community cemetery
 - Understanding community cemeteries – information of existing cemetery principles, forms, operational structures, and establishment
 - Community input – summary of the results of the engagement process
- Phase 2 – Market and community demand analysis
 - Market and demand analysis – existing and comparable cemeteries and projection of cemetery demand
 - Financial Feasibility – analysis of future revenues and costs

If Strathcona County proceeds, the following will be completed in the next phases:

- Phase 3 – Financial feasibility and funding analysis
 - Projected cash flow scenarios based on needs, revenue forecasts, operating costs, and capital costs
 - Comprehensive recommendation – recommendation on approach based on all work completed to date
- Phase 4 – Identifying and evaluating potential locations for a cemetery
 - Site analysis – evaluate potential sites based on assessment criteria
 - Community input – present work to date to the community to request feedback
 - Site recommendation – based on site analysis and community input, recommend preferred site

2.0 Policy Context

2.1 2013 – 2030 Strategic Plan

Strathcona County's Strategic Plan is the principal guiding document for governance, community development, infrastructure, and service delivery. It outlines the County's vision, goals, and priorities for the years 2013-2030, including its plan for "becoming Canada's most livable community".

The Strategic Plan outlines eight community goals, three of which are particularly relevant for the community cemetery assessment:

- Goal 1 – Build strong communities to support the diverse needs of residents
 - This goal supports developing a diverse and inclusive community where municipal services are accessible and affordable
- Goal 2 – Manage, invest, and plan for sustainable municipal infrastructure
 - This goal supports investing in accessible cultural, recreational, and social infrastructure
- Goal 6 – Provide facilities and services that are available and accessible to residents
 - This goal supports providing well-designed infrastructure and adapting to meet community members' changing needs and desires

2.2 Together We Count: Census 2018 Results Report

The Together We Count: Census 2018 Results Report summarizes the results of the voluntary Strathcona County Census that was conducted on May 1, 2018. The census was undertaken in order to provide an up-to-date count of County residents and facilitate planning for community projects and services.

Key findings from the census are listed in the table below:

2018 Census Results	
Total 2018 Population	98,381
Population (Urban Area)	71,332
Population (Rural Area)	27,049
Total Number of Dwellings	37,935
Dwellings (Urban Area)	28,016
Dwellings (Rural Area)	9,919
Average Age of Residents (Urban Area)	39.8 years
Average Age of Residents (Rural Area)	41.3 years

2.3 Community Social Profile, 2018

Family and Community Services completed a social profile for Strathcona County in order to record and understand the socio-demographic characteristics of the community as well as population subgroups. In 2016, the population of Strathcona County was 98,044, with 70,700 residents living in the urban Sherwood Park area and the remaining 27,345 living in the rural area. Six out of ten residents (61%) had lived in the County for ten years or more, while 16.6% had lived in the County for less than 10 years, 13.2% between two and five years, and 9.3% less than two years. The median age in the County was 40.1 in 2016, and between 2011 and 2016 the seniors' population (people age 65 and older) increased by 34.9% from 10,185 to 13,735 people.

2.4 Social Framework, 2017

The Strathcona County Social Framework outlines current issues facing the County and proposes a rationale for shifting to a new model of service delivery. In 2016, Strathcona County undertook extensive public engagement in order to better understand community priorities, and four themes arose: Affordability, Access to Programs and Services, Connectedness and Inclusion, and Safety. The Framework proposes shifting the way community services are provided in the following ways:

- From programmatic responses to systematic thinking
- From doing *for* people to doing *with* people
- From incremental organizational-level outcomes to high aspirations and community-wide outcomes
- From working in silos to collective ownership
- From a focus on symptoms to a focus on root causes

This shift is intended to support increased access to programs and services as well as increased affordability for community members.

2.5 Strathcona County's Statutory Plans and Land Use Bylaw

The Alberta *Municipal Government Act* is the provincial legislation that empowers municipalities to govern the development of lands within their boundaries. Statutory Plans, which include the Municipal Development Plan, Area Concept Plans, Area Structure Plans, and Area Redevelopment Plans, provide comprehensive planning frameworks, objectives, and policies for orderly growth and development of land in the County.

Strathcona County's Land Use Bylaw regulates use and development of land in pursuit of the policies and objectives of Strathcona County's statutory plans.

2.6 Common Themes

Strathcona County's Strategic Plan and Social Framework have several common themes that are relevant to the consideration of a community cemetery as shown below:

Theme	Strategic Plan	Social Framework
Options	<ul style="list-style-type: none">▪ Goal 1 – "... support the diverse needs of residents..."▪ Goal 2 – "...investing in accessible cultural, recreational, and social infrastructure ..."	Access to Programs and Services as one of four themes
Inclusivity	<ul style="list-style-type: none">▪ Goal 1 – "...developing a diverse and inclusive community ..."▪ Goal 6 - - "...adapting to meet community members' changing needs and desires ..."	Connectedness and Inclusion as one of four themes
Affordability	<ul style="list-style-type: none">▪ Goal 1 – "...municipal services are accessible and affordable ..."▪ Goal 6 - - "...facilities and services that are available and accessible to residents ..."	Affordability as one of four themes

3.0 Understanding Community Cemeteries

3.1 Design Principles

Community cemeteries strive to provide a range of affordable and inclusive options to residents as a public service.

Small community cemeteries typically offer options for full burial and cremated remains interments. These cemeteries vary widely in their character and condition depending largely on their age and the size of the municipality.

In larger urban centres, there are trends towards recognizing that cemeteries have values as green, open spaces and that it is worth deliberate planning and design efforts to enhance cemeteries as valuable open space that can support respectful recreation use. The following are examples of design principles for these types of community cemeteries:

- Design the cemetery as an appealing, attractive and spiritual place
- Consider universal design principles (accessibility)
- Demonstrate a sustainable approach to planning and design
- Provide a variety of interment options to address multiple cultures and faiths and a range of costs
- Provide opportunities for contemplation, walking, sitting, and gathering
- Maximize interment space and efficiency
- Integrate trees and natural areas
- Design the site with consideration for servicing and maintenance needs

3.2 Cemetery Services

Cemetery services have been evolving in response to economic, environmental and social considerations. The first service in community cemeteries was traditional burial. When cremation was introduced, the next services offered were burial plots for cremated remains. With increasing rates of cremation and concerns about space, columbaria were the next interment service introduced. More recent trends include family columbaria, green burial, scattering gardens, and memorials, as described and illustrated below.

MOST COMMON CEMETERY SERVICES

The following are the most common cemetery services that are found in most community cemeteries.

Full burial

Placement of a full casket in the ground, with mowed grass and a monument on the surface



Cremated remains burial plot

Placement of cremated remains in an urn or container in the ground, with mowed grass and a monument on the surface



Cremated remains above burial

Placement of cremated remains in an urn or container in the ground above a full burial in the same plot

Columbarium

Placement of cremated remains in a niche (securely locked enclosure within a columbarium wall) with a plaque or engraving on the outside



LESS COMMON CEMETERY SERVICES TRENDING UPWARDS

The following cemetery services are relatively new and all are increasing in popularity and therefore being introduced in community cemeteries.

Family columbarium

Placement of cremated remains in a small family monument



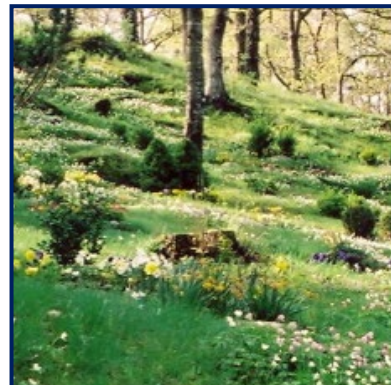
Green burial with group marker

Placement of un-embalmed remains in a biodegradable shroud or box in the ground; surface is planted and allowed to naturalize, name is inscribed on a communal monument



Green burial with individual marker

Same as above but each plot has a monument that blends with the environment

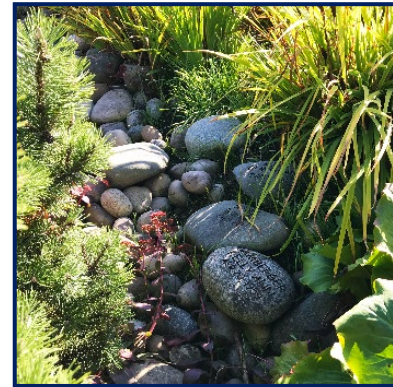


SECONDARY CEMETERY SERVICES

The following cemetery services are included in some cemeteries and not others. They are low cost to offer and to purchase, and appeal to certain people, and can therefore be used to increase options.

Scattering garden

Cremated remains are placed directly in the ground (not in a vessel) in a specific area of the cemetery, name is inscribed on a communal monument



Memorial

Name is placed on a memorial wall or monument with no placement of remains



3.3 Design Features and Approaches

In keeping with the design principles and the values that cemeteries can offer as green open space, community cemeteries in larger municipalities often include amenities that welcome appropriate public use such as walking, sitting, and small gatherings.

The following are common design features:

- Walking paths
- Individual benches
- Seating for groups
- Outdoor gathering space
- Covered shelter or arbour

There are many ways to approach the layout and design of a cemetery. The following are some of the more common design approaches seen in community cemeteries:

Full Interment Areas

- Mowed grass lawn and monuments flush with the ground (1)
- Mowed grass lawn and pillow monuments (2)
- Mowed grass lawn with stand-alone upright monuments (3)
- Mowed grass lawn with upright monuments on concrete runners (4)



Columbaria

- Columbarium walls clustered in one area
- Columbarium walls distributed throughout the cemetery within the landscape

Green Burial

- Restore to wooded or prairie setting (most common types)
- Mowed grass with individual monuments – grass may not be as level as in traditional full interment areas, not irrigated so grass may not be green year-round

Scattering Garden

- Ornamental grasses and ground covers
- Shrubs and/or perennials
- Wooded area Memorials
- Wall
- Sculpture
- Monument(s)
- Paving stones or river rocks

Road Layout

- No roads within the cemetery
- Central access road to a roundabout
- Loop road(s)
- Road grid

Parking

- Parking lot at or near entry
- Parking along the sides of internal roads
- Small parking area(s) within the cemetery

Paths

- No paths within the cemetery
- Walking along roads
- Loop paths separate from roads
- Perimeter path

Landscape

- Mowed grass landscape dominates
- Trees along roads
- Trees throughout cemetery
- Garden-like plantings
- Natural areas that integrate placement of remains

Perimeter

- Fence
- Hedge
- Fence and hedge

Entry

- Sign with cemetery name
- Special entry gate

Special Features

- Water features, e.g., fountain, pond, rain gardens
- Public art

3.4 Operational Structures

To support planning and staffing for a cemetery, Strathcona County requested an analysis of potential operational structures. The table below shows the key functions of community cemeteries on the left and potential responsibilities for each function:

Function	Municipality	Funeral Home	Contractor	Non-profit Group
Planning – prepare and update bylaw, establish fees, site planning and design	✓			
Capital Development – construction management	✓		✓	
Public Interface – selling cemetery services, supporting family needs	✓	✓		✓
Administration – record keeping, collecting fees	✓			
Operations and Maintenance – maintaining site, performing interments, installing monuments	✓		✓	✓

Most community cemeteries perform all of the functions inhouse.

The following are some of the ways that operations are typically organized:

- Planning – most often falls within the responsibility of Parks, sometimes Planning
- Capital Development – can be overseen by Public Works or Parks
- Public Interface/Clerk – for small cemeteries, this responsibility is usually assigned to someone on the municipal administrative team; once a cemetery is large enough, a full-time staff person is assigned, and for very large cemeteries, there may also be support staff
- Administration – usually combined with the person responsible for public interface, or administration can be from the Finance or Administration departments
- Operations and maintenance – can be by Parks and/or Public Works; although not typical in other communities of comparable size with full-service cemeteries, a contractor or non-profit organization could perform this function

Some municipal cemeteries also have portions of the cemetery that are operated by others, such as the following:

- Mausoleum buildings, with some outdoor niches inside and on the outside of the building, operated by a private corporation, though municipal staff conduct the interments
- Columbaria operated by a funeral home

It is fairly common for cemeteries to contract out some services, such as the following:

- Laying concrete foundations for monuments
- Tree work
- Security service to open and close gates and patrol site
- Engraving of monuments

In the analysis described primarily in Section 5.0, public cemeteries in comparable communities were reviewed and their operational structures were identified. The following is a SWOT analysis of the most likely operational structures:

Operational Structure	Strengths	Weaknesses	Opportunities	Threats
Municipally Owned and Operated No staff dedicated specifically to cemetery, common in small communities and cemeteries	Cost savings Do not need to hire new staff	Implementation may be slow Staff may not have the appropriate skills	Build capacity by expanding skill sets	Work is not completed to an appropriate standard
Municipally Owned and Operated Staff with partial cemetery roles from two departments – one for all planning and administration and another for all operations and maintenance	Efficiency in planning, operations, and communications	One department may not have all the skills for each of these responsibility areas	Build capacity by expanding skill sets	Work is not completed to an appropriate standard
Municipally Owned and Operated Staff with partial cemetery roles from multiple departments	Each department can contribute based on their equipment, skills, and experience Staff can learn from each other and work in collaboration	Communication can be more challenging Potential for gaps or overlaps in service	Can be a good stepping stone as cemetery service expands	The division of departments and responsibilities can make planning, record-keeping, and budgeting more cumbersome
Municipally Owned and Operated Dedicated staff for administration and one department for operations	Very efficient and effective model Allows for specific training and experience	Small communities and cemeteries may not be able to justify the expense of dedicated staff	Work towards this option as cemetery expands	Implementing this too early could cost more

Operational Structure	Strengths	Weaknesses	Opportunities	Threats
Operation of a portion of the cemetery by a private corporation, e.g., columbarium	Reduces the workload of the municipality	Significant loss of revenue as these arrangements tend to favour the interests of the private corporation		Establishment of agreements that are difficult to change
Contracting out certain services to a contractor	Can help for specific tasks and reduce needs for municipality to acquire specialized equipment or expertise	Can cost more	Can be a good stepping stone as cemetery service expands and municipal capacity increases	Contractors may not be sensitive to cemetery operations
Contracting out certain services to a non-profit group	Can help for specific tasks and reduce needs for municipality to acquire specialized equipment or expertise	Non-profit group may not have the necessary expertise or equipment	Can be a good stepping stone as cemetery service expands and municipal capacity increases	Group may not have adequate risk protection

None of the comparable community cemeteries involve non-profit groups in cemetery planning, management, or operations. Such cemeteries typically exist only in small rural communities, such as the rural cemeteries in Strathcona County. The costs of managing and operating a cemetery are significant, and a wide range of specialized expertise is required. The administrative requirements are extensive and require obtaining regulatory approvals, managing customers and sales, and maintaining accounting and asset management software systems. Operating a cemetery requires experienced crews who know how to maintain parks and infrastructure.

There are also significant risks to involving non-profit groups. Cemeteries operated by municipalities benefit from the insurance and other risk protection measures that protect property, staff and the public from unanticipated challenges.

4.0 Community Input

4.1 Community Survey

Community engagement included three components - a public survey, stakeholder workshops, and open houses. The public was invited to complete an online survey through SCOOP or Gizmo from October 1 to October 21, 2019.

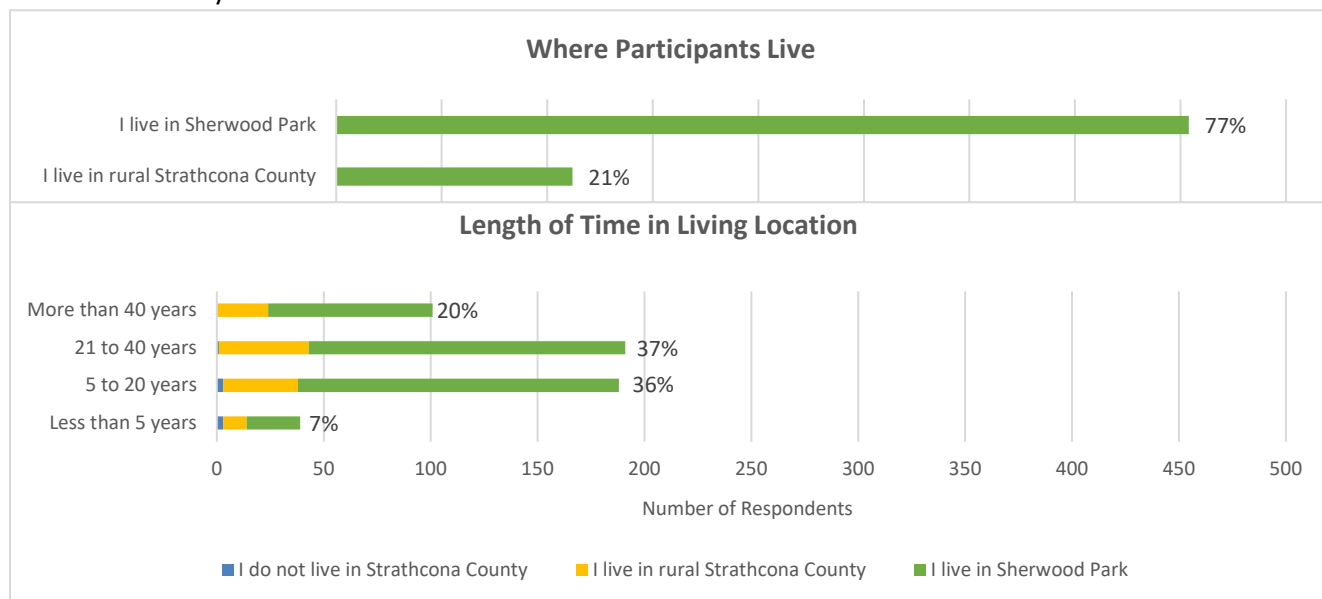
The survey received a total of 534 responses across the two platforms and is considered statistically valid.

The summary below presents the findings of this survey. Because all questions were optional, the percentages shown in the graphs are based on the number of respondents that answered each question. For some questions, participants were also given the opportunity to provide comments. Themes from these comments are summarized and the numbers in parentheses show how many comments were related to each theme. A full record of the survey input, including verbatim comments, is available from Strathcona County.

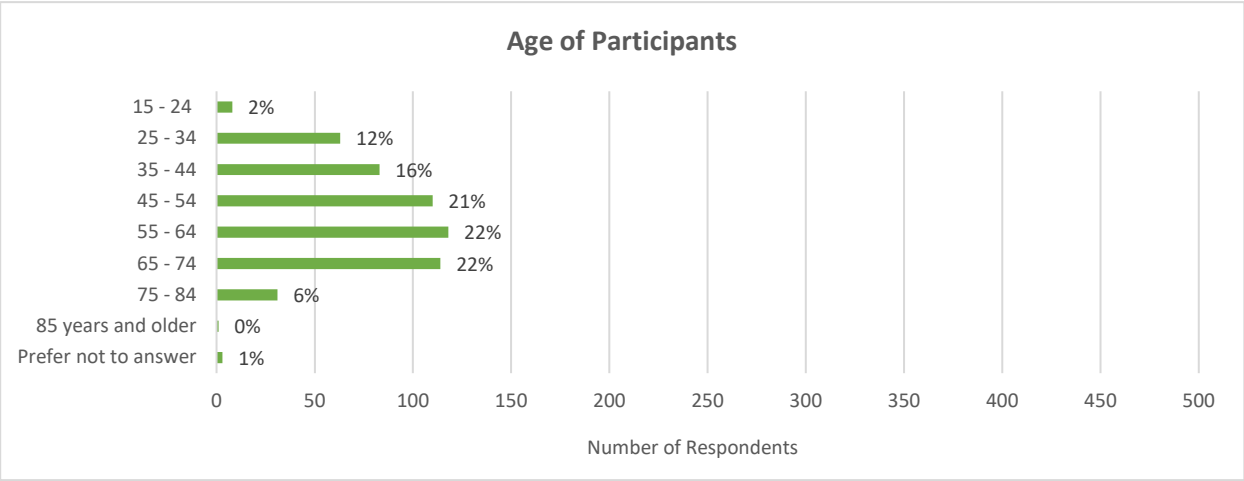
Demographics

The following graphs provide an overview of the demographic characteristics of survey participants. These questions were designed to provide a better understanding of those who participated and the degree to which they represent the broader community.

Seventy-seven percent of survey participants live in Sherwood Park and 21 percent of survey participants live in rural Strathcona County. Seven participants indicated that they do not live in Strathcona County. A majority of participants living in both Sherwood Park and rural Strathcona County have been living in their current locations for five years or more.

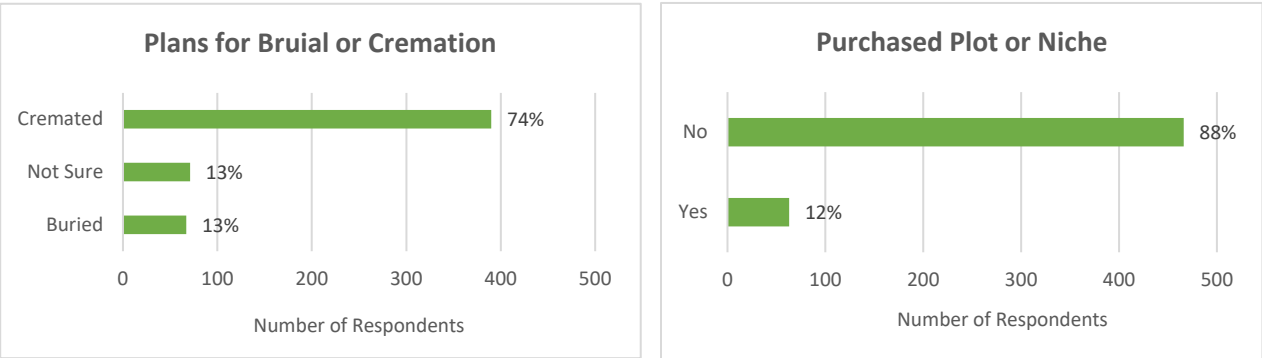


The survey received a good distribution of responses from participants aged 25 to 84. There is a low number of responses from participants aged 15 to 24 and no responses from participants of 85 or older.

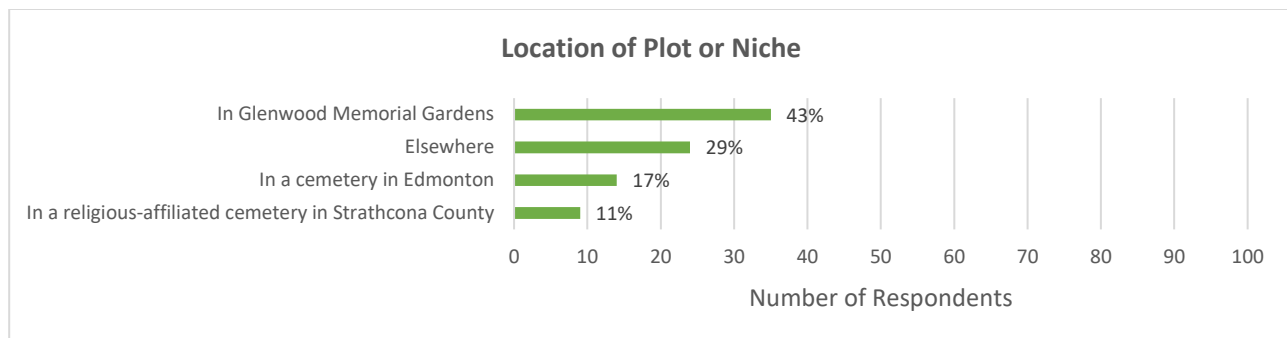


Plans for Burial or Cremation

Seventy-four percent of participants reported that their remains are more likely to be cremated. The remaining participants were equally split between those who were most likely to be buried or unsure. Around 12 percent of participants have already purchased a burial plot or niche.

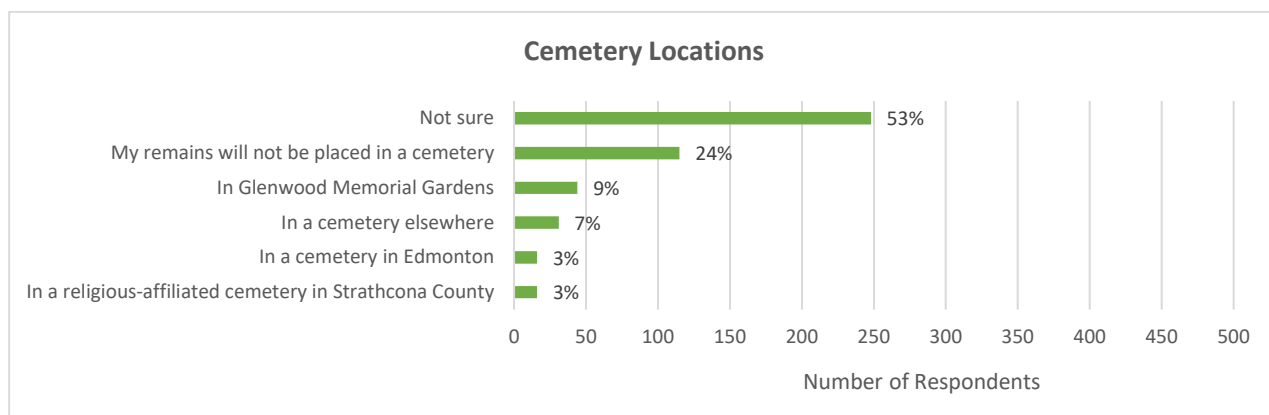


Survey participants who indicated that they had purchased a burial plot or niche were asked to specify where it was located. Most of these respondents (43 percent) have purchased in Glenwood Memorial Gardens, 17 percent in Edmonton (Evergreen, Our Lady of Peace and St. Michaels Cemeteries), 11 percent in rural cemeteries, and 29 percent in other parts of Alberta.



*See footnote 1

When survey participants were asked where their remains are likely to be located, 53 percent of participants said that they were not sure, and 24 percent of participants said that their remains will not be placed in a cemetery. Nine percent said their remains would be located Glenwood Memorial Gardens, with the remaining participants selecting a religious-affiliated cemetery in Strathcona County¹, Edmonton, or elsewhere in Canada.



Respondents were asked if there are specific cultural requirements related to how their remains are treated that are important to them. Comments related to this question from two or more people are summarized below.

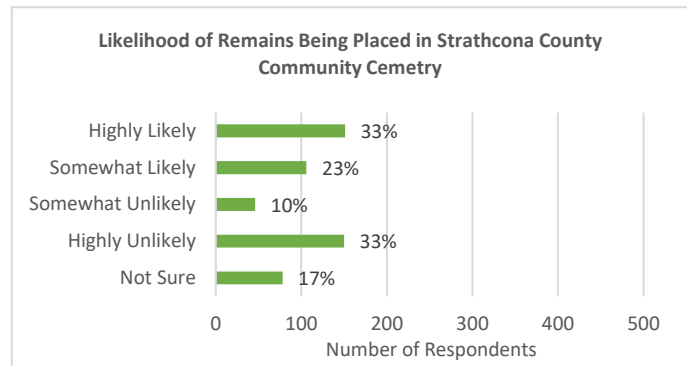
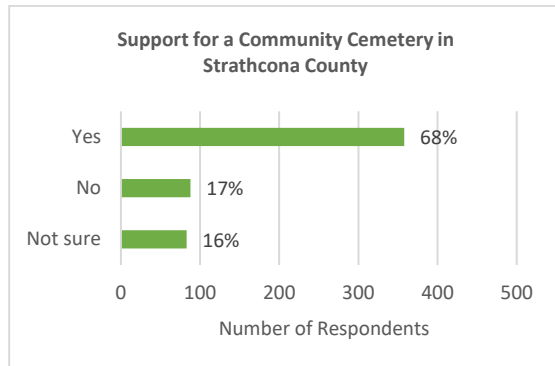
- Green / environmentally friendly burial (13)
- Catholic protocols (6)
- Christian protocols (4)
- Headstone and plot with spouse or family (2)

¹ The term “religious-affiliated” was used on the survey to refer to rural cemeteries; it was discovered later that some rural cemeteries do not require a religious affiliation.

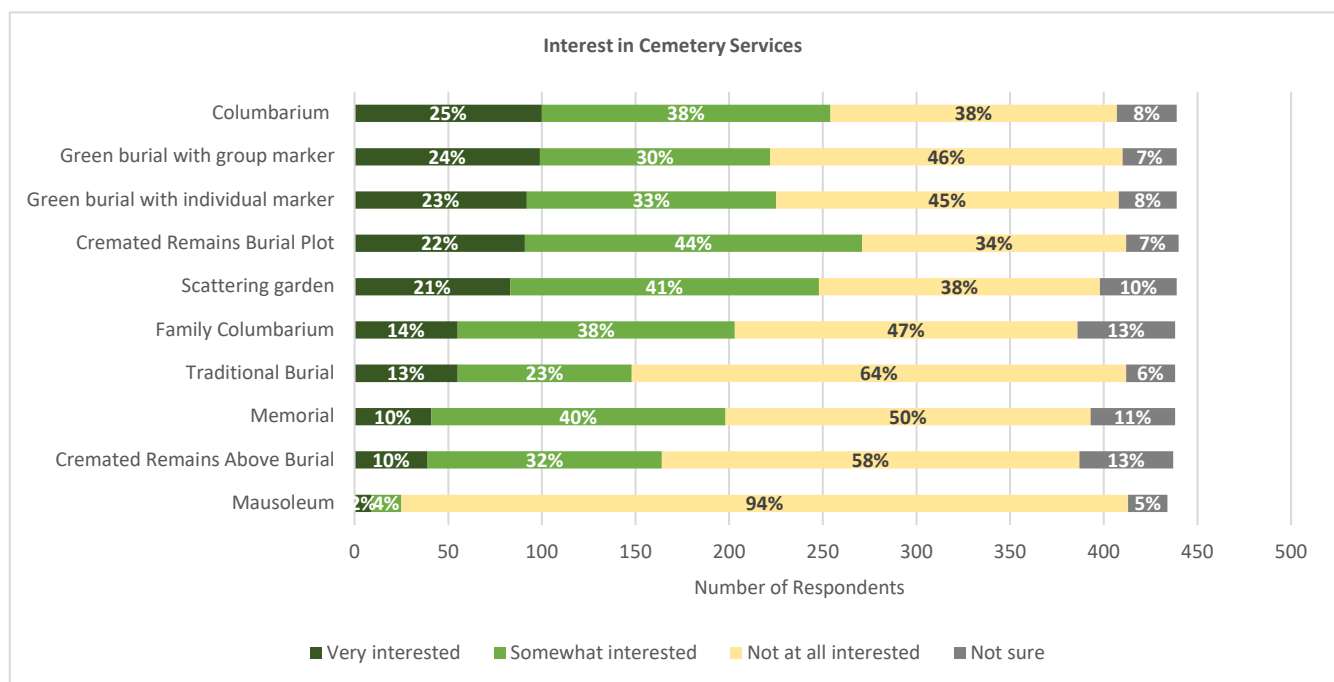
Strathcona County Community Cemetery Services and Design Features

The majority (68 percent) of participants think that Strathcona County should have a community cemetery and 16 percent of participants were unsure.

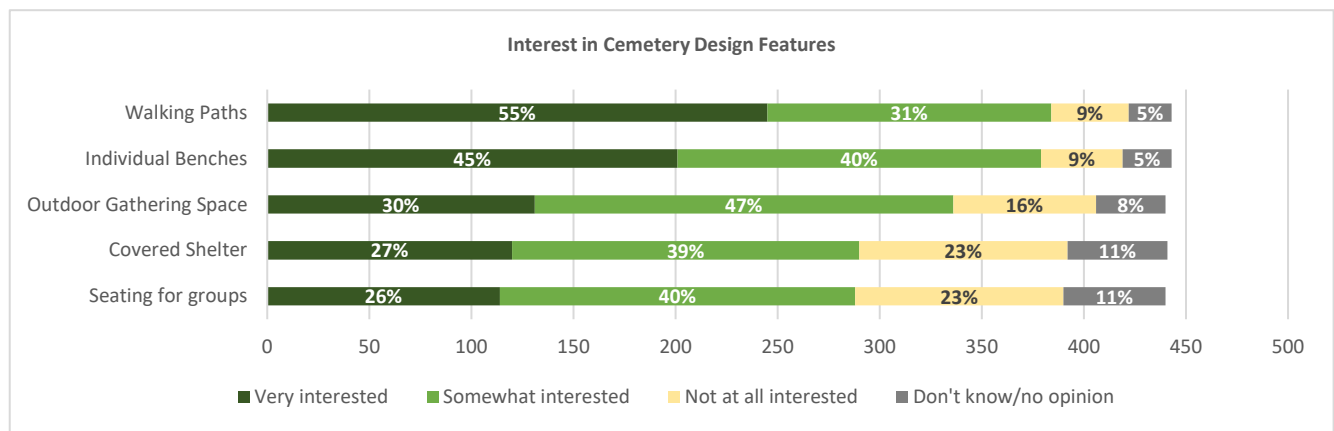
If there was a community cemetery in Strathcona County, 48 percent of participants reported that it was highly or somewhat likely that their remains would be placed there. The remaining participants were divided between being unsure or not interested in having their remains placed in the community cemetery.



Participants were asked about their level of interest in cemetery services. The graph below shows the responses in order of highest interest ('very interested' and 'somewhat interested') to least interest. Participants also had the option of indicating that they were not sure. Overall, participants expressed the most interest in columbaria. Interest in green burial was significantly higher than traditional burial.



Participants were asked about their level of interest in design features in the cemetery. The graph below shows the responses arranged from the highest interest ('very interested' and 'somewhat interested') to least interest.



Participants were given the opportunity to suggest other design features. Themes suggested by two or more people are provided below:

- Green spaces / park / forest / trees (19)
- Water features (e.g. pond) (6)
- Flowers / community garden / Indigenous plants (8)
- Facilities (e.g. chapel, washrooms, garbage cans) (3)
- Flat markers (2)
- Directory map (3)
- Monuments (2)

Historic Cemeteries in Strathcona County

Survey participants were asked to share their thoughts on what they believe should happen with historic cemeteries in Strathcona County that are in poor conditions or no longer used for new burials. It was commonly suggested that cemeteries should be maintained / restored / refurbished (191) by the County (23), community members or volunteers (14), the owners (6), the church (6), or the families of those buried there (3). Some participants also suggested maintaining and preserving the sites as historic landmarks (24) and adding interpretations, plaques, or markers (4) for tourists. Other common themes mentioned by two or more people are summarized below:

- Leave them alone (40)
- Convert cemeteries into green spaces / parks / public spaces (16)
- Consult families of those buried in the cemeteries (11)
- Repurpose the sites (e.g., green burials) (9)
- Use for new burials (4)
- Form a community care-taker committee to make decisions (2)
- Incorporate new sites with old sites (2)
- Place names of those buried on one large monument wall or memorial (2)
- Archive and photograph details of burials for the public (2)
- Relocate the burials (2)
- Remove the burials (2)

Additional Thoughts

As a final question, participants were given the opportunity to provide any additional thoughts related to the potential establishment of a community cemetery in Strathcona County. Themes expressed by two or more people are summarized below. Comments expressing general support for the cemetery are not included.

- Costs for a burial plot should be affordable for families (25)
- Green / environmentally-friendly / non-traditional burial options are needed (21)
- Taxpayers' money should not be allocated to the establishment of a community cemetery (16)
- There is an urgent and growing need for a community cemetery (15)
- The cemetery should be inclusive of different religious needs (10)
- Adding a cemetery would not demonstrate good use of land in Strathcona County (9)
- More information about the assessment of current existing local / regional options and the potential locations considered for the community cemetery is needed (8)
- The cemetery should be an innovative space that can be multi-purpose and used as a memorial park or green space (7)
- The County should not get involved in cemetery planning (2)
- The cemetery should be located away from main roads (2)
- A specific area should be designated for pets (2) and veterans
- There should be options to add memorial benches, trees (2), or headstones

4.2 Workshops and Open Houses

Two stakeholder workshops and open houses were conducted. In the urban area, 11 stakeholders participated in a facilitated discussion and seven members of the public attended the open house. In the rural area, five stakeholders participated in the facilitated discussion and eight members of the public attended the open house. The overall input from the workshops and open houses was similar in content and themes to the online survey. Stakeholders provided information on the existing cemeteries, which is included in Section 5.0 of this report. Some of the other comments from the workshops and open houses that are unique and relevant include the following:

- Discussion about requirements for concrete liners in many cemeteries, which add to the cost and are not environmentally friendly; the liners are solely for the purpose of maintaining a smooth lawn that will not subside
- Comments that green burial reflects traditional burial practices
- Need to embrace all cultures and to reflect Treaty Six
- Concerns about ongoing maintenance costs and the need for a perpetual care fund
- Need to consider the capacity of the existing cemeteries and options for using those prior to making the commitment to establish a new cemetery
- There is no central information on cemetery services available in Strathcona County
- Need for stability in a cemetery for resilience to churches leaving or volunteer capacity declining
- Consider other uses such as walking and gatherings in a cemetery
- County should support rural cemeteries, especially if providing a new municipal cemetery – use of taxes for a cemetery service should include all non-private cemeteries in the County
- Need to take care of older cemeteries that are no longer performing interments
- Given that Glenwood Memorial Gardens has extensive space, there would need to be a very solid rationale for a new community cemetery
- Community cemetery should be close to or within Sherwood Park for ease of access

Historic and Rural Cemeteries

Many comments were received during the engagement process on historic and rural cemeteries. These cemeteries fall into two main categories – those still offering interments, and others that are not in operation.

Some of the small operational cemeteries indicated that they have significant challenges maintaining their cemeteries with only volunteer labour. Their key suggestion is that if Strathcona County is considering financial support for cemetery services, that it also supports the maintenance of rural cemeteries. A precedent for this is Wetaskiwin County, where \$10 per plot to a maximum of \$1,000 is granted annually to cemetery associations for assistance in operations.

Historic cemeteries that are no longer in operation are cultural resources that offer rich information on the past. Strathcona County residents noted the importance of maintaining and caring for these sites. A precedent for this is the Province of Ontario, where municipalities are required to take over the maintenance of historic cemeteries. In Strathcona County, this would mean that the County would take over responsibility for the maintenance of these cemeteries. Delegating all or some of the work at each cemetery to a community group, with financial support, could be one way to accomplish this.

5.0 Existing and Comparable Cemeteries

5.1 Existing Cemeteries

While Strathcona County does not have a community cemetery, there are several faith-based, historic, and rural cemeteries, as well as one privately-owned and managed cemetery within and close to Strathcona County, as follows:

Private Cemeteries

- Glenwood Memorial Gardens, Strathcona AB

Faith-Based Cemeteries

- Bethany Lutheran Cemetery, Strathcona AB
- Colchester Cemetery, Strathcona AB
- Fairmount Cemetery (Ardrossan United Church), Strathcona AB
- Josephburg United Church of Christ (Reformed) Cemetery, Strathcona AB
- St Paul's of Agricola Cemetery, Strathcona AB
- St. John's Lutheran Cemetery, Strathcona AB
- St. Margaret Roman Catholic Cemetery, Strathcona AB

Historic and Rural

- Fort Saskatchewan Hutterite Cemetery, Strathcona AB
- Good Hope Cemetery, Strathcona AB
- South Cooking Lake Cemetery, Strathcona AB
- Clover Bar Cemetery, Edmonton AB (owned and operated by City of Edmonton, close to Strathcona County boundary)

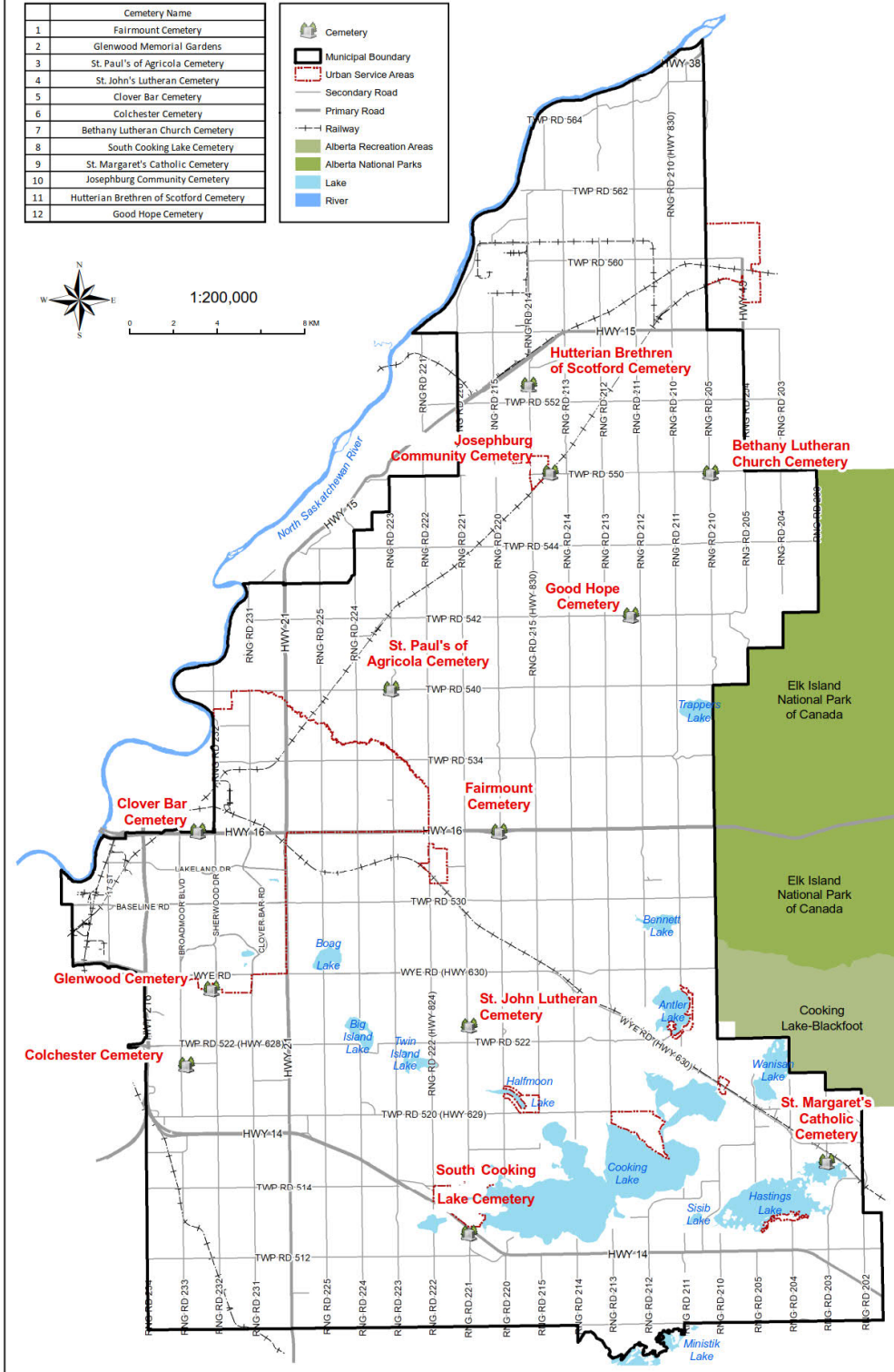
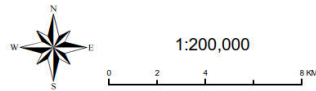
The Clover Bar, Colchester, Fairmount and St. Margaret's Church cemeteries hold rich historic significance within the County. Additional information on these cemeteries is provided in Section 6.6.

All cemeteries within Strathcona County may not be captured here as there could be additional abandoned or private family cemeteries that have not been identified to the County.

Cemeteries in Strathcona County

Cemetery Name
1 Fairmount Cemetery
2 Glenwood Memorial Gardens
3 St. Paul's of Agricola Cemetery
4 St. John's Lutheran Cemetery
5 Clover Bar Cemetery
6 Colchester Cemetery
7 Bethany Lutheran Church Cemetery
8 South Cooking Lake Cemetery
9 St. Margaret's Catholic Cemetery
10 Josephburg Community Cemetery
11 Hutterian Brethren of Scotford Cemetery
12 Good Hope Cemetery

	Cemetery
	Municipal Boundary
	Urban Service Areas
	Secondary Road
	Primary Road
	Railway
	Alberta Recreation Areas
	Alberta National Parks
	Lake
	River



Disclaimer: The information on this map is based on the most current information available to Strathcona County Geographic Information Systems. Strathcona County does not warrant its accuracy or suitability for any particular purpose. The information on this map is not intended to replace engineering, financial or primary records research.

Author: Strathcona County GIS Team Date: Feb 05, 2018

5.2 Comparable Cemeteries

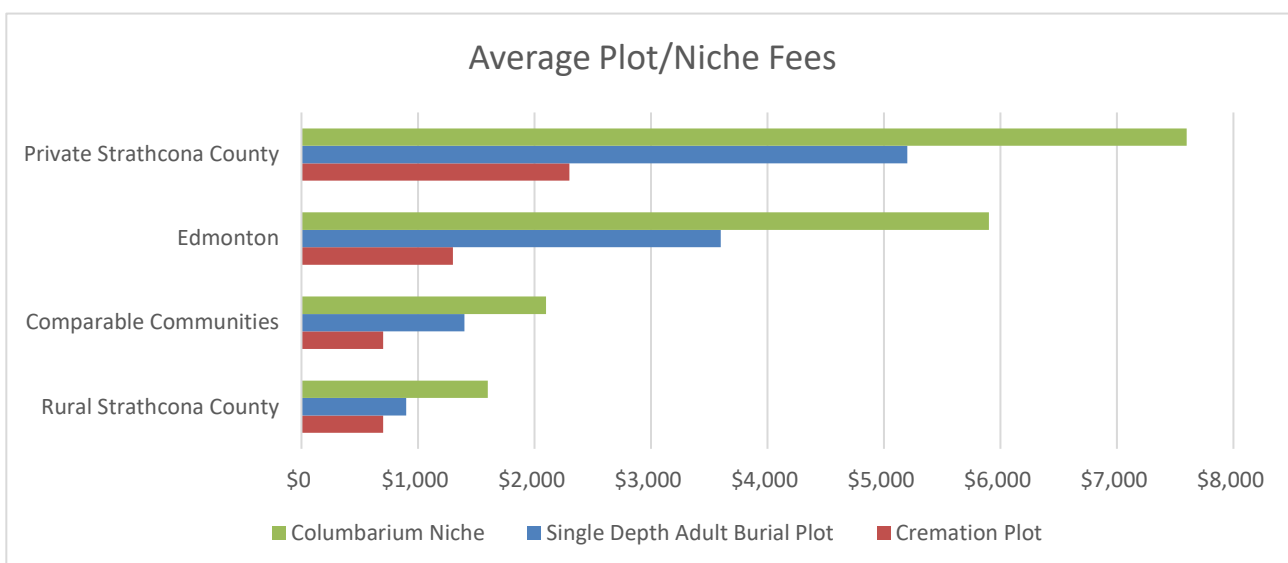
Municipal cemetery services and fees are generally related to the population of a community. Information was collected on six comparable communities that have a similar population (St. Albert, Red Deer, Lethbridge, Medicine Hat, Leduc) and include urban and rural areas (Regional Municipality of Wood Buffalo). The purpose was to collect information on cemetery services, trends, fees and charges, operations, and organizational structures so Strathcona County can be aware of current practices in other locations. Data collection included reviewing available information online and conversations /emails with cemetery staff to gather the remaining information. A summary of the information collected is below, with complete answers provided in Appendix A.

Topic	Summary
Cemetery Services	<ul style="list-style-type: none"> All cemeteries offer full burial plots, cremation plots and columbarium niches; some cemeteries offer other services such as a scattering garden or memorial wall Some cemeteries provide designated areas for specific religious and ethnic groups although demand is generally low
Cemetery Trends	<ul style="list-style-type: none"> Most cemeteries are experiencing higher interest in cremains interment in a plot or niche rather than full burial Lethbridge and Wood Buffalo currently offer green burial; other cemeteries either do not offer green burial or have had only minimal interest
Perpetual Care, Budgeting and Interments, and Plot Sales Statistics	<ul style="list-style-type: none"> Most cemeteries include a Perpetual Care Fund (PCF) allowance in fees that is placed in a reserve fund to maintain the site in perpetuity Operating costs are subsidized in most cemeteries (ranging from 33% - 92%) Average annual interments in each cemetery range from 20 to 420 Available 2018 plot/niches sales range from 31 to 315
Operational / Organizational Structure	<ul style="list-style-type: none"> All cemeteries reviewed are municipally owned and operated Contracted services typically include monument/memorial wall engraving, concrete foundations, and tree and site work The municipal department providing cemetery services differs between municipalities but is generally provided by Parks or Public Works The municipal full-time equivalents engaged in client liaison, administration, planning and operations varies significantly between municipalities
Cemetery Design Features	<ul style="list-style-type: none"> Total area of cemeteries being maintained by each municipality ranges from 2.6 ha (St. Albert) to 28 ha (Lethbridge) Typical design features include walkways/roads and memorial benches; some cemeteries have a covered shelter/gathering space or chapel on site Most cemetery areas are grassed, and some include art features, gardens, and/or treed areas

Topic	Summary
Strengths, Challenges, and Recommendations	<ul style="list-style-type: none"> Strengths of the cemeteries include reasonable fees, peaceful space, paved roads, burial options, relationship with funeral home, good maintenance crew (including support from Parks Department), and easily accessible operations building Challenges include the division of departments/responsibilities, ability to maintain all plots, staff limitations for public interface and burials, and provision of access to cemeteries in winter for those with mobility issues Recommendations include visit other cemeteries, allow upright headstones, use concrete foundations for headstones, do not build too far into the future, and keep operations staff involved in planning

The table and graph below provide the average cost to the consumer for a plot or niche (includes perpetual care fund [PCF] fee if applicable) for the most common interment options based on cemetery type and location. (A PCF fee is not mandatory in Alberta but it is a best practice).

Average Plot/Niche Fees in Cemeteries				
Interment Service	Rural Strathcona County	Comparable Communities ²	Edmonton ³	Private Strathcona County
Single Depth Adult Burial Plot	\$900	\$1,400	\$3,600	\$5,200
Cremation Plot	\$700	\$700	\$1,300	\$2,300
Columbarium Niche	\$1,600	\$2,100	\$5,900	\$7,600



² Includes Fort Saskatchewan as it is a larger municipal cemetery

³ Includes Beechmount, Clover Bar, Little Mountain, Mount Pleasant, South Haven Cemeteries

6.0 Market and Demand Analysis

6.1 Population Projection

The demand for cemetery services is calculated through the following steps:

- Calculating population projections
- Identifying and projecting mortality rates
- Determining the “disposition” (burial or cremation) of projected deaths
- Projecting how many of the interments (burial or cremation) will be directed to cemeteries, and of those, how many are anticipated if there were to be a community cemetery in Strathcona County

Approach

The population projections for 30 years (2020-2049) are based on available population data. The process for preparing the projections was as follows:

- Review the population projections for Strathcona County to 2060 that align with the Edmonton Metropolitan Regional Board high scenario projection of 160,000 by 2044, provided by Strathcona County
- Review the Government of Alberta Population Projections by age cohort for Strathcona County, 2001 – 2047⁴ (Strathcona County subzone, including Sherwood Park)
- Extend the Alberta Population Projections by age cohort from 2047 to 2049 using a ‘simple exponential smoothing’ forecast function in Excel (ETS) ⁵
- Apply the projected breakdown of population by age cohort based on the Alberta Population Projections to the total population projections for Strathcona County

⁴ Government of Alberta Interactive Health Data Application (IHDA) Population Projections by subzone for Strathcona County, including Sherwood Park

⁵ Exponential smoothing predicts future values (population by cohort) using a weighted sum of past values. It uses an exponentially decreasing weight for past observations.

Results

Based on the population projections provided by Strathcona County, the population of Strathcona County is projected to exceed 184,000 in 2049 based on an average annual growth rate of 1.8%.

Strathcona County Population Projections 2020-2049

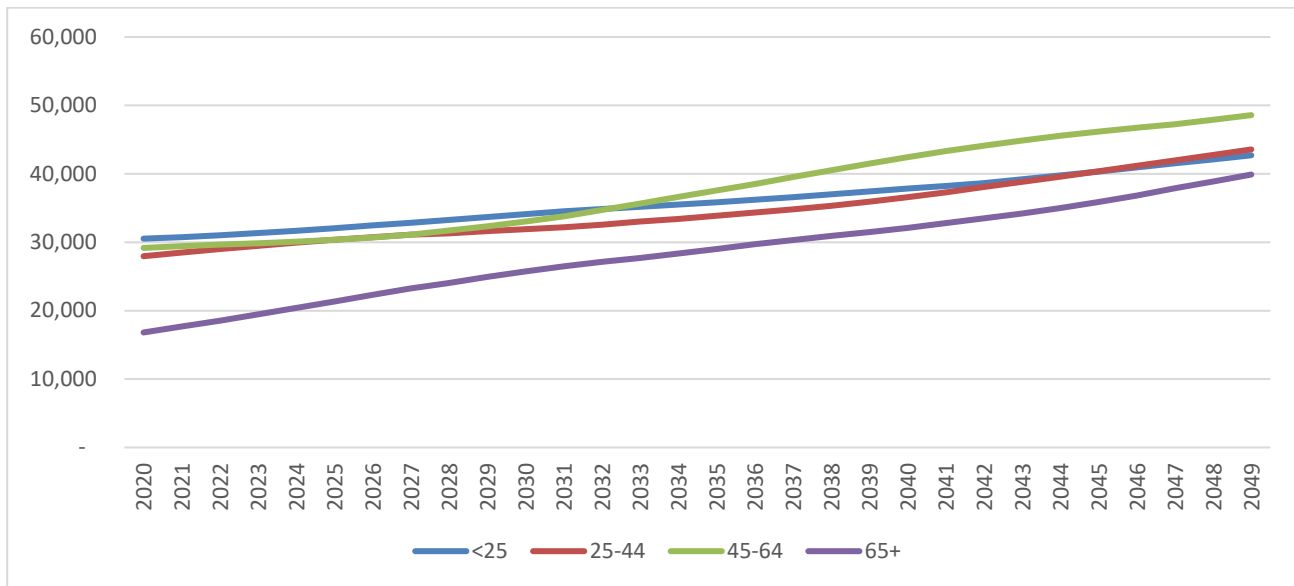
Year	Projected Population	Growth Rate
2020	104,465	1.8%
2021	106,335	1.8%
2022	108,238	1.8%
2023	110,176	1.8%
2024	112,148	1.8%
2025	114,155	1.8%
2026	116,198	1.8%
2027	118,278	1.8%
2028	120,396	1.8%
2029	122,551	1.8%
2030	124,744	1.8%
2031	126,977	1.8%
2032	129,250	1.8%
2033	131,564	1.8%
2034	133,919	1.8%
2035	136,316	1.8%
2036	138,756	1.8%
2037	141,240	1.8%
2038	143,768	1.8%
2039	146,341	1.8%
2040	148,961	1.8%
2041	151,627	1.8%
2042	154,341	1.8%
2043	157,104	1.8%
2044	159,916	1.8%
2045	162,779	1.8%
2046	165,692	1.8%
2047	168,658	1.8%
2048	171,677	1.8%
2049	174,750	1.8%

The projected population is shown below in consolidated age groupings.

Strathcona County Population Projections by Consolidated Age Groupings

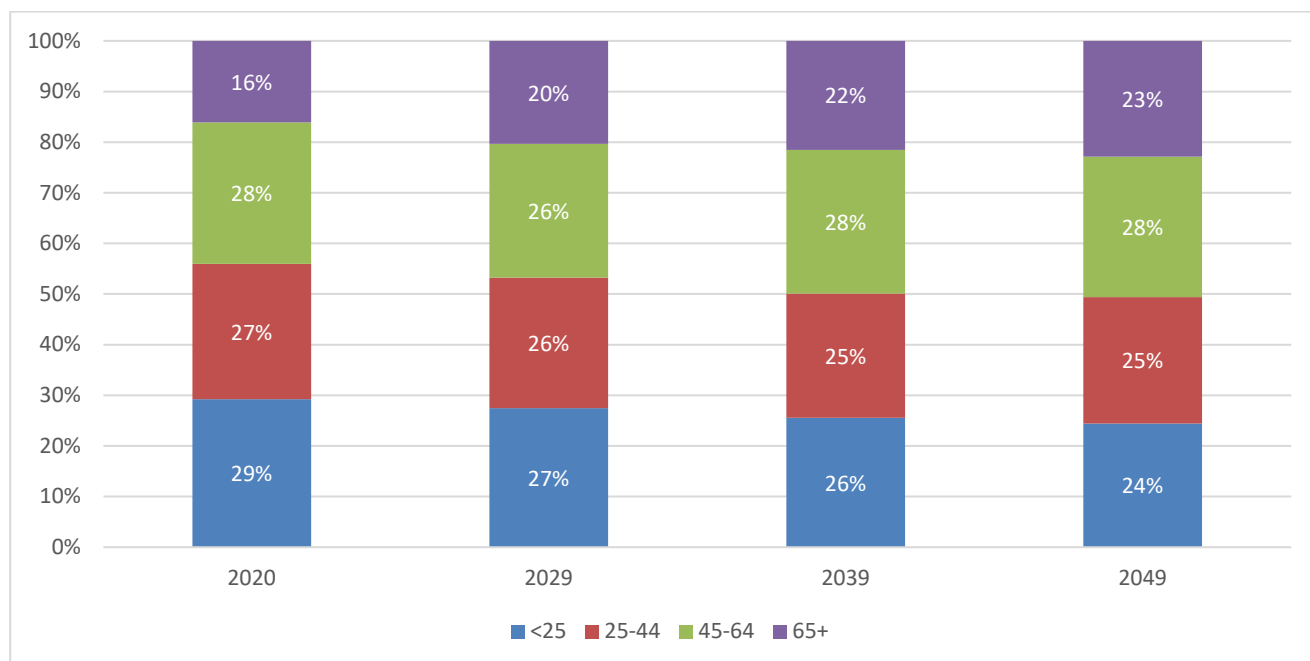
Age Cohort	2020	2029	2039	2049
<25	30,528	33,671	37,413	42,709
25-44	27,957	31,624	35,936	43,567
45-64	29,169	32,320	41,502	48,579
65+	16,811	24,935	31,490	39,896
Total	104,465	122,551	146,341	174,750

Strathcona County Population Projection to 2049 by Consolidated Age Groupings



The figure below shows the projected breakdown of Strathcona County's population by consolidated age groupings as proportions of the total. The trend indicates the age profile in the County is expected to grow older over time. The 65+ age category is projected to represent approximately 16% of the population in 2020 and to increase to 20% in 2029, 22% in 2039 and 23% in 2049. The 45-64 age category represents approximately 28% of the projected population in 2020 and is expected to maintain a similar proportion of the population over 30 years (26% in 2029, 28% in 2039 and 28% in 2049). The <25 and 25-44 age categories are projected to decrease over time from 29% and 27% in 2020 to 24% and 25% in 2049, respectively.

Strathcona County Population Projections by Consolidated Age Group to 2049



6.2 Mortality Rates

Historic mortality rates from 2008-2017⁶ by age cohort were reviewed for the Province of Alberta and rates of year-over-year age-specific mortality change were calculated using this 10-year time series. This rate was applied to project future age-specific mortality rates to 2049. These projected rates for Alberta are applied to the population projections for Strathcona County to calculate mortality by age cohort.

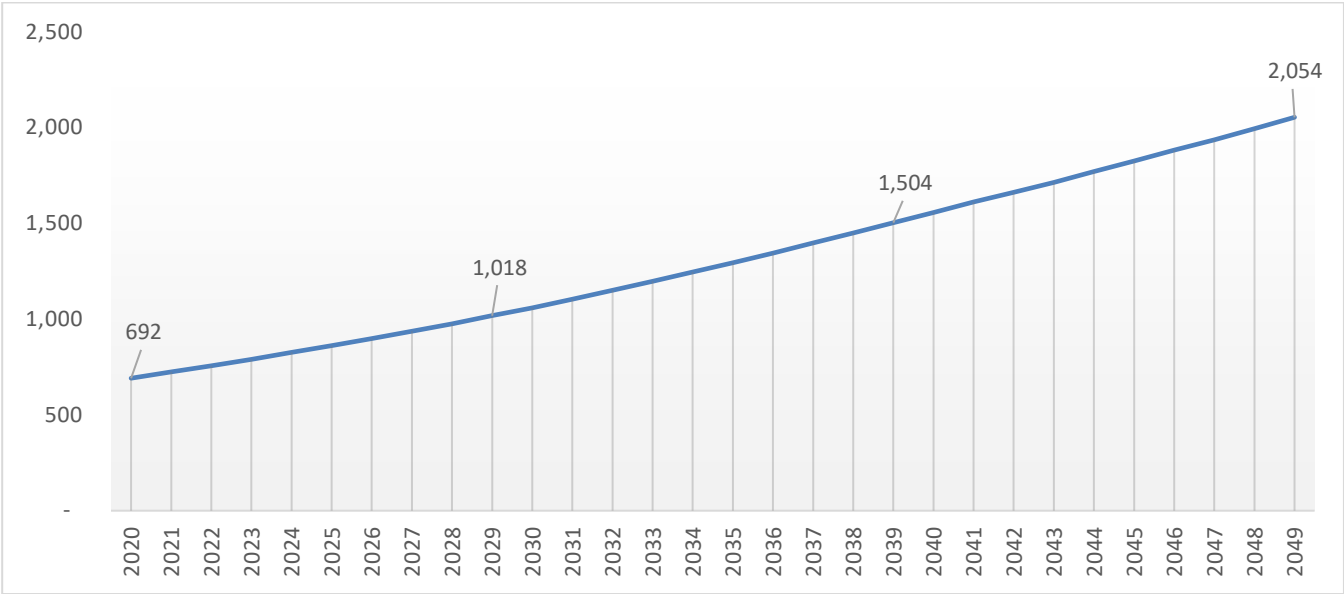
Appendix B shows the annual population projection, growth rate, total deaths, and death rates per 1,000 people.

⁶ Statistics Canada - Deaths and mortality rates, by age group, Table: 13-10-0710-01

6.3 Strathcona County Resident Deaths

The mortality forecast for Strathcona County residents, based on applying the mortality rates by age cohort to the projected population, is shown below.

Strathcona County Mortality Forecast to 2049 (number of mortalities per year)



Between 2020 and 2049, over 39,000 deaths of Strathcona County residents are projected. As the population ages, the number of deaths per 1,000 will increase from 6.6/1,000 in 2020 to 11.8/1000 in 2049. The number of deaths among residents is projected to increase by an average of 4% annually.

6.4 Dispositions

Methods of disposition for Strathcona County deaths are projected based on available data for the Province of Alberta between 2008 and 2018 (see figure below). Based on the rate of change for full burial and cremated remains interments during the 11-year period (showing cremation increasing and full burial decreasing), a trend-based projection was prepared. Cremation as a means of disposition is capped at 90% of total from 2037 onward to recognize that demand for full burial will remain, although as a smaller proportion of total dispositions. Projected mortalities by disposition for residents are provided below.

Province of Alberta Methods of Disposition, 2008 to 2018

Year	Burial		Cremation		Other	
	#	%	#	%	#	%
2008	7,844	37%	13,122	62%	211	1%
2009	7,396	35%	13,523	64%	214	1%
2010	6,965	33%	13,653	65%	231	1%
2011	7,004	33%	14,146	66%	206	1%
2012	7,051	32%	14,902	67%	226	1%
2013	7,014	31%	15,723	69%	210	1%
2014	6,964	30%	16,278	69%	207	1%
2015	6,812	28%	17,021	71%	204	1%
2016	6,839	28%	17,570	71%	194	1%
2017	6,851	27%	18,547	72%	198	1%
2018	6,617	25%	19,223	74%	209	1%

Note: Other includes Department of Anatomy, Mausoleum, Fetal/Infant Death. Other is not considered in this analysis.

Strathcona County Resident Deaths and Method of Disposition, 2020 to 2049

Strathcona County			
Year	Deaths	Burial	Cremation
2020	692	170	522
2021	725	172	553
2022	757	173	584
2023	790	174	616
2024	826	175	651
2025	861	175	687
2026	898	174	724
2027	937	173	763
2028	976	172	804
2029	1018	170	848
2030	1060	167	893
2031	1104	163	940
2032	1151	159	991
2033	1197	154	1042
2034	1246	149	1097
2035	1294	142	1152
2036	1345	134	1210
2037	1398	140	1259
2038	1450	145	1305
2039	1504	150	1353
2040	1557	156	1401
2041	1611	161	1450
2042	1662	166	1496
2043	1714	171	1542
2044	1770	177	1593
2045	1826	183	1643
2046	1883	188	1694
2047	1935	194	1742
2048	1995	199	1795
2049	2054	205	1848

6.5 Resident Interment Demand

Proportions of resident dispositions that are likely to be interred in Strathcona County are estimated using historic death to interment ratios based on interments at existing private and rural cemeteries in Strathcona County. The following assumptions were applied to the analysis:

- 100% of full burials will be interred in Strathcona County. It is unusual for 100% of burials to be interred in a community but it is difficult to determine how many residents may be choosing locations or services outside the County as the nearby cemeteries we contacted do not track resident vs. non-resident interments. We know that there is some outflow based on the community survey, and we also know that there is inflow to Glenwood Memorial Gardens. Given the lack of data on outflow and inflow, we assume the inflow and outflow are generally balanced.
- 50% of cremated remains (cremains) will be interred in Strathcona County. A lower proportion of cremains dispositions expected to be interred is typical of trends in other communities as cremains are often scattered outside cemeteries or kept with families.

In Strathcona County, the estimated interment needs over the next 30 years results in 5,000 burials and 17,100 cremations for a total of 22,100 interments.

Interment projections are dependent on population growth and age cohort of that population. As such, any significant changes in demographics may affect the demand for interments in Strathcona County.

6.6 Existing Services and Capacity

Demand for resident interments within Strathcona County is currently being accommodated by rural, faith-based, and private cemeteries. Some residents are also being interred in Edmonton cemeteries and elsewhere in Canada. When considering capacity, full burial is the key limiting factor because of its space requirements, whereas cremation options require much less space.

Rural and Faith-based Cemeteries

Most rural and faith-based cemeteries provide full interments (mostly single depth and a few double depth), and burial of cremains over traditional burial plots and in cremation plots. One cemetery has columbarium niches, and one is offering green burial.

Based on historic average annual demand, the rural and faith-based cemeteries capture 15% of the resident market share (13% of burial and 2% of cremation).

Assuming this portion of the market share remains the same over 30 years, projected total demand will reach approximately 630 burial and 730 cremains (1,360 total) interments (see Appendix C).

The relationship between interments and space requirements is not a 1:1 ratio since some interment options can accommodate two sets of remains.

- **Burials** – Double-depth traditional burial is only offered in one of the cemeteries, so no meaningful decrease is anticipated in space requirements relative to full burial interments. Space is needed for all 630 burials.
- **Cremations** – It is reasonable to assume that the number of spaces required to accommodate cremains interments will be approximately 15% lower than projected interments, because most niches and cremation plots can accept two sets of cremains. This will result in a need for approximately 620 cremains plots/niches for 730 interments.

Based on information provided by each cemetery, the interment plot availability is approximately 2,000 for burial, 2,000 for burial or cremation, and 80 for cremation (excludes option to inter cremains on full burial plot of family member), which will accommodate the projected need for more than 30 years. It is important to note that some cemeteries are only available to those with a certain faith or a connection to the local community. Other cemeteries are open to the public, but residents may choose not to be interred in a faith-based cemetery.

The table below shows an estimate of the remaining capacity at rural and faith-based cemeteries per information provided by these cemeteries.

Cemetery	Plot Availability (Estimate)	Notes
Colchester Cemetery	350 burial, 80 cremation	Cemetery is approximately 40% full. Cemetery will open more plots as needed. Double depth burials are offered, which will result in higher capacity than shown.
Fairmount Cemetery (Ardrossan United Church)	1,600 burial or cremation	
Josephburg United Church of Christ (Reformed) Cemetery	1,500 burial	Up to 3 sets of cremains are allowed on full burial plots so could accommodate up to 4,500 cremains on burial plots.
Lamoureux Catholic Cemetery	50 burial	Additional cremation plots are available (max two sets of cremains). Adjacent land is owned so cemetery expansion is possible.
St. Margaret Roman Catholic Cemetery	100 burial	
South Cooking Lake Cemetery	400 burial or cremation	Cremains are allowed on full burial plots.
Total Estimate	2,000 burial, 2,000 burial or cremation, 80 cremation (excluding interring cremains on occupied burial plots)	

Private Cemeteries

Glenwood Memorial Gardens provides a variety of interment options including the following:

- Single-depth traditional burial
- Double-depth traditional burial
- Veteran's and Alberta Human Services lots
- Cremation lots
- Cremation product lots, where interment and memorial can be placed (e.g., family columbarium, bench with niches, granite Nature Rock with inscription and cremains interred in-ground)
- Columbarium niche walls
- Outdoor mausoleum plots

Based on historic interment data from recent years, Glenwood Memorial Gardens captures 87% of the market share of burials and 48% of cremations in relation to Strathcona County dispositions. If this portion of the market share remains the same over the next 30 years, projected total demand at Glenwood Memorial Gardens will reach approximately 4,400 burials and 16,400 cremations (20,800 total).

Glenwood Memorial Gardens has a 60-acre site, of which 40% is currently developed. The cemetery is approaching 11,000 interments (burial and cremation) and has capacity to accommodate the demand for at least 30 years.

6.7 Key Findings

Based on the projected interment demand in Strathcona County and this review of existing cemeteries, the following are the key findings:

- Existing cemeteries in Strathcona County have the capacity to meet demand for the next 30 years
- Capacity is primarily in two faith-based cemeteries and the private cemetery
- Faith-based cemeteries are not an option for some residents
- Fees at private cemeteries are higher than at other cemeteries reviewed, including comparable municipal cemeteries
- Existing cemeteries have limited options for green burial

A community cemetery would help the County become more consistent with the following common themes from the Strategic Plan and Social Framework, themes that were also echoed in the community engagement process:

Options	Inclusivity	Affordability
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6.8 Scenarios

Two scenarios for a community cemetery are presented in response to the key findings:

- Scenario 1 - Strathcona County establishes a full-service community cemetery to provide all residents with a variety of affordable services
- Scenario 2 - Strathcona County establishes a cemetery offering only green burial and scattering, to complement the services available at the private cemetery and to offer limited affordable options

Scenarios 1 and 2 are based on the assumption that rural and faith-based cemeteries will continue to capture 13% of the burial and 2% of the cremation market share.

Scenario 1 – Full-service Community Cemetery

Scenario 1 assumes that a potential community cemetery will offer a wide range of cemetery service options including the following:

- Traditional full burial - double depth for efficiency
- Green burial – double depth, the most affordable burial option
- Cremation plots
- Columbarium niches – walls and family columbaria
- Scattering gardens

It is assumed that Glenwood Memorial Gardens would retain 70% of the burial and cremation market share (excluding rural cemeteries) and that the remaining 30% of the market share would be directed towards the community cemetery. This projection would result in demand over 30 years for approximately 2,100 burials and 4,100 cremated remains interments in the community cemetery (see Appendix C).

Projected interment demand by service type at the community cemetery is based on trends in similar communities and the public survey results. Assumptions are made to determine the proportionate demand for each service type and the space required to accommodate all interments, as follows:

- 50% of burials will be traditional full burials interred in double depth plots
 - Plots will accommodate an average of 1.5 interments per plot for the first 10 years, then increase to 1.75 interments per plot thereafter
- 50% of burials will be green burials interred in double depth plots
- 10% of the market share for cremations will switch to green burial in years 1 to 10, 15% in years 11-20, and 20% in years 21-30; this will result in decreasing proportions of demand in each of the other cremation options
 - 20% of green burials will be in single depth plots
 - 80% of green burials will be in double depth plots
 - This option could consist of a double depth plot purchased by a single family, or consecutive double depth burial (those interred are not related)
 - Plots will average 1.75 interments each to reflect potential for a higher number of second interments earlier than traditional burial through offering consecutive burial option

- 45% of cremains interments will be interred in cremation plots in years 1-10, 42% in years 11-20, and 40% in years 21 to 30
 - 20% of cremains for the first five years and 40% thereafter will be interred as the second interment in a cremation plot or over a full burial
- 23% of cremains interments will be interred in a columbarium niche in years 1-10, 21% in years 11-20, and 20% in years 21 to 30
 - 67% of niches will accommodate two sets of cremains
- 23% of cremains interments will be interred in scattering gardens (or a memorial option may be chosen instead of scattering) in years 1-10, 21% in years 11-20, and 20% in years 21-30

Based on the population projections, anticipated market share captured by a community cemetery, and the demand by service type, the resulting interments by type and space requirements are shown below in 10-year increments.

Projected 30-Year Interments at Community Cemetery – Scenario 1

Interment Service	2020-2029	2030-2039	2040-2049	30-Year Total Projected
Traditional Burials - Double Depth	225	197	238	659
Green Burials - Single and Double Depth	324	439	701	1464
Total Burials	549	636	939	2123
Cremation Plot	437	679	929	2045
Columbarium Niche	218	342	466	1026
Scattering	218	342	466	1026
Total Cremations	873	1363	1861	4097
Total Interments	1422	1999	2800	6220

Projected 30-Year Space Requirements at Community Cemetery – Scenario 1

Interment Service	2020-2029	2030-2039	2040-2049	30-Year Total Projected
Traditional Burials - Double Depth	150	112	136	398
Green Burials - Single Depth	65	88	140	293
Green Burials - Double Depth	148	201	320	669
Total Burials	363	401	596	1360
Cremation Plot	370	544	745	1658
Columbarium Niche	145	228	309	682
Scattering	218	342	466	1026
Total Cremations	733	1114	1520	3366
Total Interments	1096	1096	1514	2116

Scenario 2 – Green Burial and Scattering Community Cemetery

Scenario 2 assumes that the community cemetery will offer only green burial and scattering options, providing a smaller scale opportunity to Strathcona County in terms of site size, and capital and operating costs. The market share capture rate for the community cemetery is anticipated to be 15% of burials (compared to 30% in Scenario 1) and 13% to 21% of cremations (compared to 30% in Scenario 1). This market share assumes that there will be increasing demand for green burial shifting from the cremation market based on recent trends in other communities. As this trend continues, the demand for green burial previously attributed to cremation is projected to increase, resulting in a higher capture rate in the community cemetery of the cremation market over time (13% in years 1-10, 17% in years 11-20, and 21% in years 21-30). The resulting demand is for approximately 1,900 green burials and 1,800 cremated remains interments in the community cemetery over 30 years (see Appendix C).

Interment assumptions to determine space requirements for green burial and scattering interments are the same as in Scenario 1.

Based on the population projections, anticipated market share captured by the community cemetery, and the demand by service type, the resulting interments by type and space requirements are provided below in 10-year increments.

Projected 30-Year Interments at Community Cemetery – Scenario 2

Interment Service	2020-2029	2030-2039	2040-2049	30-Year Total Projected
Full Burials - Double Depth	0	0	0	0
Green Burials - Single and Double Depth	355	539	956	1850
Total Burials	549	636	939	2123
Cremation Plot	0	0	0	0
Cremation in Standard Plot (or occupied burial)	0	0	0	0
Columbarium Niche	0	0	0	0
Scattering	0	0	0	0
Total Cremations	297	580	918	1795
Total Interments	652	1119	1874	3645

Projected 30-Year Space Requirements at Community Cemetery – Scenario 2

Interment Service	2020-2029	2030-2039	2040-2049	30-Year Total Projected
Traditional Burials - Double Depth	0	0	0	0
Green Burials - Single Depth	71	108	191	370
Green Burials - Double Depth	162	246	437	846
Total Burials	233	354	628	1216
Cremation Plot	0	0	0	0
Columbarium Niche	0	0	0	0
Scattering	297	580	918	1795
Total Cremations	297	580	918	1795
Total Interments	530	934	1546	3011

Commentary

The following are some of the pros and cons of the two scenarios:

Criterion	Scenario 1	Scenario 2
Access to a wide range of relatively affordable cemetery services	Provides access to a full range of cemetery services	Provides access to a limited range of cemetery services, with only one choice for full burial and one choice for cremated remains
Size of cemetery required	Larger site	Smaller site
Scale of cemetery operation	Larger operation	Smaller operation
Impact on private sector	Higher impact	Lower impact

7.0 Next Steps

7.1 Next Steps in Process

Should Council choose to proceed with planning for a community cemetery based on this report, the next steps include the following:

- Phase 3 - Financial feasibility and funding analysis
- Phase 4 - Identifying and evaluating potential locations for a cemetery

The analysis has shown that, in addition to properties owned by the County, there are two faith-based cemeteries with capacity that may be able to support a community cemetery on their properties, should this be of interest to the respective organizations. This option will be further analyzed as part of Phase 4 if the County decides to move forward in its consideration of a community cemetery.

Through the engagement process, the community expressed concerns about the maintenance of historic cemeteries. As Strathcona County continues to consider the future of cemeteries, it will be important to review options for these historic sites.

If Phases 3 and 4 are conducted, Scenarios 1 and 2 will both be explored, and options for existing rural and historic cemeteries will be identified.

7.2 Cemetery Establishment Steps

Strathcona County, on completion of all four phases of this project, will have conducted the following steps:

- Community engagement to determine public interests in a new community cemetery
- Demand analysis based on projections of needs and the current market
- Services and features to be included in the cemetery
- A preferred operational structure
- Financial feasibility analysis through identifying and modelling cemetery service needs, revenues, capital and operating costs, and potential funding sources
- Location criteria for a new community cemetery
- Evaluation of County-owned sites to identify a potential preferred location

The following are the additional steps involved in acquiring, planning, designing, building, and operating a new cemetery:

- Provincial project approval
- Environmental review
- Site data
- Preliminary design
- Cash flow analysis
- Detailed design
- Establish operations

Appendix D provides more detail on these steps.

APPENDIX A: COMPARABLE CEMETERIES

Comparable Cemeteries

	City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	City of Leduc
Cemetery Services	What services do you provide at the cemetery?					
	<ul style="list-style-type: none"> Full Interment Plot (Standard or Double Depth) Cremation Plots (up to four urns per plot) Columbaria (each niche can hold two ash urns) Memorial Wall 	<ul style="list-style-type: none"> Full Interment Plot (Standard or Double Depth) - can hold up to four urns Cremation Plots (single and double urn plots) Columbaria (each niche can hold two ash urns) Scattering Garden 	<ul style="list-style-type: none"> Full Interment Plot (Standard or Double Depth) Cremation Plots (single and double urn plots) Columbaria (option of one or two urn niche) Scattering Garden Memorial Wall Ossuary 	<ul style="list-style-type: none"> Full Interment Plot (Standard or Double Depth) - can hold up to four urns Cremation Plots (up to two urns per plot) Columbaria (each niche can hold two ash urns) Scattering garden Memorial Bench Program Memorial Tree Program 	<ul style="list-style-type: none"> Full Interment Plot (Standard) Cremation Plots Columbaria 	<ul style="list-style-type: none"> Full Interment Plot (Standard or Double) Cremation Plots (single urn) Columbaria (option of one or two urn niche)
	Do you provide services or designate areas of the cemetery for specific religious or ethnic groups?					
	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Muslim 	<ul style="list-style-type: none"> Protestant Chinese Japanese Catholic Muslim Hebrew 	<ul style="list-style-type: none"> Anglican Catholic Hebrew Muslim 	<ul style="list-style-type: none"> Muslim 	<ul style="list-style-type: none"> No
	What demand do you experience for these designated areas?					
	N/A	<ul style="list-style-type: none"> Low Demand - average of one burial per year since 2013 (year area was opened) 	<ul style="list-style-type: none"> Low Demand 	<ul style="list-style-type: none"> Anglican - no demand Catholic - high demand Hebrew - no demand Muslim - no demand 	<ul style="list-style-type: none"> 5 - 10 burials per year 	N/A
	Do you experience any challenges with managing the designated areas?					
	N/A	<ul style="list-style-type: none"> Cannot always handle requests as interments need to happen within one day and staff are not available on weekends With no vaults or liners, ground is left to settle for a few years before infilling 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Difficulties with Muslim section: Differing expectations 	<ul style="list-style-type: none"> No 	N/A

Comparable Cemeteries

Cemetery Trends	City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	City of Leduc
	What trends have you been noticing?					
	<ul style="list-style-type: none"> Stronger interest in cremation (niche and burial) vs. full interment Desire for options for pets 	<ul style="list-style-type: none"> Have had one or two inquiries about Green Burial 	<ul style="list-style-type: none"> Stronger interest in cremation (niche and burial) vs. full interment Removing funeral home from discussion of placement for cremations (e.g.; families choosing to keep urns, scatter ashes elsewhere) 	<ul style="list-style-type: none"> Cremation starting to dominate - now have a hard time keeping up on providing columbaria Second and third generations wanting to be buried with grandparents, parents, etc. (This is a concern for liability regarding family issues and intentions of original lot purchaser) 	<ul style="list-style-type: none"> Ash burials are becoming more common 	<ul style="list-style-type: none"> More cremation and columbarium sales versus traditional burial
	Has there been any interest in green or natural burial? (if not offered already)					
	N/A	<ul style="list-style-type: none"> Nothing to indicate an immediate need but it is something being considered for the future 	<ul style="list-style-type: none"> Green Burial Area opening in Fall 2019 	<ul style="list-style-type: none"> No interest currently 	N/A	<ul style="list-style-type: none"> No interest from residents at this time - will be opening a new cemetery in the future and may have this option for residents Would also like to offer an ash garden in the new cemetery as this is not offered now
	If already offered, what has been your experience so far? Please describe your practices (e.g., how many deep, treatment of ground surface, individual or group monuments, other green practices)					
	N/A	N/A	<ul style="list-style-type: none"> Single depth - first come first serve (no plot reservations) Surface treatment: prairie grass Group monuments Strict Guidelines – Canadian Green Burial Society (not currently members but hoping to join) 	N/A	<ul style="list-style-type: none"> Started offering green burial in 2017 but so far have had no inquiries or requests 	N/A

Comparable Cemeteries

		City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	Fort Saskatchewan*	City of Leduc	Average
Fees and Charges	Single Adult Burial Plot and Perpetual Care Fund	\$ 1,680.00 ²	\$ 1,580.00 ¹	\$ 1,800.00 ²	\$ 2,513.00 ¹	\$ 97.65 ²	\$ 1,520.40 ¹	\$ 850.00 ²	\$ 1,370.24
	Open/Close (Weekday)	\$ 966.00	\$ 765.00 (May - Oct.)	\$ 1,000.00	\$ 1,004.00	\$ 1520.40	\$ 1,162.00	\$ 500.00	\$ 952.25
	Double-Depth Adult Burial Plot and Perpetual Care Fund	\$ 1,680.00 ²	\$ 1,580.00 ¹	\$ 2,200.00 ²	\$ 2,513.00 ¹	N/A	N/A	\$ 850.00 ²	\$ 1,764.60
	Open/Close First (Weekday)	\$ 966.00	\$ 505.00	\$ 650.00	\$ 672.50	N/A	N/A	\$ 325.00	\$ 623.70
	Open/Close Second (Weekday)	\$ 724.00	\$ 505.00	\$ 650.00	\$ 672.50	N/A	N/A	\$ 325.00	\$ 575.30
	Cremation Plot and Perpetual Care Fund	\$ 777.00 ²	\$ 645.00 ¹	\$ 770.00 ²	\$ 293.00	\$ 97.65 ²	\$ 510.00 ¹	\$ 450.00 ²	\$ 718.81
	Open/Close (Weekday)	\$ 504.00	\$ 320.00 (May-Oct.)	\$ 470.00	\$ 408.00	\$ 539.70	\$ 428.40	\$ 200.00	\$ 406.95
	Columbarium Niche and Perpetual Care Fund	\$ 2,047.50 - \$ 2,572.50 ²	\$ 1,760.00 - \$ 2,520.00 ¹	\$ 2,270.00 - \$ 3,585.00 ²	\$ 2,471.00 - \$ 3,062.00 ¹	\$ 1050.00 ²	\$ 1,606.50 - \$ 1,927.80 ¹	\$ 1,100.00 - \$ 1,300.00 ²	\$ 1,757.86 - \$ 2,494.55
	Open/Close (Weekday)	\$ 105.00	\$ 125.00	\$ 155.00	\$ 100.00	\$ 63.00	139.23	\$ 100.00	\$ 108.00
	Ash Scattering	\$ 325.50	\$ 240.00	\$ 90.00	\$ 100.00	N/A	N/A	N/A	\$ 188.88

* Fort Saskatchewan included in this table for fee comparison purposes

N/A Service not offered or pricing was unavailable

1 Perpetual Care Fund charges included in price

2 No additional Perpetual Care Fund charges

Comparable Cemeteries

Perpetual Care, Budgeting and Interments	City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	City of Leduc
	Do you include a Perpetual Care Fund allowance in your fees?					
	<ul style="list-style-type: none"> Do not currently charge for perpetual care, will be introducing it into fee schedule in 2020 Expected amount: flat rate of \$310.00 	<ul style="list-style-type: none"> Yes - Perpetual Care Fund charges are included in purchase of lot 	<ul style="list-style-type: none"> Mountain View Cemetery Hebrew section (owned by Hebrew Community and maintained by City under special arrangement): \$300.00 for each interment Any surplus funds go into Lifecycle Fund Currently no Perpetual Care Fund 	<ul style="list-style-type: none"> Yes - Perpetual Care Fund charges are included in purchase of lot 	<ul style="list-style-type: none"> Perpetual Care charges are included in fees 	<ul style="list-style-type: none"> No Perpetual Care Fund
	Is the cemetery financially self-sufficient or is it subsidized by the municipality? If it is subsidized, but what percentage of actual costs?					
	N/A	<ul style="list-style-type: none"> Annual budget organized through the city This includes fleet, staff, purchasing costs etc. 	<ul style="list-style-type: none"> Approximately \$ 500,000 (1/3 of annual operating budget) comes from municipal taxes 	<ul style="list-style-type: none"> Required to be self-sufficient Columbaria have been purchased through Municipal Sustainability Initiative Funding Building projects have been funded through City capital funds 	<ul style="list-style-type: none"> Subsidized by \$ 268,581 (approximately 92 % of total budget) 	<ul style="list-style-type: none"> Difference between operating revenues and expenses leaves a shortfall of \$89,343 (59%) that needs to be subsidized by other means
	What is your annual budget? (Operating and Maintenance)					
	N/A	<ul style="list-style-type: none"> Approximately \$ 500,000 (this includes all operations and maintenance) 	<ul style="list-style-type: none"> \$1.3 M - \$1.5 M (this includes staff wages) \$ 800,000 - \$ 900,000 in wages per year 	<ul style="list-style-type: none"> Approximately \$ 800,000 per year in expenses and \$ 700,000 per year in revenue (balance goes to perpetual care. 	<ul style="list-style-type: none"> \$ 289,381 	<ul style="list-style-type: none"> Operating Revenues: \$ 61,175 Operating Expenses: \$ 150,518 Transfer to Reserves: \$ 36,000
	Approximately how many interments do you conduct per year?					
	<ul style="list-style-type: none"> Approximately 26 	<ul style="list-style-type: none"> Traditional burials: 74 Cremation interments: 21 Cremations on existing traditional lots: 61 Niche interments: 61 	<ul style="list-style-type: none"> Traditional burials: 170 Cremations interments: 209 Scattering Garden: 41 Disinterment: 1 	<ul style="list-style-type: none"> Approximately 375 	<ul style="list-style-type: none"> Traditional Burials: 13 Cremation interments: 7 	<ul style="list-style-type: none"> Traditional Burials: 9 Cremation interments: 32

Comparable Cemeteries

Operational/Organizational Structure and Plot Sale Statistics	City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	City of Leduc
	What is your operational structure?					
	<ul style="list-style-type: none"> Cemetery municipally owned and operated 	<ul style="list-style-type: none"> Cemetery municipally owned and operated 	<ul style="list-style-type: none"> Cemetery municipally owned and operated 	<ul style="list-style-type: none"> Cemetery municipally owned and operated 	<ul style="list-style-type: none"> Cemetery municipally owned and operated 	<ul style="list-style-type: none"> Cemetery municipally owned and operated
	Do you contract out any services? (e.g; administration, maintenance)					
	<ul style="list-style-type: none"> Do not provide markers - families negotiate that directly with monument companies Contract with Edmonton Granite to engrave on Memorial Wall - sell space on wall to the family and then the family coordinates the design and any associated fees with Edmonton Granite directly (they are the only authorized engravers for the wall) 	<ul style="list-style-type: none"> Monument Companies and contractors working on future development 	<ul style="list-style-type: none"> Bring in contractors to do concrete foundations for headstones Contract out some of the tree work (have some 100-year-old trees) Contract out some of the custom trimming/pruning. Paladin Security performs regular Cemetery patrols 	<ul style="list-style-type: none"> Contract out tree pruning, road repair, hydrodigging irrigation. 	N/A	<ul style="list-style-type: none"> Monument installation and engraving services must be completed by a licensed monument company
	What department(s) provides cemetery services? (administration, planning, maintenance)					
	<ul style="list-style-type: none"> Legislative Services administers the sales of the cemetery services Public Works manages the operations/maintenance of services at the Cemetery Currently re-evaluating this structure and trying to consolidate all services under one department (will likely be Public Works) 	<ul style="list-style-type: none"> City of Red Deer Parks Department 	<ul style="list-style-type: none"> Cemetery department - includes specialty gardens Unit falls under Community Services 	<ul style="list-style-type: none"> City Parks Department 	<ul style="list-style-type: none"> Parks Services 	<ul style="list-style-type: none"> Engineering Department (Administration Staff) Public Services (Parks Staff take care of interments & maintenance)
	2018 Plot Sale Statistics (if available)					
	N/A	Jan 1, 2019 - Oct 7, 2019: <ul style="list-style-type: none"> Traditional Plots: 37 Columbarium Niches: 35 Cremation Plots: 28 	<ul style="list-style-type: none"> Traditional Plots: 192 Cremation Plots/Niches: 85 Memorial Wall: 38 	<ul style="list-style-type: none"> Traditional Plots: 9 Cremation Plots: 32 	<ul style="list-style-type: none"> Traditional Plots: 9 Cremation Plots: 32 	<ul style="list-style-type: none"> Traditional Plots: 9 Cremation Plots: 2 Columbarium Niches: 20

Comparable Cemeteries

Operational/Organizational Structure		City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	City of Leduc
		How many municipal full-time equivalents (FTE) are engaged in the following?					
Client Liaison		<ul style="list-style-type: none">0.5 FTE with remaining 50% of time allocated to support of another department, but cemeteries require more than 50% of timeAll services directly related to cemeteries managed by municipality - funeral home involved with coordination and services outside of municipal scope	<ul style="list-style-type: none">1 FTE in the office on a daily basis to liaise with the public on walk-ins, phone conversations, and emails regarding cemetery preparations	<ul style="list-style-type: none">1 FTE40% of liaison handled by City staff, 60% by funeral homes	<ul style="list-style-type: none">1 FTE who is also divided in operations of the cemetery so is not always in the officeFuneral homes have municipal paperwork on their websites to complete but lot selection is still done by City staff	<ul style="list-style-type: none">1 - 2 FTEs (Cemetery Technician is occasionally engaged)	<ul style="list-style-type: none">2 administrative staff that meet with clients and sell plots/nichesCity manages record keeping, contacting the funeral homes when required, sends all interment requests to Public Service StaffCity does not carry liners or vaults (supplied by funeral home)Monuments supplied by monument companies and require a permit
Administration		<ul style="list-style-type: none">Same 0.5 FTE	<ul style="list-style-type: none">Same FTE	<ul style="list-style-type: none">1 FTE and 1 PTE (80%)	<ul style="list-style-type: none">Same FTE	<ul style="list-style-type: none">1 FTE	<ul style="list-style-type: none">Same 2 FTEs
Planning		<ul style="list-style-type: none">Conversations between two departments impact efficiencies1 FTE (same as above) completed comparison fee schedule and submits budget	<ul style="list-style-type: none">Moves up chain of command to supervisors in Parks Department to manage forecasting cemetery operations	<ul style="list-style-type: none">1 FTE - unit manager who manages cemeteries and Japanese garden	<ul style="list-style-type: none">Same FTE creates plans which then proceed to Parks Administration	<ul style="list-style-type: none">3 FTEs currently reviewing	<ul style="list-style-type: none">1 FTE (1 of the administration staff)
Operations		<ul style="list-style-type: none">1-2 people from Public Works attend interments to support familiesMaintenance crew numbers unknown	<ul style="list-style-type: none">1 FTE - Foreman3 FTE staff - responsible for maintenance and interments3-4 seasonal staff (April – Oct)	<ul style="list-style-type: none">4 FTE year-round employees who work outside in interments2 PTE year-round (5 days per week in summer – May 1-Sept 30)7 summer students for grass cutting (sometimes up to 8)	<ul style="list-style-type: none">Same FTE supervisesCity Parks Department	<ul style="list-style-type: none">2 - 3 FTEs	<ul style="list-style-type: none">1 FTE and 2 seasonal staff May – Sept for maintenance8 – 10 FTE Public Services staff that are trained in performing interments1 FTE “go-to” for cemetery maintenance operations

Comparable Cemeteries

Cemetery Design Features	City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	City of Leduc
	What is the total area of municipal cemeteries that you are maintaining? (in hectares)					
	<ul style="list-style-type: none"> Approximately 2.6 ha 	<ul style="list-style-type: none"> Red Deer Cemetery: 8.9 ha Alto Reste Cemetery: 15.4 ha 	<ul style="list-style-type: none"> Archmount Cemetery: 6-7 ha Mountain View Cemetery: 9-10 ha Royal View Cemetery: 6 ha developed (room to expand to 36-40 ha depending on layout) St. Patrick's Cemetery: 6 ha 	<ul style="list-style-type: none"> 32 ha of land 23 ha in active use Over 28,000 burials 	N/A	<ul style="list-style-type: none"> East Cemetery: 1.41 Ha West Cemetery: 2.02 Ha
	Do you have any of the following design features: paths separate from service roads, benches, gathering space(s), covered shelter, other?					
	<ul style="list-style-type: none"> One path leading to the Memorial Cairn Some benches No other features/structures - generally a quiet, rural cemetery. 	<ul style="list-style-type: none"> Future design of Alto Reste Cemetery may include a paved walk way throughout to make it more park-like Memorial benches placed around the cemetery - currently not installing more until plans are developed 	<ul style="list-style-type: none"> Wall feature No water features Several roadways City benches (primarily donated) No covered shelters 	<ul style="list-style-type: none"> Some designated paths wide enough to function as roads as well Memorial benches installed with some conditions (considered donations) Small chapel on site that can accommodate approximately 20 people 	<ul style="list-style-type: none"> Trail in Woodlawn Cemetery Benches and gathering spaces in all cemeteries 	<ul style="list-style-type: none"> Covered shelter in West Cemetery
	Do you have any spaces that are different from mowed grass: treed areas, garden-like plantings, wooded/natural areas with interments, other?					
	<ul style="list-style-type: none"> Primarily grass with trees planted around the perimeter and between certain phases Minimal plantings at entrance Some potted plants around Columbaria Much of the space is undeveloped (just grass) with a lot of potential Intend to develop future garden-like area to be used as a scattering garden with columbaria, paths, and other memorial structures 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> 2,318 total trees 525 shrubs 	<ul style="list-style-type: none"> Try to maximize burial space and do not have any unusable areas Main entrance is lined with flower beds and approximately 25 feet of grass on either side with spaced trees 	<ul style="list-style-type: none"> Have art features and ponds in Woodlawn Cemetery 	<ul style="list-style-type: none"> Treed areas and flowers throughout the cemetery Benches beside the columbaria

Comparable Cemeteries

Strengths, Challenges, and Recommendations	City of St. Albert	City of Red Deer	City of Lethbridge	City of Medicine Hat	Regional Municipality of Wood Buffalo	City of Leduc
	What are the strengths of the cemetery in your community?					
	<ul style="list-style-type: none"> “Families always tell us that they love how quiet and peaceful feeling it is. I think this is primarily because it is under-developed and so does not seem busy. We often have families mention that they feel our fees are much more reasonable than nearby Cemeteries” 	<ul style="list-style-type: none"> “Our crew is one of our strengths. We have a great group of staff who focus on completing burials or monument installations or cemetery maintenance to the best of their abilities. We also provide a lot of burial options and can hopefully make the process for families a little easier” 	<ul style="list-style-type: none"> Really good working relationship with funeral homes Dedicated crew of staff who are committed to helping families that come in 	<ul style="list-style-type: none"> History and family tradition Reputation All roads are paved Support from the Parks department in flower and tree maintenance Choices in burial options not only for cremation or casket but servicing different faiths Fully irrigated 	<ul style="list-style-type: none"> Low prices Dedicated cemetery technician on call 24/7 	<ul style="list-style-type: none"> Location of the operations building - easy access with equipment and staff The size - it's only 6 acres with lots of trees and shrub beds making the maintenance fairly simple
	What are the challenges of the cemetery in your community?					
	<ul style="list-style-type: none"> Lack of dedicated staff makes change and implementation slow The division of departments and responsibilities has impacted the development and expansion and even presented some budgeting gaps Only allow flat markers so families go elsewhere Lack of staff makes prompt service provision difficult 	<ul style="list-style-type: none"> Occasional issues with public complaints (e.g; families will complain about a memorial item being removed from the family lots) “Grass tends to grow over in time and we do not have the man power to clear them all. We always encourage families to help us maintain the lots as best they can” 	<ul style="list-style-type: none"> Deer Weather Just opened new cemetery so no longer concerned about running out of space 	<ul style="list-style-type: none"> No increase in staff in 25 years yet have 200 headstones more to trim around every year Falling behind in ground settling Aging irrigation system that is failing in many places. No one in the office consistently to serve the public who expects them to be there Very poor public reception area 	<ul style="list-style-type: none"> The Pioneer Cemetery is older and tracking grave locations is an issue 	<ul style="list-style-type: none"> Staff limitations when operating 7 days a week Challenges for operating hours and providing access to the cemetery in the winter for people with mobility issues. Maintaining the older cemetery The old grave covers make accessing some rows with equipment very difficult
	Do you have any suggestions or recommendations as we undertake this cemetery assessment for Strathcona County?					
	N/A	<ul style="list-style-type: none"> Visit lots of cemeteries to get ideas and understanding of what can work and perhaps what to stay away from right from the start! (E.g; allowing personal tributes, artificial flowers, fencing, Shepard's hooks etc.) 	<ul style="list-style-type: none"> Not allowing upright headstones is a big deal breaker – need to allow them (Lethbridge has one section with just flat headstones and it is not popular) Use concrete foundation along top of graves where headstones go 	<ul style="list-style-type: none"> This industry is more fluid than people think - cremation is the current now the trend, but who knows if that will continue Don't try to predict or build specifically too far in the future. 	N/A	<ul style="list-style-type: none"> Plan and plan some more, keep the operations people involved too

APPENDIX B: POPULATION, MORTALITY AND INTERMENT TREND ANALYSIS

Strathcona County Population Projection, Total Deaths, Death Rate per 1,000 People, 2020-2049

STRATHCONA COUNTY				
Year	Population	Growth Rate	Total Deaths	Death Rate per 1,000 People
2020	104,465	1.8%	692	6.6
2021	106,335	1.8%	725	6.8
2022	108,238	1.8%	757	7.0
2023	110,176	1.8%	790	7.2
2024	112,148	1.8%	826	7.4
2025	114,155	1.8%	861	7.5
2026	116,198	1.8%	898	7.7
2027	118,278	1.8%	937	7.9
2028	120,396	1.8%	976	8.1
2029	122,551	1.8%	1018	8.3
2030	124,744	1.8%	1060	8.5
2031	126,977	1.8%	1104	8.7
2032	129,250	1.8%	1151	8.9
2033	131,564	1.8%	1197	9.1
2034	133,919	1.8%	1246	9.3
2035	136,316	1.8%	1294	9.5
2036	138,756	1.8%	1345	9.7
2037	141,240	1.8%	1398	9.9
2038	143,768	1.8%	1450	10.1
2039	146,341	1.8%	1504	10.3
2040	148,961	1.8%	1557	10.5
2041	151,627	1.8%	1611	10.6
2042	154,341	1.8%	1662	10.8
2043	157,104	1.8%	1714	10.9
2044	159,916	1.8%	1770	11.1
2045	162,779	1.8%	1826	11.2
2046	165,692	1.8%	1883	11.4
2047	168,658	1.8%	1935	11.5
2048	171,677	1.8%	1995	11.6
2049	174,750	1.8%	2054	11.8

Province of Alberta Mortality Rate per 1,000 Population, 2008-2017

Age at time of death	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Age at time of death, all ages	5.9	5.7	5.6	5.6	5.7	5.7	5.7	5.7	5.8	6
Less than 1	6.2	5.5	5.9	5.2	4.3	5.3	5.1	4.7	4.4	4.6
1 to 4	0.2	0.2	0.3	0.2	0.2	0.3	0.2	0.2	0.2	0.2
5 to 9	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
10 to 14	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.2	0.1	0.1
15 to 19	0.5	0.5	0.4	0.5	0.5	0.4	0.6	0.5	0.5	0.5
20 to 24	0.7	0.6	0.7	0.6	0.7	0.7	0.7	0.8	0.8	0.7
25 to 29	0.7	0.7	0.6	0.6	0.7	0.7	0.8	0.8	0.8	0.9
30 to 34	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.9	0.9	1.1
35 to 39	1.1	1	0.9	0.8	0.8	0.8	1	1	1.1	1.1
40 to 44	1.4	1.5	1.3	1.3	1.4	1.2	1.4	1.5	1.4	1.4
45 to 49	2.4	2.3	1.9	2.1	2.2	2.2	2.2	2	2.1	2.1
50 to 54	3.7	3.5	3.3	3.2	3.2	3.2	3.1	3.2	3.4	3.2
55 to 59	5.5	4.9	4.9	5.1	4.8	4.7	4.9	4.7	4.9	4.8
60 to 64	8.1	8	7.5	7.7	7.6	7.6	7.3	7.5	7.2	7.2
65 to 69	13	12.7	11.5	11.6	11.8	11.9	11.5	11.3	11.4	11.1
70 to 74	21.3	19.9	20.2	19.9	19.4	19.7	18.5	17.9	17.9	18.4
75 to 79	34.1	34	31.5	30.8	31.2	30.5	29.9	29.9	30	29
80 to 84	58.2	55	55.1	51.7	53.6	52.5	52.5	52.5	50.7	49.8
85 to 89	101.8	97.3	92.3	93	94.5	94.7	90.5	90	88.1	90.2
90+	192.3	193.9	182.4	181.5	193.5	196.7	197.8	189.4	195	203.7

**Government of Alberta Interactive Health Data Application, Historic Population by Age Cohort by Subzone
(Sherwood Park and Strathcona County), 2008-2017**

Age	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
0	1,106	1,028	1,065	1,028	1,008	956	1,034	977	981	980
1-4	4,183	4,267	4,361	4,466	4,407	4,353	4,317	4,254	4,191	4,126
5-9	5,590	5,680	5,712	5,692	5,675	5,831	5,937	6,078	6,125	6,142
10-14	6,127	6,068	5,933	5,845	5,948	6,038	6,180	6,215	6,202	6,217
15-19	7,011	6,922	6,840	6,820	6,557	6,399	6,370	6,384	6,387	6,434
20-24	6,220	6,547	6,587	6,666	6,732	6,713	6,575	6,503	6,405	6,261
25-29	5,229	5,428	5,576	5,622	5,847	5,906	6,155	6,199	6,133	6,114
30-34	5,480	5,581	5,701	5,762	5,742	5,980	6,142	6,130	6,165	6,253
35-39	6,544	6,447	6,334	6,234	6,249	6,247	6,393	6,483	6,390	6,397
40-44	7,228	7,108	6,949	6,868	6,789	6,886	6,858	6,749	6,658	6,690
45-49	8,025	8,086	7,941	7,758	7,559	7,325	7,127	7,035	6,969	6,926
50-54	7,131	7,291	7,503	7,720	7,862	7,857	7,852	7,705	7,504	7,311
55-59	5,598	5,812	6,021	6,300	6,468	6,765	6,968	7,155	7,279	7,418
60-64	5,163	5,285	5,422	5,467	5,367	5,341	5,503	5,653	5,865	6,087
65-69	3,165	3,456	3,695	3,994	4,434	4,729	4,876	5,010	5,086	4,999
70-74	2,004	2,161	2,342	2,468	2,682	2,886	3,143	3,353	3,650	4,031
75-79	1,367	1,511	1,576	1,683	1,756	1,873	2,001	2,108	2,199	2,424
80-84	867	938	991	1,095	1,136	1,199	1,276	1,358	1,443	1,507
85-89	473	495	548	577	610	662	682	727	783	831
90+	233	266	290	315	331	376	387	399	421	419
Grand Total	88,744	90,378	91,388	92,378	93,160	94,323	95,773	96,475	96,834	97,567

Strathcona County Calculated Mortality Rates, 2008-2017

Age (Years)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Less than 1	0.62%	0.55%	0.59%	0.52%	0.43%	0.53%	0.51%	0.47%	0.44%	0.46%
1 to 4	0.02%	0.02%	0.03%	0.02%	0.02%	0.03%	0.02%	0.02%	0.02%	0.02%
5 to 9	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%
10 to 14	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.02%	0.02%	0.01%	0.01%
15 to 19	0.05%	0.05%	0.04%	0.05%	0.05%	0.04%	0.06%	0.05%	0.05%	0.05%
20 to 24	0.07%	0.06%	0.07%	0.06%	0.07%	0.07%	0.07%	0.08%	0.08%	0.07%
25 to 29	0.07%	0.07%	0.06%	0.06%	0.07%	0.07%	0.08%	0.08%	0.08%	0.09%
30 to 34	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.09%	0.09%	0.11%
35 to 39	0.11%	0.10%	0.09%	0.08%	0.08%	0.08%	0.10%	0.10%	0.11%	0.11%
40 to 44	0.14%	0.15%	0.13%	0.13%	0.14%	0.12%	0.14%	0.15%	0.14%	0.14%
45 to 49	0.24%	0.23%	0.19%	0.21%	0.22%	0.22%	0.22%	0.20%	0.21%	0.21%
50 to 54	0.37%	0.35%	0.33%	0.32%	0.32%	0.32%	0.31%	0.32%	0.34%	0.32%
55 to 59	0.55%	0.49%	0.49%	0.51%	0.48%	0.47%	0.49%	0.47%	0.49%	0.48%
60 to 64	0.81%	0.80%	0.75%	0.77%	0.76%	0.76%	0.73%	0.75%	0.72%	0.72%
65 to 69	1.30%	1.27%	1.15%	1.16%	1.18%	1.19%	1.15%	1.13%	1.14%	1.11%
70 to 74	2.13%	1.99%	2.02%	1.99%	1.94%	1.97%	1.85%	1.79%	1.79%	1.84%
75 to 79	3.41%	3.40%	3.15%	3.08%	3.12%	3.05%	2.99%	2.99%	3.00%	2.90%
80 to 84	5.82%	5.50%	5.51%	5.17%	5.36%	5.25%	5.25%	5.25%	5.07%	4.98%
85 to 89	10.18%	9.73%	9.23%	9.30%	9.45%	9.47%	9.05%	9.00%	8.81%	9.02%
90+	19.23%	19.39%	18.24%	18.15%	19.35%	19.67%	19.78%	18.94%	19.50%	20.37%

Strathcona County Deaths and Local Interment Needs, 2020-2049

Year	Total Deaths	Interments in Strathcona County	% of Interment Deaths
2020	692	431	62%
2021	725	448	62%
2022	757	465	61%
2023	790	482	61%
2024	826	500	61%
2025	861	518	60%
2026	898	536	60%
2027	937	555	59%
2028	976	574	59%
2029	1,018	594	58%
2030	1,060	613	58%
2031	1,104	634	57%
2032	1,151	655	57%
2033	1,197	676	56%
2034	1,246	697	56%
2035	1,294	718	55%
2036	1,345	740	55%
2037	1,398	769	55%
2038	1,450	797	55%
2039	1,504	827	55%
2040	1,557	856	55%
2041	1,611	886	55%
2042	1,662	914	55%
2043	1,714	943	55%
2044	1,770	974	55%
2045	1,826	1,004	55%
2046	1,883	1,035	55%
2047	1,935	1,064	55%
2048	1,995	1,097	55%
2049	2,054	1,130	55%

APPENDIX C: PROJECTED NEED ANALYSIS

Portion of Total Interments in Strathcona County Interred in Rural and Faith-based Cemeteries, 2020-2049

Year	Total Interments	Traditional Burial #	Traditional Burial %	Cremation #	Cremation %
2020	431	21	5%	11	3%
2021	448	22	5%	12	3%
2022	465	22	5%	13	3%
2023	482	22	5%	13	3%
2024	500	22	4%	14	3%
2025	518	22	4%	15	3%
2026	536	22	4%	16	3%
2027	555	22	4%	16	3%
2028	574	21	4%	17	3%
2029	594	21	4%	18	3%
2030	613	21	3%	19	3%
2031	634	20	3%	20	3%
2032	655	20	3%	21	3%
2033	676	19	3%	22	3%
2034	697	19	3%	24	3%
2035	718	18	3%	25	3%
2036	740	17	2%	26	4%
2037	769	18	2%	27	4%
2038	797	18	2%	28	4%
2039	827	19	2%	29	4%
2040	856	20	2%	30	4%
2041	886	20	2%	31	3%
2042	914	21	2%	32	3%
2043	943	21	2%	33	4%
2044	974	22	2%	34	3%
2045	1004	23	2%	35	3%
2046	1035	24	2%	37	4%
2047	1064	24	2%	38	4%
2048	1097	25	2%	39	4%
2049	1130	26	2%	40	4%

Scenario 1 - Interments in Strathcona County Interred in Community Cemetery, 2020-2049

Year	Total Interments	Traditional Burial #	Traditional Burial %	Green Burial #	Green Burial %	Cremation Plot #	Cremation Plot %	Niche #	Niche %	Scattering #	Scattering %
2020	119	23	19%	29	25%	34	28%	17	14%	17	14%
2021	124	22	18%	31	25%	36	29%	18	14%	18	14%
2022	129	22	17%	31	24%	38	29%	19	15%	19	15%
2023	134	23	17%	32	24%	40	30%	20	15%	20	15%
2024	139	23	16%	32	23%	42	30%	21	15%	21	15%
2025	144	23	16%	33	23%	44	31%	22	15%	22	15%
2026	150	23	15%	33	22%	47	31%	23	16%	23	16%
2027	155	22	14%	34	22%	49	32%	25	16%	25	16%
2028	161	22	14%	35	22%	52	32%	26	16%	26	16%
2029	166	23	14%	34	21%	55	33%	27	16%	27	16%
2030	172	22	13%	41	24%	54	31%	27	16%	27	16%
2031	178	22	12%	41	23%	57	32%	29	16%	29	16%
2032	184	21	11%	42	23%	60	32%	30	16%	30	16%
2033	190	21	11%	42	22%	63	33%	32	17%	32	17%
2034	196	19	10%	44	22%	66	34%	33	17%	33	17%
2035	203	18	9%	44	22%	69	34%	35	17%	35	17%
2036	209	17	8%	44	21%	73	35%	37	18%	37	18%
2037	217	19	9%	45	21%	76	35%	38	18%	38	18%
2038	225	19	8%	47	21%	79	35%	40	18%	40	18%
2039	234	19	8%	49	21%	82	35%	41	18%	41	18%
2040	242	21	9%	60	25%	80	33%	40	17%	40	17%
2041	250	21	8%	63	25%	83	33%	42	17%	42	17%
2042	258	22	8%	65	25%	86	33%	43	17%	43	17%
2043	266	23	9%	66	25%	89	33%	44	17%	44	17%
2044	275	23	9%	69	25%	91	33%	46	17%	46	17%
2045	284	24	8%	71	25%	94	33%	47	17%	47	17%
2046	293	24	8%	74	25%	97	33%	49	17%	49	17%
2047	301	26	9%	75	25%	100	33%	50	17%	50	17%
2048	310	26	8%	78	25%	103	33%	52	17%	52	17%
2049	319	27	8%	80	25%	106	33%	53	17%	53	17%

Scenario 2 - Interments in Strathcona County Interred in Community Cemetery, 2020-2049

Year	Total Interments	Green Burial #	Green Burial %	Scattering #	Scattering %
2020	55	32	58%	23	42%
2021	57	33	58%	24	42%
2022	59	34	57%	26	44%
2023	62	35	56%	27	44%
2024	64	35	55%	29	45%
2025	66	36	54%	30	45%
2026	68	37	54%	32	47%
2027	71	37	53%	34	48%
2028	73	38	52%	35	48%
2029	76	38	50%	37	49%
2030	95	49	52%	46	48%
2031	99	50	50%	49	50%
2032	102	51	50%	51	50%
2033	106	52	49%	54	51%
2034	109	53	49%	57	52%
2035	113	54	48%	59	52%
2036	117	55	47%	62	53%
2037	121	56	46%	65	54%
2038	126	59	46%	67	53%
2039	131	61	47%	70	54%
2040	162	82	51%	79	49%
2041	168	85	51%	82	49%
2042	173	89	51%	85	49%
2043	178	91	51%	87	49%
2044	184	94	51%	90	49%
2045	190	97	51%	93	49%
2046	196	100	51%	96	49%
2047	201	102	51%	99	49%
2048	208	106	51%	102	49%
2049	214	109	51%	105	49%

Note: Significant annual increases in 2030 and 2040 reflect the increase in projected demand for green burial from the cremation market. Although the change is projected in 10-year increments, it's expected the actual increase will occur year over year which results in a smoother trend.

APPENDIX D: CEMETERY ESTABLISHMENT STEPS

The following are the additional steps involved in acquiring, planning, designing, building, and operating a new cemetery.

Provincial Project Approval

- Complete an application for Provisional Approval, including the following information:
- Geotechnical and hydrogeological investigation to ensure that the proposed location meets health regulations
- Approval from health authority stating that the site meets the Alberta Health Services (AHS) site selection requirements for cemetery development
- Sketch plan showing proposed location of site (including legal description of the quarter section), general slope of land, all buildings used for human habitation and all water supplies within 150 metres of any boundary point of the cemetery, cemetery boundaries with measurements, placement of the cemetery within the quarter section showing the distance between a reference point and the cemetery boundaries
- Subdivision approval for cemetery land use from the municipality
- Acquire a clean and separate title for the cemetery site, free and clear of any liens or encumbrances
- If the proposed cemetery is described by a plan number on the title, a copy of the registered plan must also be submitted. If the title is in order, a Final Certificate of Approval may be issued. The Final Certificate of Approval permits burials to take place on the site.
- Advise the Director of Cemeteries of the creation of columbaria within the cemetery
- Register a mausoleum if the structure contains more than 12 compartments

Environmental Review

- Conduct a review of historic site uses to identify any potential sources of contamination. If there is a possibility of past contamination, conduct a Phase 1 Environmental Assessment.
- Review available environmental databases (e.g., provincial, municipal) to identify any environmentally sensitive features.
- Determine the need for more detailed environmental studies and complete those if necessary.
- Identify any areas of the site that need to be protected from site alteration or development for environmental reasons.

Site Data

- Prepare a topographical site survey, including property lines, surrounding roads, property access, grades, watercourses or drainage features, edges of forested areas, major trees, and any other site features.
- Compile information on utilities and services near the site, including identification of the closest water, sanitary sewer, and shallow utilities (e.g., power, gas, communications). Review opportunities, challenges and high-level costs for providing the required services to the site.
- Collect and review information related to site drainage, stormwater management infrastructure, and stormwater management plans for the area surrounding the site. Assess stormwater drainage on the site and identify any challenges that could affect the design of the site.

Preliminary Design

- Undertake a preliminary design process that includes the following:
- Community engagement to provide input into the design process
- Site inventory and analysis, including site opportunities and challenges
- Vision and goals for the cemetery
- Program of cemetery services, infrastructure, and design features to include in the cemetery
- Concept plan options that explore different site layouts
- Preferred site design
- Phasing plan
- Class C cost estimate
- Final report

Cash Flow Analysis

- Update the financial feasibility and funding analysis model with new information on capital costs:
- Enter capital costs into the financial model
- Confirm and update operating costs as needed based on the preferred operational structure
- Test the original proposed fees to identify the degree to which the cemetery will be self-sustaining vs subsidized by the County
- Adjust fees, if necessary, to achieve the desired balance of revenues and costs

Detailed Design

- Prepare a detailed design package for the cemetery that includes the following drawings and specifications suitable for tendering the project.
- Prepare a Class B cost estimate when detailed design is 50% and a Class A cost estimate when it is 100% complete.
- Tender the construction work.
- Monitor the project during construction.

Establish Operations

- Define the County staff positions needed to run and maintain the cemetery (internal only or combination of internal and external), including their roles, responsibilities, and wages.
- Assign the responsibilities to existing staff and/or hire new staff as needed.
- Evaluate the County's asset management and accounting software to determine if it can be used or adapted for cemetery management. If so, set it up accordingly. If not, pursue acquisition of cemetery management software.
- Prepare content for a new cemetery webpage on the County's website.
- Confirm fees and post these on the cemetery webpage.
- Prepare a marketing strategy for cemetery services and undertake communications to notify the public about the cemetery.
- Prepare a Cemetery Bylaw.



COMMUNITY CEMETERY
ASSESSMENT

Community Cemetery Assessment



Agenda

- Council Motion
- Project Overview
- Background Information
- Community Cemeteries
- Community Engagement
- Market and Community Demand Analysis
- Next Steps

Council Motion

- In July 2018, Council approved “THAT the 2019 budget include funds, up to \$60,000, to support an external review and report on the viability and desirability of a community cemetery in Strathcona County; and that this report be provided to Council for consideration by the end of 2019.”



Project Overview

Purpose of Project

- Explore needs for a community cemetery in Strathcona County and what type of cemetery would be appropriate



Scope of Project

- **Phases 1 and 2** (to January 2020)
 - background information on cemetery forms, operational structures, comparable communities
 - community engagement
 - market and community demand analysis
- **Phases 3 and 4** (subject to findings of Phases 1 and 2)



Background Information

Policy Context

- Policies in Strathcona County's strategic documents are consistent with the objectives that a community cemetery would include –
options, inclusivity, affordability
 - 2013 – 2030 Strategic Plan
 - Social Framework, 2017



Community Cemeteries

Typical Design Principles

- Appealing, attractive, and spiritual place
- Universal design principles (accessibility)
- Variety of interment options
- Maximize interment space and integrate a sustainable approach to planning and design

Cemetery Services

Most common

- Full burial
- Cremated remains burial plot
- Columbarium walls



Cemetery Services

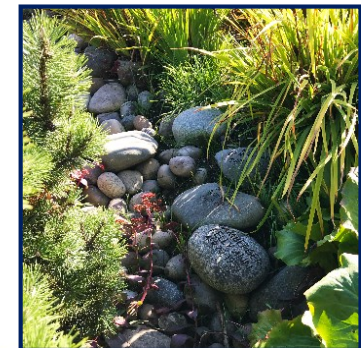
Less common, trending upwards

- Green burial
- Family columbarium



Secondary Services

- Scattering garden
- Memorial



Design Features

- Amenities that welcome appropriate public use, e.g., walking, sitting, small gatherings



Operational Structures

Analysis of Comparable Communities

- Most cemeteries perform all functions inhouse
- Some cemeteries have portions of the cemetery operated by others, usually funeral homes (e.g., mausoleum, columbaria)
- Common for cemeteries to contract out some services (e.g., concrete foundations, tree work)
- No cemeteries reviewed involved non-profit groups in planning, management or operations – this involves high costs, specialized expertise and administration (e.g., regulations, software, operations), and significant risks



Community Engagement

Purpose

- Inform and engage stakeholders and residents in a process that will increase the County's understanding of resident interests related to a community cemetery

Community Engagement

- Community Survey (online)
- Stakeholder Workshops (urban and rural)
- Public Open Houses (urban and rural)

Community Feedback

- 74% reported their remains were likely to be cremated
- 68% think that Strathcona County should have a community cemetery
 - More affordable option
 - Inclusive of all people and religious beliefs
 - Accessible
 - Offering environmentally friendly options – green burial



Market and Community Demand Analysis

Existing Cemeteries in SC

Private Cemeteries

- Glenwood Memorial Gardens

Faith-Based Cemeteries

- Bethany Lutheran Cemetery
- Colchester Cemetery
- Fairmount Cemetery (Ardrossan United Church)
- Josephburg United Church of Christ (Reformed) Cemetery
- St Paul's of Agricola Cemetery
- St. John's Lutheran Cemetery
- St. Margaret Roman Catholic Cemetery

Other

- Fort Saskatchewan Hutterite Cemetery
- Good Hope Cemetery
- South Cooking Lake Cemetery
- Clover Bar Cemetery, Edmonton AB (owned and operated by Edmonton, close to Strathcona County border)

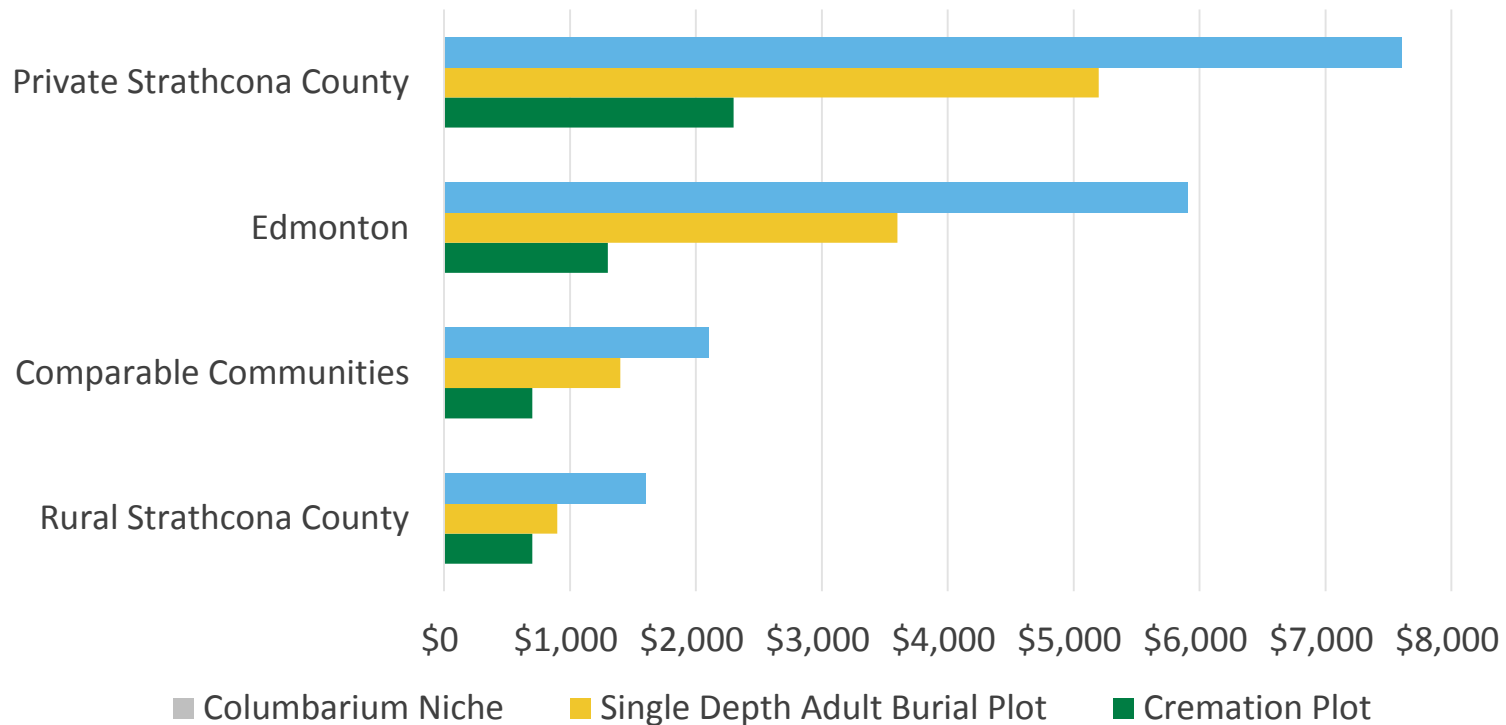
Cemetery Demand and Supply

Interment Type	30-Year Demand
Burial	5,000
Cremation	17,100
Total	22,100

Faith-based Cemeteries	Availability for Burials (est)
Colchester Cemetery	350
Fairmount Cemetery (Ardrossan United Church)	1,600
Josephburg United Church of Christ (Reformed) Cemetery	1,500
Lamoureux Catholic Cemetery	50
St. Margaret Roman Catholic Cemetery	100
South Cooking Lake Cemetery	400
Total Estimate	4,000

Cemetery Fee Comparisons

Average Plot/Niche Fees



Key Findings

- Existing cemeteries in Strathcona County have the capacity to meet demand for the next 30 years
- Capacity is primarily in two faith-based cemeteries and the private cemetery
- Faith-based cemeteries are not an option for some residents
- Fees at private cemeteries are generally higher than at other types of cemeteries reviewed, including comparable municipal cemeteries
- Existing cemeteries have limited options for green burial

A community cemetery would be consistent with the following themes:

options

inclusivity

affordability

Scenarios

- Scenario 1: full-service community cemetery
 - Provides all residents with a variety of affordable options
- Scenario 2: green burial and scattering community cemetery
 - Meets residents' needs for more affordable options, although the options are limited
 - Complements services at the private cemetery
 - Smaller scale operation for the County

Pros and Cons

Criterion	Scenario 1 – Full Service	Scenario 2 – Green Burial & Scattering
Access to a wide range of relatively affordable cemetery services	Provides access to a full range of cemetery services	Provides access to a limited range of cemetery services, with only one choice for full burial and one choice for cremated remains
Size of cemetery required	Larger site	Smaller site
Scale of cemetery operation	Larger operation	Smaller operation
Impact on private sector	Higher impact	Lower impact



Next Steps

Next Steps

- Decision by Council on Phase 3



Thank you

Long-term License Strathcona Industrial Association**Report Purpose**

To seek Council approval on a long-term License Agreement between Strathcona County and the Strathcona Industrial Association.

Recommendation

THAT a long-term License Agreement with the Strathcona Industrial Association on a portion of Plan 7821876, Block 179, Lot 4R (Sherwood Park Station) and Plan 3704MC, Block OT (Ardrossan Station), on the terms and conditions as described below and numbered 1 to 7, be approved.

Our Prioritized Strategic Goals

Goal 5 - Foster collaboration through regional, community and governmental partnerships

Report

Since 1979, the Strathcona Industrial Association has been conducting ambient air-quality monitoring to ensure a healthy environment for residents in Sherwood Park and east Edmonton. Currently, the Strathcona Industrial Association operates two air-quality monitoring stations in Strathcona County, located at A.J. Ottewell House and the Ardrossan recycling station. The current site locations have been audited in consultation with the Strathcona Industrial Association and the Government of Alberta, to ensure compliance with the Air Monitoring Directive.

In order to provide information to the residents of Strathcona County, administration supports entering into a long-term license agreement on municipal lands.

The standard form license agreement is being utilized and includes the following general principles:

1. Nominal rent
2. Term of five years with three additional five-year renewal options
3. Termination provisions
4. Indemnity and insurance
5. Uses permitted
6. Tenant responsibilities
7. Surrender of the land upon expiry of the term

Other Impacts

Policy: Land Management Policy SER-012-011

Legislative/Legal: Standard form lease agreement will be used and reviewed as per usual process.

Interdepartmental: Legislative and Legal Services

Master Plan/Framework: n/a

Enclosures

- | | |
|---|---------------------------------------|
| 1 | Air photo map (Sherwood Park Station) |
| 2 | Air photo map (Ardrossan Station) |



SCHEDULE 'A'

License Agreement
Lot 4R, Block 179, Plan 782 1876

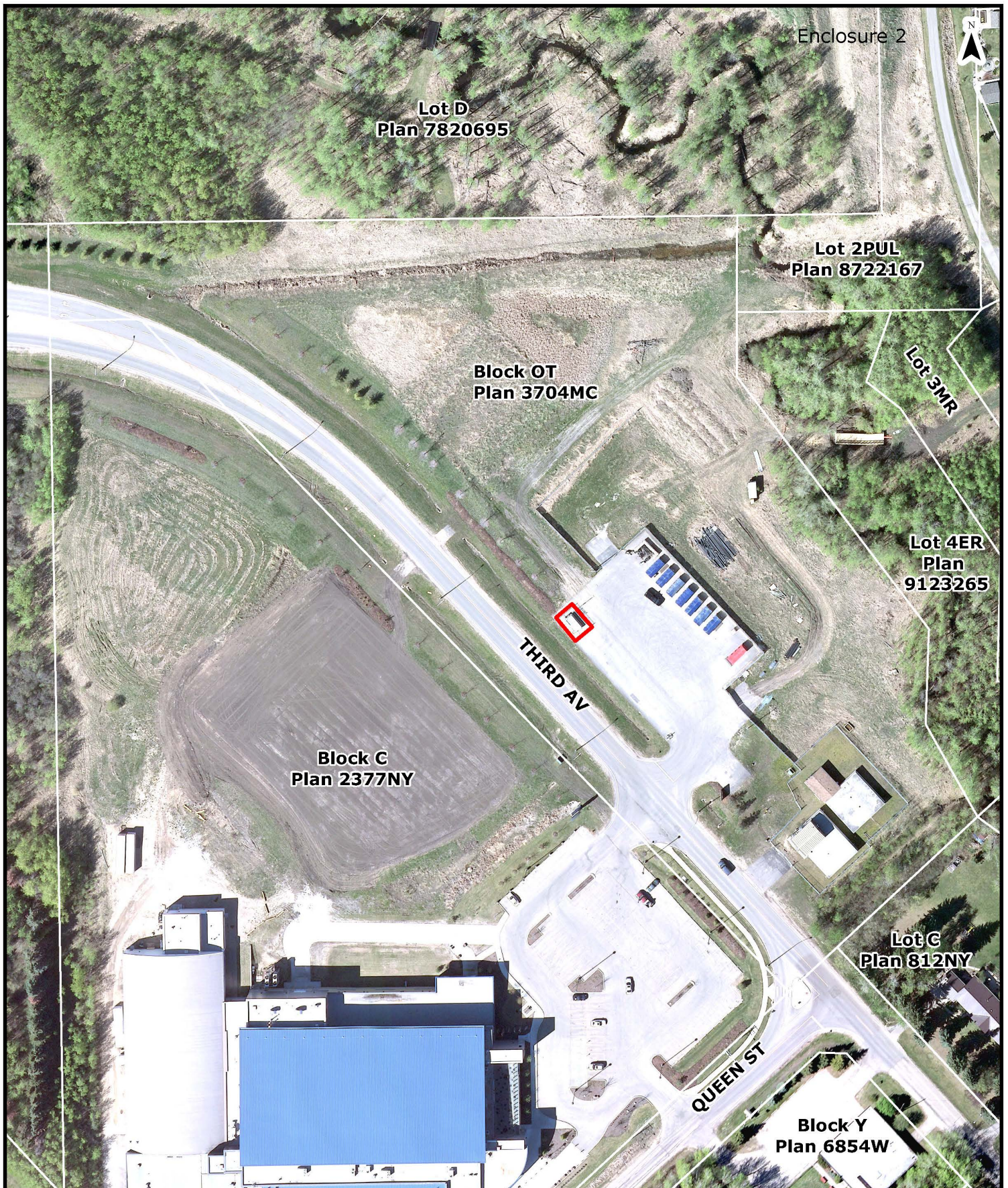


LICENSE AREA

FILE NUMBER: 4290-12-1143

LICENSED TO: Strathcona Industrial Association

STRATHCONA
COUNTY
DATE DRAWN: Sep 30, 2019



SCHEDULE 'A'
 License Agreement
 Block OT, Plan 3704MC



LICENSE AREA

FILE NUMBER: 4290-4021
LICENSED TO: Strathcona Industrial Association

STRATHCONA
 COUNTY
 DATE DRAWN: Sep 30, 2019

2019 Capital Budget Amendment – 2019 Annual Vehicle and Equipment Fleet Replacements**Report Purpose**

To amend the 2019 Capital Budget for a change in funding only to the 2019 Annual Vehicle and Equipment Fleet Replacements to fund expenses that are ineligible for grant funding.

Recommendation

THAT an amendment to the 2019 Capital Budget for a change in funding only for the Annual Vehicle and Equipment Fleet Replacements, in the amount of \$219,620 from Municipal Sustainability Initiative Grant to Municipal Reserve, be approved.

Council History

December 6, 2018 Council approved the 2019 Capital Budget

Policy: FIN-001-024: Financial Reserves; FIN-001-027: Tangible Capital Assets Financial Reporting Policy

Legislative/Legal: n/a

Interdepartmental: Corporate Planning, Financial Services, Legislative and Legal Services, Fleet Services

Master Plan/Framework: n/a

Report

Through the MSI grant application process, it was discovered the Province considers both Police and Ambulance and First Aid vehicles as separate functional categories from the Common Equipment Pool, and as such would require separate grant applications.

After splitting the 2019 Annual Vehicle project out into the separate categories, we no longer meet the \$1,000,000 minimum threshold for either the Police or the Ambulance and First Aid vehicles. As such, alternative, non-grant funding is required to cover the difference for these vehicles.

2019 Audit Status Report**Report Purpose**

To provide an update on the 2019 audit and to facilitate communications with the auditors.

Recommendation

None

Our Prioritized Strategic Goals

Goal 2 - Manage, invest and plan for sustainable municipal infrastructure

Report

Ernst & Young LLP (EY) will provide a brief status update on the 2019 year-end audit.

Additionally, EY will be engaging in required communications with Council on fraud. In accordance with Canadian Auditing Standards, these communications are intended to promote effective two-way communication between the auditor and those charged with governance. For the audit of the year ending December 31, 2019, EY would like to discuss any matters of which you believe they should be aware, including, but not limited to:

- Your views about the risks of material misstatements due to fraud, including the risks of management override of controls;
- Your knowledge of any actual, alleged or suspected fraud;
- Your awareness of tips or complaints regarding the County's financial reporting, other matters relevant to the audit (such as violations or possible violations of laws or regulations) or any significant unusual transactions;
- How you exercise oversight over the County's assessment of fraud risks and the establishment of controls to address these risks; and
- Your understanding of the County's relationships and transactions with related parties that are significant to the County and any concerns related to those relationships or transactions.

The responses will be incorporated into the 2019 Audit procedures, as needed. In past audits, questions regarding fraud in Strathcona County were referenced in a letter which Council, along with Corporate Finance, responded and provided to the auditors. Providing a written response is acceptable; however, a discussion is a more conventional approach that better supports effective two-way communication.

Council and Committee History

July 23, 2019 Council appointed EY as the Strathcona County Auditors.

Other Impacts

Policy: n/a

Legislative/Legal: Section 276 (3) of the *Municipal Government Act* requires municipalities to make their financial statements, or a summary of them, and the auditor's report of the financial statements available to the public in a manner the council considers appropriate by May 1 of the year following the year for which the financial statements have been prepared. Section 280 addresses the requirement for a council to appoint an auditor. Section 281 addresses the requirements for the auditor's report.

Interdepartmental: n/a

Master Plan/Framework: n/a

Author: Andrew Hayes, Corporate Finance

Director: Laura Probst, Corporate Finance

Associate Commissioner: Gregory J. Yeomans, Chief Financial Officer, Financial and Strategic Management

Lead Department: Corporate Finance

Page 1 of 1

Bylaw 4-2020 Updated Salisbury Village Area Structure Plan (Ward 3)

Applicant: Select Engineering Consultants Ltd.
Owner: Campbelltown Village Developments Ltd.
Legal Description: Lot 2, Block 6, Plan 192 3184
Location: South of Wye Road and East of Tisbury Street

Report Purpose

To provide information to Council to make a decision on first, second and third readings of a bylaw that proposes to adopt an updated Salisbury Village Area Structure Plan (ASP).

Recommendation

1. THAT Bylaw 4-2020, a bylaw that proposes to adopt an updated Salisbury Village Area Structure Plan (ASP) that:
 - changes the land use designation of Lot 2, Block 6, Plan 192 3184 from Commercial to Mixed-Use Commercial/Residential;
 - amends required text associated with the land use designation change;
 - updates the ASP format; and
 - incorporates previously adopted Bylaws 51-2015, 23-2016, 40-2016 and 3-2018,be given first reading.
2. THAT Bylaw 4-2020 be given second reading.
3. THAT Bylaw 4-2020 be considered for third reading.
4. THAT Bylaw 4-2020 be given third reading.

Our Prioritized Strategic Goals

Goal 1 - Build strong communities to support the diverse needs of residents

Goal 2 - Manage, invest and plan for sustainable municipal infrastructure

Goal 7 - Provide opportunities for public engagement and communication

Report

The primary purpose of Bylaw 4-2020 is to change the land use designation of Lot 2, Block 6, Plan 192 3184 (approximately 1.42 hectares or 3.52 acres) within the Salisbury Village ASP from an exclusively commercial land use designation to a newly proposed Mixed-Use Commercial/Residential land use designation. The change would enable opportunity for a mix of both commercial and residential development on the subject property.

Direction for the proposed Mixed-Use Commercial/Residential land use designation has been added to the proposed updated Salisbury Village ASP and is highlighted in Enclosure 7.

Lot 2, Block 6, Plan 192 3184 is designated within the Compact Development Policy Area of the Municipal Development Plan (MDP) Bylaw 20-2017. The policies of the Compact Development Policy Area of the MDP promote compact, mixed-use development in accordance with an ASP. The proposed ASP amendment is in conformance with the policies of the MDP.

The proposal would enable a potential for up to 200 additional dwelling units that could result in an associated increase in population of approximately 360 persons in Phase 2 of Salisbury Village. The projected increase in population associated with the proposed ASP amendment would not have an adverse effect on the existing servicing or transportation network. The proposed Mixed-Use Commercial/Residential land use designation would maintain commercial opportunity on the subject property, and it would also allow for residential development on the same property in close proximity to or contained within the same building as commercial development.

A public open house was held on July 22, 2019 for the proposed ASP amendment. One member of the public attended the open house. No significant concerns were expressed from the public following the open house.

The proposal was circulated to internal departments and external agencies and no objections were received.

County administration recommends three readings of proposed Bylaw 4-2020 as:

1. The proposal is in conformance with the policies of the Compact Development Policy Area of the MDP;
2. Proposed development on the subject lot would have the ability to connect to existing municipal servicing and utilize the existing road network, both of which have the capacity to accommodate the additional demand, thereby contributing to efficient use of municipal infrastructure;
3. No objections to the proposal were received from the public through the public process;
4. No objections to the proposal were received from internal departments or external agencies; and
5. The proposed ASP amendment aligns with the County's strategic goal of building strong communities to support the diverse needs of residents.

As part of the proposal, in consultation with administration, the applicant has taken this opportunity to include the following updates to the ASP document:

- a) References within the ASP have been updated to reflect changes that have occurred since its adoption;
- b) The ASP has been reorganized to provide for a more user-friendly document. Due to the change in organization, proposed Bylaw 4-2020 is intended to replace current Salisbury Village ASP Bylaw 51-2015; and
- c) Previously adopted amendment Bylaws 23-2016; 40-2016; and 3-2018 have been consolidated into the currently proposed ASP amendment.

Bylaw 4-2020, if adopted, would provide the statutory framework to support concurrent Bylaw 5-2020, which proposes rezoning of the subject property from "Area 9" – Village Commercial to a newly proposed "Area 12" – Mixed-Use Commercial/Residential within the UV4 Salisbury Village Zoning District of Land Use Bylaw 6-2015. Bylaw 5-2020 also includes text amendments that enable the implementation of the mixed-use site in accordance with the direction of proposed Bylaw 4-2020.

Council and Committee History

January 23, 2018	Council adopted the Salisbury Village ASP amending Bylaw 3-2018
September 13, 2016	Council adopted the Salisbury Village ASP amending Bylaw 40-2016
June 21, 2016	Council adopted the Salisbury Village ASP amending Bylaw 23-2016
November 3, 2015	Council adopted the Salisbury Village ASP Bylaw 51-2015

Other Impacts

Policy: Statutory Plans Procedure

Legislative/Legal: The *Municipal Government Act* provides that Council may, by bylaw, adopt a statutory plan.

Interdepartmental: The proposed updated ASP has been circulated to internal departments and external agencies. No objections were received.

Master Plan/Framework: The MDP identifies Salisbury Village as Compact Development Policy Area.

Communication Plan

Newspaper ad, letter, website

Enclosures

- | | |
|---|--|
| 1 | Bylaw 4-2020 |
| 2 | Urban location map |
| 3 | Location map |
| 4 | Air photo |
| 5 | Existing Salisbury Village ASP Development Concept |
| 6 | Proposed Salisbury Village ASP Development Concept |
| 7 | Excerpt from proposed amendment to Salisbury Village ASP |
| 8 | Notification Map |

BYLAW 4-2020

A BYLAW OF STRATHCONA COUNTY IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF ADOPTING AN AREA STRUCTURE PLAN.

AS:

- A. section 633 of the *Municipal Government Act*, RSA 2000, c M-26, as amended, enables council to adopt by bylaw an area structure plan for the purpose of providing a framework for subsequent subdivision and development of an area of land; and
- B. it is deemed advisable to repeal the existing area structure plan and amendments for the Salisbury Village Area and adopt a new area structure plan for the Salisbury Village Area.

THEREFORE Council enacts as follows:

- 1. This Bylaw may be cited as the "Salisbury Village Area Structure Plan".
- 2. The document entitled "Salisbury Village Area Structure Plan" attached to this Bylaw as Schedule "A" is hereby adopted as an area structure plan pursuant to the *Municipal Government Act*, RSA 2000, c M-26, as amended.
- 3. County Bylaw 51-2015, County Bylaw 23-2016, County Bylaw 40-2016 and County Bylaw 3-2018 are repealed.

Read a first time this ____ day of _____, 2020.

Read a second time this ____ day of _____, 2020.

Read a third time this ____ day of _____, 2020.

Signed this ____ day of _____, 2020.

Mayor

Director,
Legislative and Legal Services

SALISBURY VILLAGE

AREA STRUCTURE PLAN



Prepared for: Campbelltown Village Developments Ltd.
Presented by: Select Engineering Consultants Ltd.
Date: December 19, 2019
RPT-1-148-16004-8.5-SVASP-Comm-191219.docx

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1.0 Introduction

1.1 Purpose

The purpose of the Salisbury Village Area Structure Plan is to outline the development intentions of this comprehensive community plan. Although this plan is divided into three major development areas to reflect different ownership and phasing, the intent is to develop a complete “Urban Village” that is connected, seamless and unified as one coherent community in Sherwood Park. Salisbury Village will become a model of mixed land use and environmental stewardship in Sherwood Park where residents can live, work and play. This Plan incorporates sustainable development elements and is consistent with County policies advancing complete and compact community planning.

1.2 Background

The Salisbury Village Area has been guided by a number of different ASP's over the years. Below is a brief chronology of the history of the prior ASP approvals.

- The original South Wye Area Structure Plan Bylaw 85-90 approved on June 11, 1991 intended to provide a combination of Low Density Commercial, Business Park and a Commercial Centre development.
- The South Wye Area Structure Plan Bylaw 54-2007 approved on June 4, 2007 proposed to retain the natural flow of the landscape and wetlands, encourage green building technology and reduce resource use and energy waste where possible. It also introduced a mix of higher density residential housing and a more mixed use commercial format into the Plan.
- The Salisbury Village Area Structure Plan Bylaw 38-2009 approved on June 16, 2009 further modified the shape and mix of commercial/mixed use development and the density of residential uses within Phase 2 only.
- The Salisbury Village ASP Bylaw 18-2010 was approved on June 22, 2010. This amendment modified land uses in Phase 3, east of Mitchell Street. This amendment more clearly defined the natural area and its associated buffer and re-designated land uses in Phase 3. Land use generally changed from Commercial and Mixed Use Village Centre to a combination of Mixed Business Park and Business Park Office. This amendment also realigned Mitchell Street slightly and identified roundabouts in the Plan Area. This Bylaw was repealed and replaced by Bylaw 63-2013.
- The Salisbury Village ASP Bylaw 51-2015 was approved on November 3, 2015. This amendment was submitted to expand the Phase 2 to the south.
- The Salisbury Village ASP Bylaw 23-2016 was approved on June 21, 2016. This amendment was submitted to redesignate a portion of medium density residential – townhouse to medium density residential semi-detached/townhouse and update the area to a “flex site”.
- The Salisbury Village ASP Bylaw 40-2016 was approved on September 13, 2016. This amendment was submitted to update land use text and regulation.

- The Salisbury Village ASP Bylaw 3-2018 was approved on January 23, 2018. This amendment was submitted to delete all reference of districting within Phase 2, Stage 3.

1.3 Location and Land Ownership

The Salisbury Village ASP Area is generally located between Range Road 232 (Brentwood Boulevard) and Range Road 233 (Sherwood Drive), south of Wye Road. **(See Figure 1)**

The Salisbury Village ASP Area is held under several different certificates of title and totals approximately 119.94 acres (48.54 hectares). Phasing within the Plan Area generally follows land ownership.

- Phase 1: 21.94 ac (8.88 ha)
- Phase 2: 70.26 ac (28.43 ha)
- Phase 3: 27.75 ac (11.23 ha)

1.4 Existing and Adjacent Land Use

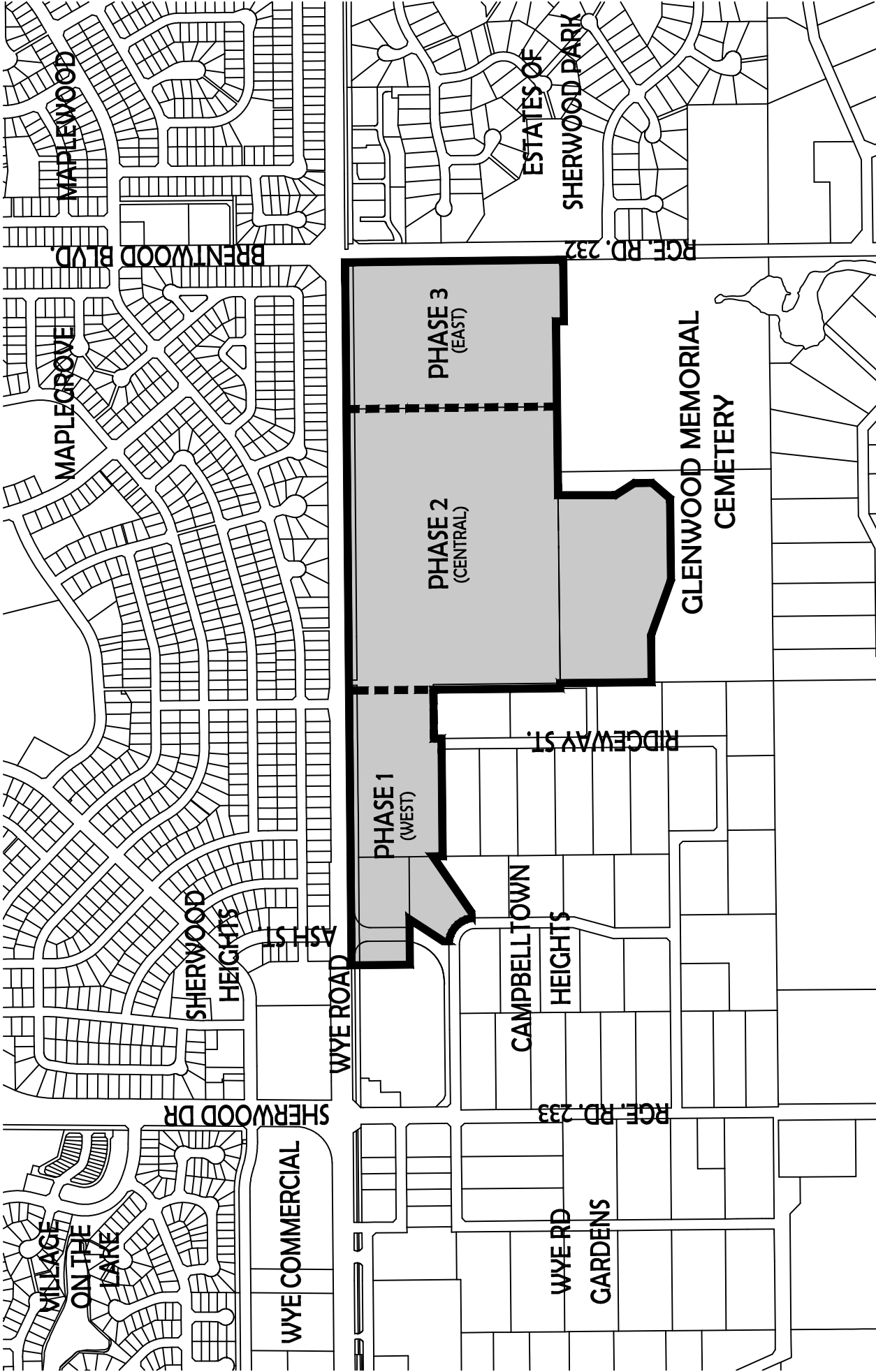
Campbelltown Heights, a country residential community, forms the south boundary of Phase 1 and the west boundary of Phase 2. The south boundary of Phase 2 and Phase 3 is formed by the Glenwood Memorial Gardens Cemetery, which is half developed. North, across Wye Road, are the single family residential communities of Sherwood Heights and Maplegrove. East of the ASP Phase, across Range Road 232, is the existing residential community of the Estates of Sherwood Park.

1.5 Site Features

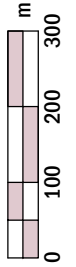
1.5.1 Topography and Vegetation

The Salisbury Village area has been used for various agricultural uses over the years. Phase 1 has been developed, altering its original topography and vegetation. The rolling topography of Phase 2 and 3 is a unique feature of the Plan Area providing an attractive rolling prairie character with a high point bordering the Cemetery. This high point offers potential views south to the rural area over the cemetery lands. **(See Figure 2)** Elevations on the site vary from a low of approximately 734m to a high of 744m.

Two wetlands and their associated tree cover in Phase 2 and 3 are significant natural features within the Plan Area. Much of the tree cover associated with these wetlands is retained in the Plan area by a combination of municipal and environmental reserve. Phase 2 also contains a mature “shelter belt” of coniferous trees, forming a visual division between Phase 2 and Phase 3. Due to grading constraints this stand cannot be retained with development of the Plan. Several smaller scattered tree stands will also be removed for development. Phase 3 also has a stand of coniferous trees at the northeast corner with the balance of the land having a number of planted and native tree stands and open pasture. The plan proposes to retain the trees in the north east portion of Phase 3 as municipal reserve and potential to retain native shrub vegetation along Wye Road will be explored through the detailed design.



LOCATION PLAN



SCALE 1:10,000

SALISBURY VILLAGE
SHERWOOD PARK



EXISTING SITE FEATURES

N.T.S.

LEGEND

- Salisbury Village ASP Boundary
- Crown Claimed Wetlands
- Existing Drainage Course
- Elevations
- High Elevation
- Low Elevation

SALISBURY VILLAGE
SHERWOOD PARK

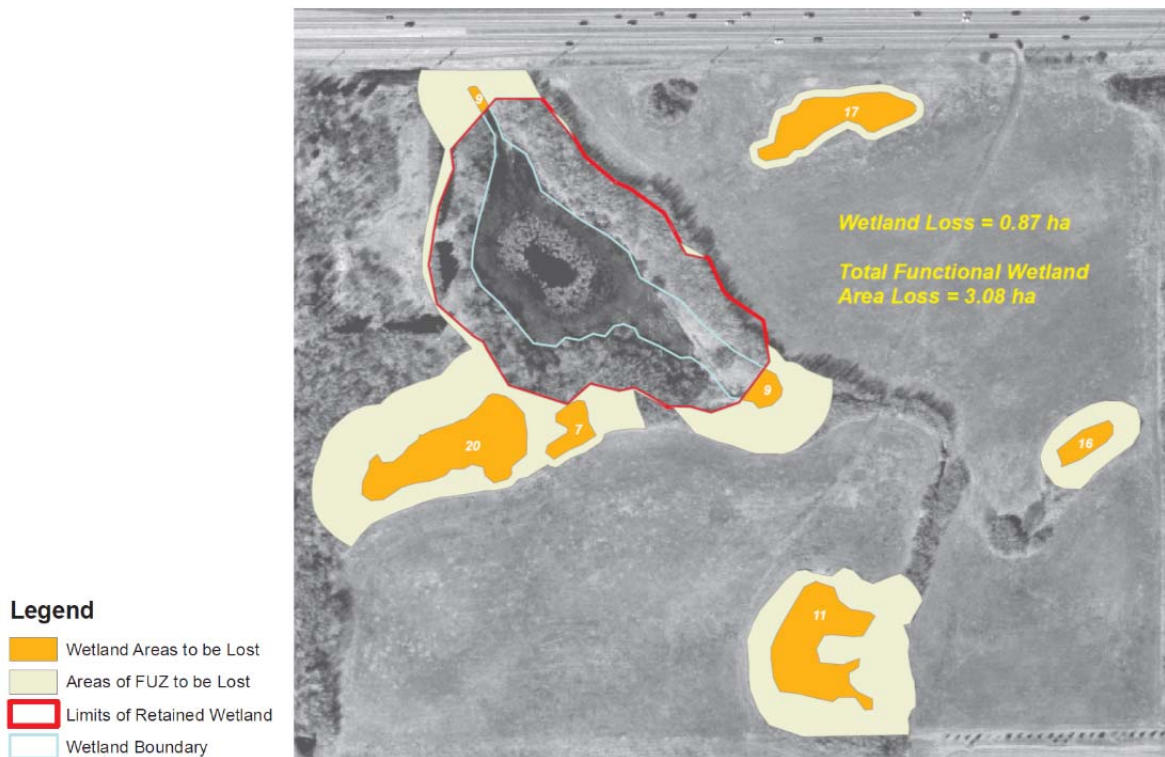
1.5.2 Wetlands and Hydrology

The Plan Area contains an existing drainage course that enters Phase 2 from the south and meanders in a northwest direction to the wetland in Phase 2 and then back southwest to Campbelltown Heights. This drainage course ultimately enters Gold Bar Creek, thus Salisbury Village is part of the Gold Bar Creek drainage basin.

Spencer Environmental Management's Biophysical Assessment designated the wetland in Phase 2 as Class 4 in 2007. Environmental and Sustainable Resource Development (ESRD) subsequently claimed the bed and shore of the 0.77 hectare wetland in Phase 2. and it has been retained in the Plan. Compensation has been accepted by Alberta Environment and Sustainable Resource Development for the other smaller wetlands in the north Plan area of Phase 2. Water Act approval has also been granted for removal of wetlands in the northern area of Phase 2. Compensation will still be required for four small scattered wetlands in Phase 2, Stage 3.

A combination of Environmental Reserve (ER) and Municipal Reserve (MR) has been utilized to ensure that an appropriate buffer is designated around the perimeter of the retained wetland to conserve its riparian edge. The width of the combined buffer in Phase 2 varies between approximately 20 and 32 metres. The width of the buffer in Phase 3 varies between 10 and 40 metres.

ESRD also claimed the bed and shore of a 0.44 hectare wetland in Phase 3. This wetland, in the northeast Plan Area, is proposed to be preserved in its existing natural state. A combination of ER and MR that varies between 10m and 20m wide is proposed around the wetland bed and shore to conserve the riparian edge. The remaining seven wetlands in Phase 3 will be removed. Compensation for the removal of these wetlands will be provided in compliance with County and Provincial wetland policies.



1.5.3 Environmental Site Assessment

On behalf of Avillia Developments Ltd., Thurber Engineering Ltd. conducted a Phase I Environmental Site Assessment (ESA) specific to Phase 2, Stage 3 in the spring of 2015. Based upon the inspections, assessments, and information reviewed in the Thurber Engineering Ltd. report, the Phase I ESA did not encounter any historical or visible evidence indicating the site has been impacted by contaminants generally associated with the land use of this nature.

1.6 Biophysical Assessment

Biophysical Assessments completed for the phases detailed the biophysical components of each phase and provided conservation recommendations. Congruence between these Biophysical Assessment conservation recommendations and this ASP are generally summarized in the chart below.

Recommendation	Plan Response
Retain the largest (Crown-owned) wetlands, with possible exception of the southern areas of shrub wetland community	100% of bed and shore Crown claimed wetland in Phase 2 and Phase 3 is retained in the Plan.
Establish a wetland buffer of variable width measured from wetland edge	Wetland buffer is provided on both Crown claimed wetlands by a combination of Environmental Reserve and Municipal Reserve that varies in width from a minimum width of approximately 10 m maximum to a maximum width of 40m.
Consider retaining some of the existing grades on the parcel	Highest point of land (hill) retained in southeast quadrant and natural grades retained around wetland within ER and MR.
Retain two ecological corridors, using sizeable culverts under roads and consider incorporating natural vegetation in southwest quadrant.	Retention/creation of continuous corridors was not possible owing to MR dedication for buffer around wetland. To overcome lack of high functioning continuous corridors, connectivity will be provided through larger culverts under Salisbury East Parkway and Salisbury Way that link PUL'S but also provide dry surfaces (e.g., a higher elevation "shelf"), and, remaining open spaces will be landscaped with native trees. Corridor purpose is to promote sustainable ecological processes and movement of small animals to and from the retained wetland.
Investigate retaining or moving some of the more attractive, healthy planted trees for landscaping.	Healthy, planted trees in the northeast and along RR 232 will be retained. Some habitat enhancement will be undertaken in the northwest corner to enhance the wetland buffer and habitat values provided by that area. While the treed area in the northeast corner was not identified as a high conservation priority, if enhanced it will contribute to wetland function. Reuse/ transplanting of other trees will be investigated.

1.7 Public Process and Review

1.7.1 Public Consultation Background

Extensive public consultation was conducted with the approval of the previous Area Structure Plans. A summary of that consultation history is outlined below.

Phase 1 & 2: The original Salisbury Village Area Structure Plan process incorporated various workshops and presentations prior to the open house. Workshops with staff were initiated in October 2006. The first Design Charette in November 2006 incorporated presentations to the Campbelltown Heights community, adjoining landowners, and Council so that they could review and comment on strengths and weaknesses of the proposal. The applicants contacted Campbelltown Heights residents to address outstanding issues. Discussions between the applicants and staff focused on opportunities to incorporate sustainability to the greatest extent possible.

The Public Information Meeting for the original Salisbury Village ASP was held in an 'Open House' format on Monday, April 23, 2007. The applicants and their representatives were on hand for the duration of the meeting in order to gain feedback from attendees and to answer questions. Approximately seventy people attended the meeting. Nineteen Campbelltown Heights households were represented as well as a number of residents from the Estates of Sherwood Park, Sherwood Heights, Maplegrove area and beyond.

Opinions on the original development proposal varied, from those concerned that the development would have a negative impact, particularly with respect to increased traffic, to those who enthusiastically supported the development concept in its entirety, including the mix of uses, the higher density, and the 'village center' concept. Feedback from attendees was provided through informal discussions and by written submissions. Approximately thirty three surveys to measure community support were received.

Phase 3: A comprehensive Design Charette took place from September 22 to 25, 2008 which incorporated a workshop and presentation to adjoining landowners and Council so that they could review and comment on the strengths and weaknesses of the development concept.

Regular meetings with a Strathcona County working group informed further detailed studies on the property and refined the development plan to the benefit of the community. A Public Open House consistent with Strathcona County's policies of public engagement further refined the Plan on September 21, 2009. A total of twenty nine residents registered at the Open House and twenty six completed the participant comment sheets. The majority of the attendees lived within one to two kilometers of the site.

The overall results from the Open House were generally very positive with 89% of the attendees either strongly supporting or somewhat supporting the Overall Master Plan. Support was also voiced for other aspects of the plan including Transportation Concept (81%), Principles (85%), Land Use (92%), and the Open Space Network (96%).

Concerns generally included:

- Transportation impacts associated with the development;
- Potential associated impacts of a hotel use; and
- Building heights.

Explanations including the type of higher quality business-oriented hotel envisioned for the site, a more pedestrian-oriented development with transit access, and a transition of heights from east to west with treed open space adjoining the residential developments east of Range Road 232, appeared to address concerns of many of the attendees.

1.7.2 2013 Public Consultation Requirements

Prior to this ASP amendment application being submitted to the County, a Public Information Meeting (PIM) was held at the County Hall in Sherwood Park on May 30, 2013. This PIM was organized, advertised and is summarized in accordance with the requirements of the Public Information Program (PIP) for the proposed ASP amendment approved by County Council on May 7, 2013. The purpose of the pre-application PIM was to present the features of the proposed amendments to the ASP and to gather public input prior to the County accepting a formal amendment application.

The pre-application PIM was advertised in the May 17 and May 21 editions of the Sherwood Park – Strathcona County News. Local residents were notified of the PIM by a mail-out to addresses within a notification area defined by the County. All public information materials and newspaper advertisements were submitted to the County Land Development Services Branch for approval prior to being circulated. Members of Council and administration were notified of the date, time and location for the PIM. A total of thirteen (13) people signed in at the PIM and four (4) completed the Exit Surveys. The comments received from attendees are documented in a Summary Report submitted to Strathcona County. Overall response to the proposed ASP amendments at the pre-application PIM was positive.

The proposed: reductions to building heights and residential densities; introduction of single detached residential uses; reduction of apartment uses; and provision of housing oriented to streets and open spaces in Area 2 received 100% support from attendees. Attendee's views were mixed related to potential architectural style within Area 2, with 33% indicating a preference for a contemporary style and 67% preferring a traditional style.

The proposal to: reduce the land area and square footage of commercial development; remove mixed-use commercial/office/residential uses; and to provide an opportunity for a grocery store use in Area 2 also received 100% support.

The proposed: retention of the existing wetland (with an ER buffer); retention of existing trees in the development (where feasible); concept for pedestrian linkages; provision of interpretive/education opportunities for the open space network; and changes proposed for the park space (relocation of the space, removal of some elements of the eco-centre while creating a plaza type of space) in Area 2 were 100% supported by attendees.

The proposal to: realign Salisbury Way will provide traffic calming design measures and create a one-way couplet accessing the low density residential area for Phase 2 received 100% support.

Attendees stressed the desire for development in Phase 2 to ensure the integrity of Campbelltown Heights and confirmed that the reduced densities and arrangements of land uses proposed would support this. Some concern regarding parking for higher density (townhome and apartment) developments was expressed. Adequate parking for all proposed uses will be provided in Phase 2 in accordance with Strathcona County's requirements as defined in the Land Use Bylaw.

The approved PIP for the proposed ASP amendment required a second PIM to be held prior to the application being advanced for Council consideration. The second PIM was advertised in the November 8, 2013 and November 12, 2013 editions of the Sherwood Park-Strathcona County News and was held on November 20, 2013. Local residents were notified of this PIM by a mail-out to addresses within a notification area defined by the County. All public information materials and newspaper advertisements were submitted to the County's Land Development Services Branch for approval prior to being circulated. Members of Council and administration were notified of the date, time and location for this PIM.

1.7.3 Public Consultation 2015

A Public Engagement Plan (PEP) was prepared and submitted to Strathcona County in February 2015 for a proposal to expand Salisbury Village Phase 2 by 7.14 hectares to the south which required amendments to the Municipal Development Plan (MDP), Country Residential Area Concept Plan (ACP) and the Salisbury Village Area Structure Plan (ASP). The MDP amendment was necessary to expand the Sherwood Park Urban Services Area to include the proposed expansion area of Salisbury Village ASP and an ACP amendment is required to ensure that its' boundary is consistent with the MDP. Opportunities for additional stakeholder and public input occurred through the amendment process and at the Public Hearings for the bylaws required to amend the MDP, ACP and ASP.

The first Public Information Meeting (PIM) was held at the Community Centre in Sherwood Park on March 9, 2015. The purpose of the PIM was to present the proposed MDP, ACP and ASP amendments and to gather public input prior to the County accepting formal MDP, ACP and ASP amendment applications. The proposed amendments were generally well received with all comments and questions being addressed however no formal written comments were submitted. Attendees expressed concerns about the expansion of the Sherwood Park Urban Services Area as well as the development extending towards the country residential area in the Campbelltown Heights neighbourhood. This PIM was advertised in the February 27, 2015 and March 3, 2015 editions of the Sherwood Park – Strathcona County News. Local residents were notified by a mail-out.

The second Public Information Meeting was held on September 29, 2015. This PIM was advertised September 18, 2015 and September 25, 2015 editions of the Sherwood Park-Strathcona County News. The majority of the attendees lived in the Estates of Sherwood Park east of RR 232 and so the comments mostly related to Phase 3 rather than Phase 2 Stage 3. There was some interest in obtaining more details on the landscaping of the municipal reserve designated adjacent to Campbelltown and the developer followed up with them post PIM.

Opportunities for additional stakeholder and public input occurred through the amendment process and at the Public Hearings for the bylaws required to amend the MDP, ACP and ASP.

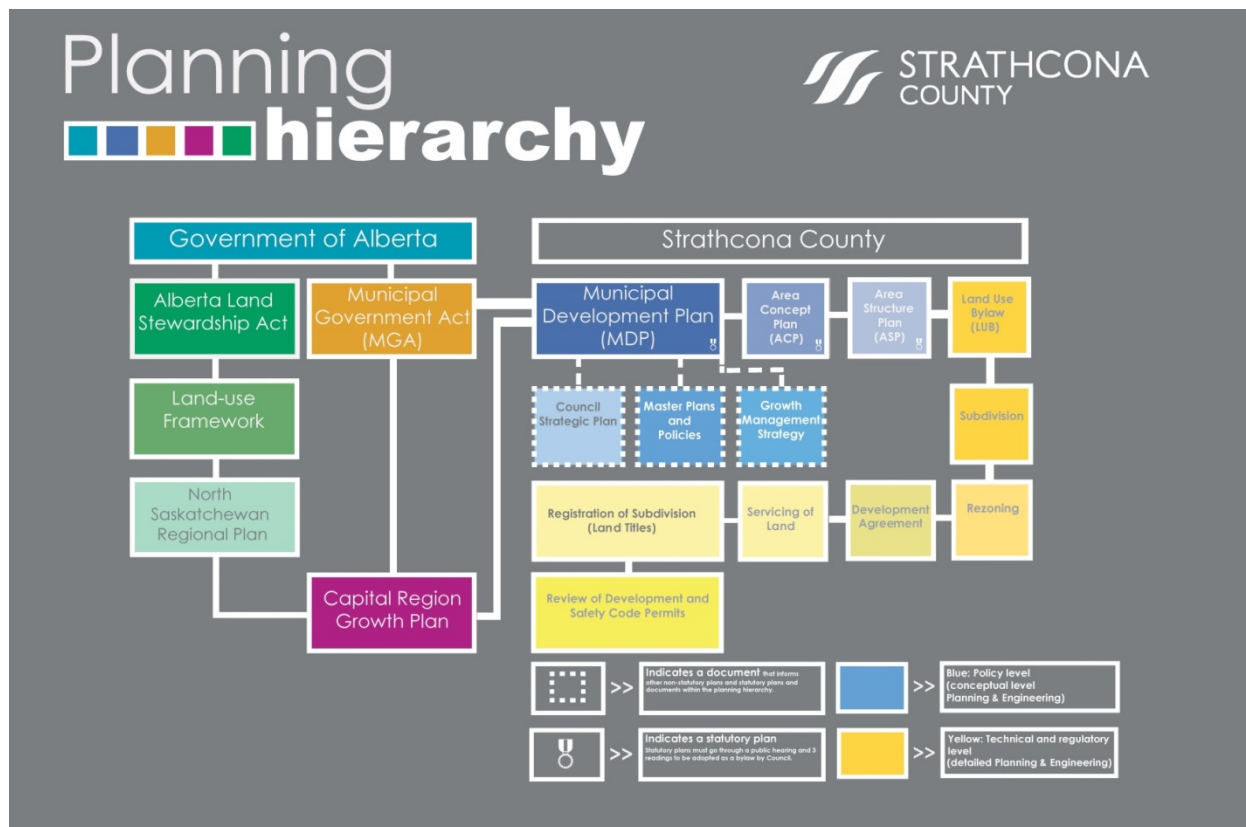
1.7.4 Public Consultation 2019

A Public Engagement Plan (PEP) was prepared and submitted to Strathcona County in June 2019 for a proposal to enable a mixed-use site within the south portion of the central commercial area. The proposed redistricting would allow for opportunities for stand-alone residential or main floor commercial and residential above. To facilitate the redistricting, an amendment to the Salisbury Village Area Structure Plan is required.

A Public Information Meeting was held at the Whitecroft Community Hall on July 22, 2019. The purpose of the PIM was to present the proposed ASP and LUB amendments and to gather public input prior to the County accepting a formal application. Mail outs were sent to surrounding residents and advertisements were placed in the July 12, 2019 and July 19, 2019 editions of the Sherwood Park Strathcona County News. One surrounding resident was in attendance and one written comment was received.

1.8 Policy Context

The Salisbury Village ASP complies with all applicable and relevant Provincial and Strathcona County Plans and policies. A planning hierarchy is shown below to illustrate the various statutory plans and how the Salisbury Village ASP was formed.



1.9 Regional Growth Plan

The Capital Region Board (CRB), formed in April 2008, consists of the City of Edmonton and 23 surrounding municipalities with a mandate to prepare a comprehensive, integrated regional growth plan for the Capital Region. The outcome of this initiative was adoption of Growing Forward: The Capital Region Growth Plan, which also defined in Appendix 2 the Capital Region Land Use Plan (CRLUP). This CRLUP provided a planning framework for guiding future growth based on six principles: protect environmental resources; minimize regional footprint; strengthen communities; increase transportation choice; ensure efficient provision of services; and support regional economic development. A subsequent Capital Region Growth Plan Addendum (October 2009), provided a map of Priority Growth Areas and prescribed density targets to minimize the regional development footprint in accordance with the Principles and Policies of the CRLUP.

Salisbury Village ASP is located per the Capital Region Growth Plan Addendum (October 2009) within Priority Growth Area B, and has in Table 3 – Capital Region Density Targets been prescribes a residential density target of 30 - 45+ dwelling units per net residential hectare (upnrha). In conformance with this density target, Salisbury Village ASP is planned to achieve more than 55.6 dwelling upnrha.

The location of Priority Growth Areas has accounted for the coordination of more intense development with existing and future transit corridors and related transit nodes. Salisbury Village is located on the south side of Wye Road, which is an important current and long-term part of the Capital Region Intermunicipal Transit Network Plan, and in this location makes it an ideal site for land use intensification within an existing urban area as mandated by the Capital Region Board.

The Capital Region Growth Plan was replaced by the Edmonton Metropolitan Region Growth Plan in October 2017. Under the new growth plan Strathcona County has a new target density of 40 upnrha for new ASPs, which has increased from a minimum range of 30-45 upnrha at the time of approval of this ASP. *Policy 5.1.1 – Existing Area Structure Plans* states that “existing area structure plans that were adopted in accordance with the MGA prior to the date this Plan comes into force will remain in effect and will be grandfathered. Substantive amendment to these approved plans will be subject to the Regional Evaluation Framework (REF) evaluation, as established through REF submission criteria”. Grandfathering plans helps to protect against changes in policy and regulations that could hinder decisions that were made under a different set of circumstances.

2.0 Development Concept

2.1 Salisbury Village Vision

Salisbury Village will form a compact community that retains the natural flow of the landscape and wetlands, encourages sustainable building techniques and the reduction of resource use, energy use and waste where possible. It will include a range of low, medium and higher density housing forms currently in demand in the greater community. Residents will have safe and convenient access to shops and services within walking, cycling and local transit range. Employment opportunities will be available in a variety of commercial, hotel and business park uses. **(See Figure 3)** Components of the plan include:

- Preservation of existing wetland areas in Phase 2 and 3, with educational and interpretive opportunities provided along the integrated trail network and within open space areas;
- A central park space which provides an opportunity for playground, plaza and/or informal playfield development as well as retention of an existing watercourse which provides social gathering opportunities and additional interpretive and educational possibilities;
- A comprehensive network of sidewalks and trails connecting all points within Salisbury Village as well as providing year-round connectivity to adjacent neighbourhoods and land uses (e.g. Glenwood Memorial Gardens and Campbelltown Heights);
- A compact, mixed use urban village development including a variety of mutually supportive residential, commercial, employment and recreation uses accessed by transit;
- A commercial area in proximity to higher density residential development and adjacent to the central park space, establishing a focal point for Salisbury Village and supporting an attractive “high street” entrance to the neighbourhood;
- A naturalized stormwater management system which complements the retention of the existing wetlands as well as the planned open space network while utilizing low-impact development strategies; and
- A variety of sustainable design elements considered through on-site (private) and public realm development as described in detail in the 12 Themes of Sustainability. **(See Appendix A)**

Salisbury Village has an opportunity to integrate natural areas into a very urban environment within the Urban Services Area of Sherwood Park. Phase 1 is already a bustling commercial hub that contains a range of shops and services and two small pockets of medium density residential development. Phase 2 is the residential hub of Salisbury Village. It proposes a mix of street oriented single detached, semi-detached and townhouse development through to apartment style housing all oriented around a large wetland complex. The commercial sites in Phase 2 are intended to provide convenient day to day shopping, restaurants and services suitable for this residential area. Residents will be encouraged to walk or cycle to commercial development in Phase 2 using a variety of pedestrian linkages designated throughout the Plan Area. This trail system also connects to other parks and natural areas in the ASP Area and beyond, providing residents with access to active and passive recreation opportunities.

Another wetland and associated tree stand is retained in Phase 3. It will anchor a variety of business, office and convenience retail. This mix of uses creates a “business campus” in Salisbury Village that will provide local employment and services in the community. Phase 3 also contains opportunities for one apartment building up to nine storeys and hotel services.

This full spectrum of urban uses and access to natural areas will create a complete and sustainable community in Salisbury Village where residents of a variety of ages, incomes and family types can live, work, and play close to home.

Phase 1 and 2

Land uses in Phase 1 and 2 have been designated in a manner to display the site’s high visibility location along Wye Road and also provide a transition to adjacent existing country residential uses and Glenwood Memorial Gardens Cemetery. Development in Phase 1 has been completed with the major land use being commercial along Wye Road.

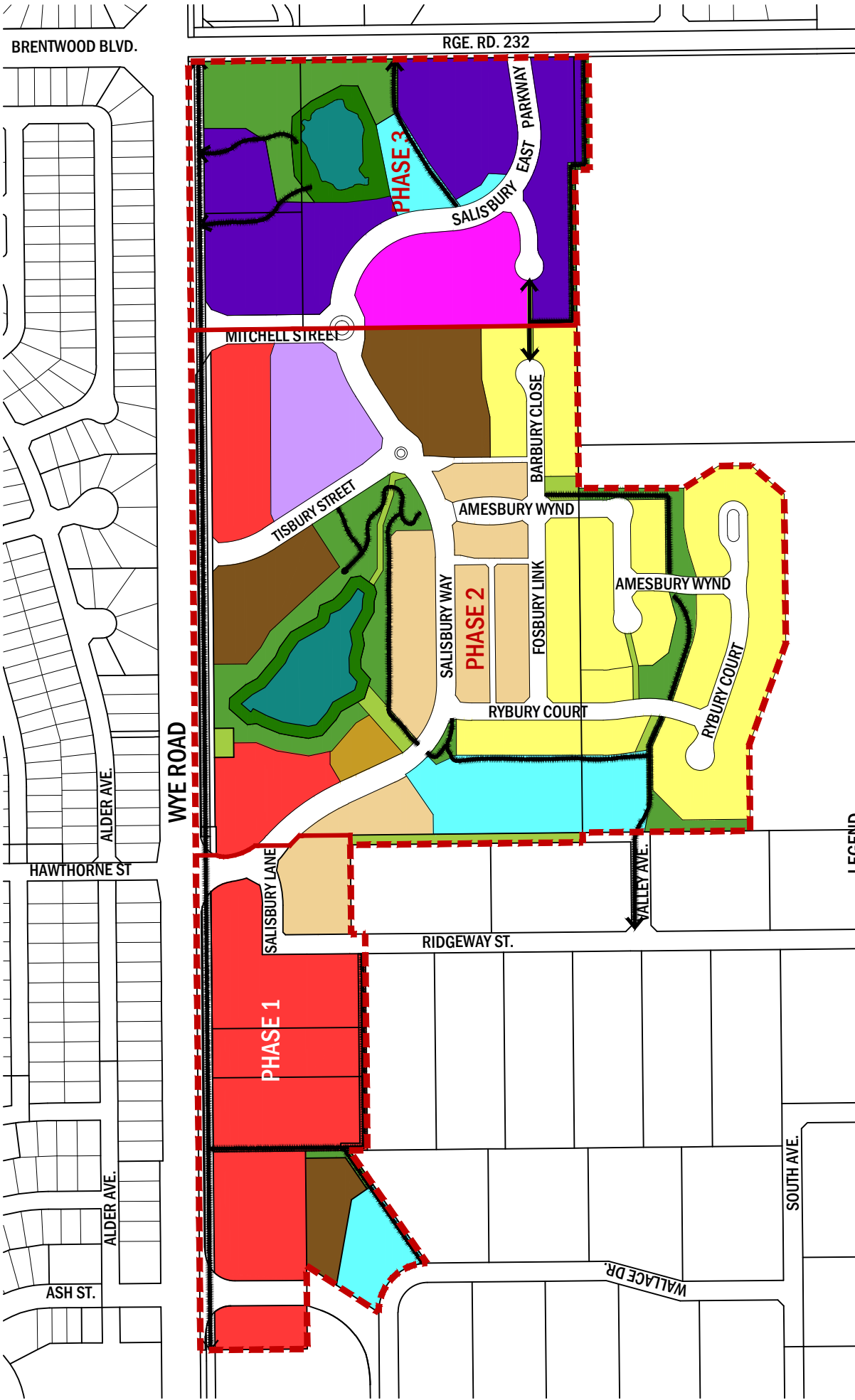
Phase 2 is the residential hub of Salisbury Village. Phase 2 provides for a range of housing forms from single detached residential through to four storey apartments. Two commercial sites are located adjacent to Wye Road, one at Salisbury Way and one at Mitchell Street. These sites are intended for day to day shopping and services to the residents of the community. The internal collector road between the wetland and Mitchell Street is envisioned as the heart of the “Village” and so it serves as a main Street in the residential Phase 2 area. It will be activated on the commercial main Street side by articulated business fronts and displays and outdoor patios along the street. The wetland side provides park and plaza areas along Tisbury Street suitable for public gathering and/or a natural experience. This area is overlooked by four storey apartments provide residents a unique opportunity to engage with both Tisbury Street activity and the wetland.

The substantial wetland complex retained within Phase 2 creates a major amenity in the Plan Area. Care has been taken to ensure that this natural area is connected to parks, pedestrian linkages and the stormwater management facility.







A combination of municipal reserve and stormwater management facility provide a buffer to country residential residences to the west of Phase 2, Stage 3.

Phase 3

The wetland and associated tree stand in Phase 3 provides a unique setting for the mix of business park and office uses proposed. Phase 3 has also sensitively oriented development around a wetland area and sited development modules to respect and maintain topography in Phase 3 to the greatest extent possible. This “Business Campus” envisions a transition of heights from lower buildings on east side of the property to a higher building profile on the west side to reduce visual impacts on adjoining neighbours. A fence will be constructed on the rear property line of the Single Family Residential to provide a small buffer between the Phase 2 Single Family Residential land uses and the Mixed Business Park/ Business Park Office land uses in Phase 3. Landscaping may also be utilized to further transition the uses.



LEGEND

- | | | | | | |
|---|-----------------------------------|---|----------------------|---|--------------------------------|
|  | Low Density Residential |  | Commercial |  | Environmental Reserve |
|  | Medium Density - Semi / Townhouse |  | Business Park Office |  | Stormwater Management Facility |
|  | Flex Site |  | Mixed Business Park |  | Crown Claimed Wetland |
|  | High Density Residential |  | Public Utility Lot |  | Pedestrian Linkage |
|  | Mixed Use Commercial/ Residential |  | Park / Open Space |  | Salisbury Village ASP Boundary |

DEVELOPMENT CONCEPT



N.T.S.

SALISBURY VILLAGE
SHERWOOD PARK

2.2 Sustainability

The developer is committed to the objective of incorporating adaptable, innovative and integrated approaches to development in this project to the extent feasible. Synergies created as a result are intended to provide long term and significant benefits to the environment and broader community and contribute to market sustainability.

Objective: to promote and implement social, economic and sustainability strategies through new development as an important incremental step toward Strathcona County's ultimate goal of creating a sustainable community.

Policy 2.2.1: Salisbury Village shall be a holistically planned urban village that supports sustainable lifestyle choices for residents.

Policy 2.2.2: Sustainability strategies which make sustainable living easy, while maintaining quality of life and a modern and mobile lifestyle, will be promoted for Salisbury Village.

Policy 2.2.3: Sustainability principles shall be considered by Strathcona County and developers in decision making during planning, design and implementation stages.

2.2.1 Sustainability Principles

Strathcona County's MDP emphasizes that new developments are implemented in a sustainable manner to ensure they meet the needs of present residents without compromising the ability of future generations to meet their own needs while balancing economic prosperity, social responsibility, and environmental stewardship. To achieve this objective neighbourhood planning is guided by four sustainability principles and twelve themes for evaluating development. The following summary illustrates how Salisbury Village addresses the County's Principles for Sustainability.

Principle #1: Move towards, and ultimately achieve, solutions and activities that preserve, enhance and regenerate nature and life-sustaining ecosystems.

Salisbury Village has been holistically designed based on a complete understanding and assessment of the area's natural ecosystems. It preserves the area's significant environmental features and will compensate as required for any loss of less significant features to support development that minimizes loss of environmental features.

Principle #2: Move towards, and ultimately achieve, solutions and activities that free us from our dependence on substances that are extracted from the earth's crust and accumulate in nature.

Salisbury Village is an 'urban village,' which is a manner of development that places emphasis on creating compact, mixed use, walkable, and transit supportive development nodes. The density of urban village development reduces natural resources used for construction of buildings and infrastructure. Providing a mix of uses within walkable distances also reduces the use of resources to support mobility. This area is located adjacent to several existing low density neighbourhoods that will also benefit from nearby transit, shopping, services, and employment opportunities, potentially reducing natural resource use in areas adjacent to the neighbourhood.

Principle #3: Move towards, and ultimately achieve, cradle-to-cradle solutions and activities in design, manufacturing and consumption such that substances produced by society do not accumulate in nature.

Salisbury Village will promote reduction in the use of toxic building materials in construction, and support the use of local plants and grasses in landscape design for parks and open spaces. Reduction, reuse and recycling of construction, indoor and outdoor waste are promoted.

Principle #4: Move towards, and ultimately achieve social solutions and activities that allow every person to meet basic human needs and achieve their potential in life, now and in the future.

Salisbury Village's 'urban village' design provides types, densities and arrangements of land uses that make it easy for a diverse population to achieve basic needs while minimizing negative environmental impacts, engaging in positive social engagements and supporting economic sustainability for the County and region.

2.2.2 Twelve Themes for Evaluating Sustainable Development

The following summary illustrates how Salisbury Village addresses the County's 12 Themes for Evaluating Sustainable Development. These themes are further expanded in Appendix A.

1. Land

The Urban Village character of the neighbourhood provides a mixture of commercial, employment, residential, and open spaces that will create a diverse neighbourhood for residents to work, shop, and play. Residential density is in excess of 60 units per net residential hectare, which exceeds the Capital Region Growth Plan's target of 30-45 upnrha, and will offer a range housing types. The commercial area allows for adaptability in uses and increasing site development over time, and is sited to reduce residential areas exposure to traffic noise/pollution from Wye Road. The Village's location integrates well into the existing community and internally fosters multi-modal transportation options throughout (i.e. walk, bike, transit, car) and includes extension of the community greenway trail.

2. Natural Habitat

Salisbury Village protects two significant area wetlands and will conserve the surrounding buffer areas with Environmental Reserve. The stormwater management facilities will be designed as naturalized landscapes, and at least 50% of Municipal Reserve areas (parks, trails) will be formed by naturalized landscapes and retain existing, mature, healthy trees where feasible. These naturalized open spaces work together to retain ecosystem services in the developed context. Parklands are connected where feasible to link habitats, and are strategically located to ensure nearby public access within five minutes from anywhere in the Village.

3. Water

The Village seeks to conserve water by reducing consumption and treatment demands, while maintaining the health of the natural ecosystem. Strategies supported within the neighbourhood include reductions in potable water demand in buildings, using efficient water service infrastructure and minimizing off-site impacts, supporting groundwater recharge (low-impact development) strategies, maintaining water quality and avoiding erosion, and designing stormwater management to reduce downstream impacts.

4. Carbon

The consideration of renewable energy sources and green building practices to reduce energy demand of buildings and infrastructure and support reduced fossil fuel demand. The use of green building standards (Alberta Green Built, LEED, EnerGuide) is encouraged.

5. Transport

Salisbury Village will have a safe and efficient road, sidewalk and pathway network that provides effective internal and external connections, and is supportive of transit, walking and cycling. The neighbourhood's compact mixed use design will make it viable for resident workers and shoppers to have a transit, walking, or bicycling choice for accessing employment, shops, and/or services. Transportation Demand Management (TDM) strategies will be explored to reduce single car usage.

6. Food

Open spaces in the Village allow opportunities for local food production and the use of private lands for use in edible landscapes will be supported. The area as a community node presents a potential location for a farmer's market which could be implemented on a commercial site or community park land. The large commercial area in Phase 2 is sized to accommodate a grocery store, which would provide nearby access to food.

7. Materials

Infrastructure will be carefully designed to make efficient use of resources and use of building materials which consider the health of occupants will be encouraged. Developments within the neighbourhood will be encouraged to utilize durable materials (i.e. wood, stone, brick), recycled materials and/or local materials to conserve resources, support local economies and reduce lifecycle impacts.

8. Waste

Construction waste management plans will be encouraged with the goal of diverting material from landfills. The neighbourhood's residential development will provide recycling in accordance with Strathcona County's regulations. In addition, recycling containers will be integrated into waste receptacles to further divert waste from the landfills.

9. Economy

The mix of uses in the neighbourhood will provide a range of employment opportunities and local businesses and education/training providers will be encouraged to locate in Salisbury Village. Sustainability objectives will be continuously evaluated considering development costs and maintaining regional competitiveness.

10. Well-Being

A variety of landscape, area uses, and the emphasis placed esthetic and street-fronting buildings within Salisbury Village will create a safe, interesting, and attractive environment. Open spaces consisting of parks, naturalized stormwater management facilities, and conserved natural areas are all connected by safe pathways and trails that are inviting and offer variety in landscapes and passive and active recreation opportunities. The compact nature of the area, its parks, and commercial uses (e.g. coffee shops, offices, etc.) contribute to levels of activity and opportunity for social interaction.

11. Equity

Salisbury Village will have a range of diverse housing options that will allow people of various ages, family structure, and financial means to find a home in the community. In the longer term, this range of housing will also allow for residents to stay in the community as their family structure and or lifestyle changes over time. Universal access will be provided in accordance with Strathcona County standards.

12. Culture

The activity, design, and diversity of buildings and public spaces in the village will bestow a strong sense of identity to this area. The multiple public spaces, natural amenities, and community gateways will provide opportunities for placement of art and venues that would contribute to the neighbourhood's sense of identity overtime. A contemporary design theme which respects the context of the development area and the lifestyle and values of residents will be reflective of the culture of Sherwood Park.

A more detailed treatment of how Salisbury Village establishes and measures sustainable outcomes regarding these 12 themes in terms of principles, goals and targets are included in Appendix "A".

2.3 Urban Design

2.3.1 Urban Design Guidelines

A holistic urban design approach has been used for Salisbury Village that addresses groups of buildings, streets, and green spaces to make it a functional, attractive and desirable destination to live, work, and play. Salisbury Village incorporates the following urban design principles throughout the neighbourhood:

- Provide a mixture of development that is compact, orderly, and efficient.
- Provide a clear hierarchy of efficient vehicular and pedestrian options that effectively connects the area.
- Consider and integrate pedestrians into the overall design to ensure connectivity, views, safety, and wayfinding.
- Provide an inviting and attractive public and semi-private areas that conserve and enhance the natural environment and promotes community use and social interaction.
- Utilize quality building materials and a high standard of architectural design to enhance community aesthetics and supports a human scale public realm.
- Provide appropriate land use interface with surrounding areas and the natural environment.

These principles inform the design expectations for on-site developments to enhance livability and the overall quality of the neighbourhood.

2.3.1.1 General Design Guidelines

Land use districting will incorporate, in general, the following guidelines for all land uses within Salisbury Village:

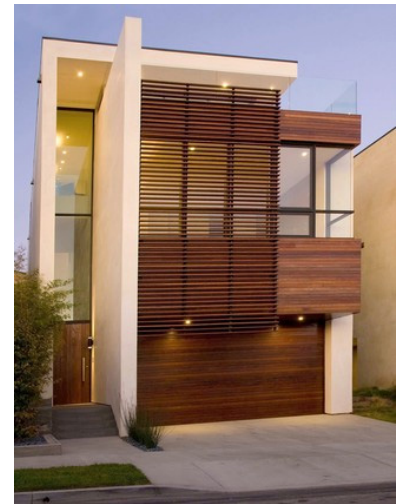
General

- Promote special design attention to site entrances and edges to help ensure that development presents an attractive and inviting interface with surrounding areas.
- Establish appropriate transitions between adjoining but different land uses to reduce noise, visual sensitivities, and increase comfort.

Architecture

- Promote high quality standards for architecture that are attractive and support Salisbury Village's image and unique sense of place.
- Encourage pedestrian oriented development that contributes to an attractive and safe public realm.
- An overall architectural theme is not prescribed for Salisbury Village; however, each individual Phase should be consistent in architectural theme within its boundary and be compatible with the theme of a neighbouring Phase.
- A contemporary architectural design is encouraged for Phase 2 (See Photos below).
- Encourage buildings to be configured to frame views and highlight key development features for contributing to the area's unique Urban Village character.

Contemporary architectural design



Landscaping

- Utilize Winter City design considerations that recognize the winter season including: functional and decorative lighting; planting which establish a diversity of year-round colour, scent, movement, etc.; and, use of passive solar considerations in the public realm.
- Ensure on-site lighting should maintain safe light level criteria while avoiding off-site light and night sky pollution.
- Provide fencing and screening that creates an appropriate interface between residential, commercial, and open spaces.

Streetscaping

- Maintain consistency of streetscape design within Salisbury Village to support the overall neighbourhood recognition.
- Establish a Main Street in Phase 2 that is designed to encourage pedestrian activity and public interaction, and promotes the area's Urban Village character.

Signage

- Establish a sign plan for each Phase of Salisbury Village based in the existing Land Use Bylaw regulations and considers impacts on adjacent residential areas.
- Accessibility
- Promote the integration of pedestrians into the overall design of developments emphasizing connectivity, views, safety, and wayfinding.
- Promote safe on-site vehicle routing and convenient pedestrian patterns and connections to adjoining sites.
- Establish landmarks at entrances and highly visible points to enhance visual recognition and wayfinding.

2.3.1.2 Specific Urban Design Guidelines

Salisbury Village is diverse in land use, and more specific design guidelines are included in the following land use sections to provide additional information and detail for use in the preparation of Direct Control Districting for residential, commercial and office uses types.

Conceptual Main Street road cross-section



2.4 Residential

A full spectrum of residential options will be available to residents of Salisbury Village. The range of housing proposed includes single detached, semi-detached, townhouse and apartment units. To differentiate between residential densities four residential land use categories are identified in the Plan Area. In Phase 1 and 2 reduced density land uses have been situated adjacent to existing country residential to provide an adequate transition in terms of built form between Campbelltown Heights and Salisbury Village. Low density Residential and Semi Detached/ Townhouse land use is primarily designated in Phase 2. Salisbury Village also includes apartments to a maximum height of four storeys in Phase 1 and Phase 2 and up to nine storeys in Phase 3. Townhouse sites are located in both Phase 1 and Phase 2.

“Residential” land use is not specifically designated in Phase 3 but one apartment building of up to 100 units may be included in the Mixed Business Park Area to complement and support the office and hotel uses proposed within Phase 3. These hotel and hotel/residential uses will be further supported by retail uses, as well as conference and fitness facilities. The hotel and hotel/residences will have a maximum height of 9 stories including parking (8 stories plus parking on the first level). Although not specifically identified as residential, the residential business hotel and/or residential condominiums will provide for longer term stays associated with local businesses and/or permanent residents.

Objective: to accommodate a variety of residential options in a compact design

Policy 2.4.1: Within Salisbury Village there shall be a range of housing types including single family, semi-detached, townhouses and apartments.

Policy 2.4.2: Residential adjacent to existing country residential in the west Plan area shall be ground oriented and low rise up to 10m.

2.4.1 Low Density Residential

2.4.1.1 Phase 2-Stage 2

Low Density Residential is designated along the south boundary of Phase 2, Stage 2 and east of the stormwater management facility in Stage 2. Single detached units must incorporate strategies that minimize impacts of front attached garages on the pedestrian streetscape. Low Density Residential has a maximum density of 25 units per net residential hectare and may include single detached and/or semi-detached units. This northern low density residential area is districted UV4 – Salisbury Village Zoning District. Care will be taken to ensure that a high standard of architecture, befitting an Urban Village, is applied to the single detached units in Salisbury Village and a consistent contemporary architectural theme is maintained. In order to improve streetscape and increase on-street parking opportunities the developer will commit to developing 25% of the single detached lots within Phase 2, Stage2 with a minimum lot width of 12.12 meters. This also supports opportunity for innovation with garages and driveway widths.

2.4.1.2 Phase 2-Stage 3

Phase 2,Stage 3 is all designated for Low Density residential land use and may include a mix of single detached and/or semi-detached units. Semi-detached units will generally be located in the southeast area.

2.4.2 Medium Density Residential – Semi-Detached/Townhouse

Six sites are designated for Medium Density Residential -Semi-Detached / Townhouse land use. These sites may accommodate fee simple semi-detached and/or townhouse units or they may be condominium style. All units will be street oriented to the greatest extent possible and will be accessed by a rear or internal garage.

These sites may be one or two storeys in height and must have amenity space provisions built into them. Amenity space may include front/rear yards and/or rooftop/deck space.

2.4.3 Flex Site

Due to its small size and proximity to both commercial and residential land uses in the west plan area, one parcel is designated for a “Flex” land use. Depending on market forces at the time this site may be developed as a commercial, medium density – townhouse or high density residential land use. This site may include townhouse and or small scale apartment style buildings. If the site is developed as an apartment complex, additional street articulation and design elements such as stepped back ground units and underground parking would be required. Townhouse sites must have amenity space provisions such as rooftop patio and yard space provisions.

The land use will be defined by the Direct Control District and only ultimately be determined at the development permit stage. Density on this site may be increased up to 125 units per net hectares with a height of 4 storeys.

Access to medium density residential – townhouse sites will be provided by a combination of public road, public lane or private internal access.

2.4.4 High Density Residential

Two High Density Residential sites are designated in Phase 2 and one in Phase 1. These sites provide for apartment style development to a maximum of four storeys and a maximum density of 125 units per net residential hectare. The sites may be developed with resident parking either below ground, incorporated as part of the building or surface parking. Provisions for ground orientation, street access to main floor units and stepping back of height will be addressed through Direct Control districting.

Policy 2.4.4.1: High Density Residential in Phase 2 shall achieve a minimum residential density of 90 units per net residential hectare and a maximum density of 125 units per net residential hectare.

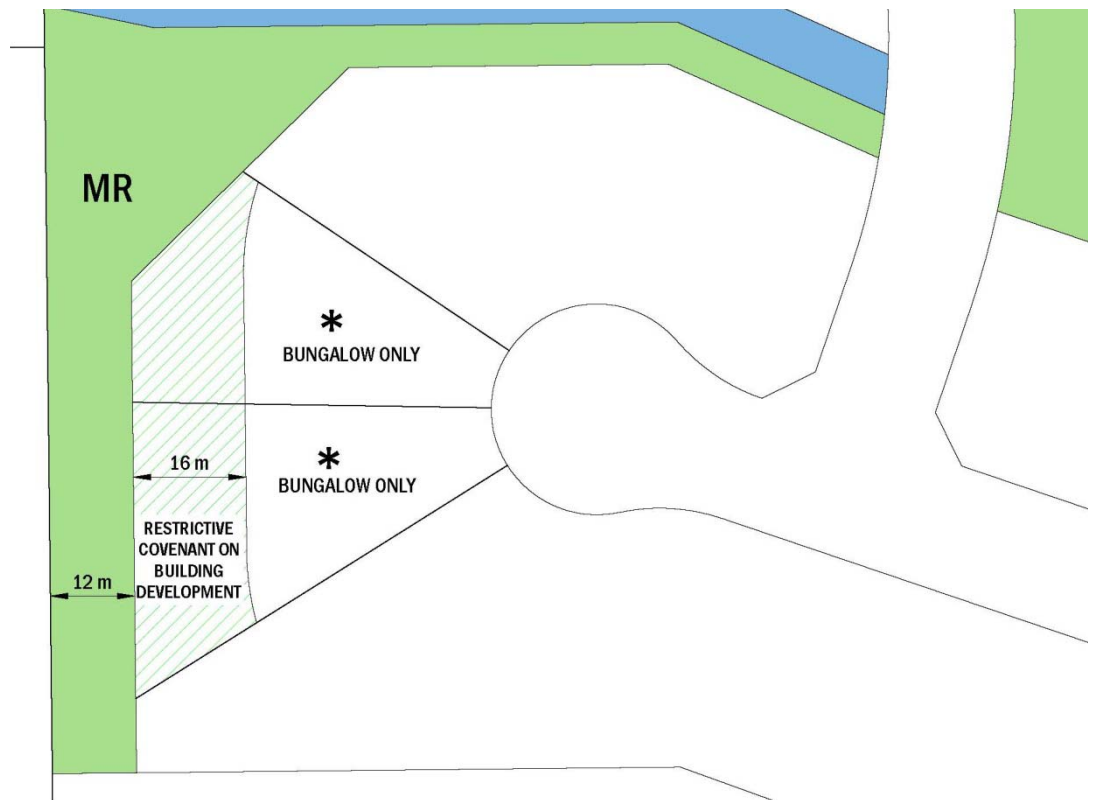
2.4.5 Mixed-Use Commercial/Residential

A mixed-use commercial/residential area is proposed to be located north of Salisbury Way, east of Tisbury Street and west of Mitchell Street immediately south of the commercial area. The site may be developed as a mixture of commercial and/or residential units. Residential units may be constructed with or without ground floor commercial and be developed up to 6 Storeys in height with a maximum density of 140 units per net residential hectare. This mixed-use site will encourage efficient and compact housing, transit use and work/live opportunities.

Detailed design measures, such as, separate entrances and parking areas shall be utilized to minimize impacts between commercial and residential uses.

2.4.6 Residential Specific Urban Design Guidelines

- All building facades should use compatible and harmonious exterior finishing materials.
- Building colours should provide visual interest in all seasons.
- Single Detached Units in Phase 2 Stage 2 (Bylaw 40-2016) are to be integrated into the Urban Village by ensuring that:
 - + Architectural quality is increased by creating greater variation in design between individual units, and by consistently applying the chosen architectural theme (e.g. contemporary) to the units; and
 - + Garage impacts on the pedestrian streetscape are minimized through appropriate design solutions.
- To provide additional transition treatment to the directly adjacent Campbelltown Heights country residential lot to the west, two low density residential lots in Salisbury Village Phase 2, Stage 3 will be restricted to single storey bungalow development. These two lots are conceptually illustrated below. Final lot lines will be established through legal survey at the time of subdivision. As a condition of any subdivision approval that includes these two lots, a restrictive covenant shall be registered by the developer on each lot to ensure that a principal dwelling is prohibited from being constructed within a minimum 16 meter distance from the rear property line. This 16 meter development restriction is in addition to the 12 meter municipal reserve strip ensuring a minimum total distance of 28 meters between the existing country residential lot and new principal dwellings within Phase 2, Stage 3.



- Medium Density Residential sites, excluding semi-detached units, should provide pedestrian linkage to nearby neighbourhood pathways and bus stops.
- Medium Density Residential developments shall be designed having regard for building massing and human scale architecture.
- Medium Density Residential buildings on the Main Street in Phase 2 shall be sited, where possible, parallel to the road right-of-way to support an attractive public and pedestrian realm.
- Medium Density Residential development, excluding semi-detached units, shall provide private amenity space, and this space may include any outdoor or screened area accessible and usable to all tenants including a park, garden, deck, patio, etc.

2.5 Commercial

Phase 1, 2 and 3 all have commercial elements to a varying degree. Commercial land uses are located along the majority of Wye Road in Phase 1 and 2. Visibility along this transportation corridor provides opportunities for both large and small format commercial land uses. These buildings also provide separation from Wye Road for residential uses located to the south. The commercial land use extends south half way down between Tisbury Street and Mitchell Street.

Phase 1

The majority of the land in Phase 1 is designated for a mix of large and small format commercial use. Phase 1 is the primary commercial hub of Salisbury Village. It provides a full range of shops and services for residents in Salisbury Village and the surrounding area. Phase 1 already includes a hardware store, pharmacy, banks and a variety of restaurants.

Phase 2

Phase 2 is the residential hub of Salisbury Village so the two commercial sites designated in that area are more suitable for neighbourhood scale commercial that local residents can cycle or walk to.

The primary commercial site in Phase 2 is bordered by Wye Road, Mitchell Street and Tisbury Street. A mix of commercial and apartment is proposed along Tisbury Street. The smaller scale of this commercial site will provide a range of everyday shops and services for the residential community in Phase 2. A strong street edge will be encouraged along both sides of Tisbury Street through facade design which addresses the street (e.g. windows, entrances, lighting) and generally contiguous building setbacks. Decorative accents and building materials should be consistent for all sides of buildings at high visibility locations.

The small commercial site designated at the entrance at Salisbury Way will support a variety of Commercial Retail Unit (CRU)'s and the larger site at Mitchell Street is suitable for a mix of both large and small format commercial. This larger more urban commercial will become a destination for the residents of Salisbury Village and provide day to day shopping and services. The commercial site will also encourage pedestrian activity, as well as, integrate with the Business Park Office /Mixed Business Park uses proposed at the corner of Mitchell Street and Salisbury Way in Phase 3. Smaller commercial retail uses will also be allowed on the main floor of the High Density Residential.

Building design, materials, finish and landscaping in these commercial areas must maintain a high standard of quality befitting their prominent entrance locations. Surface parking will be provided for the commercial uses and will incorporate landscaping to minimize the impact of the paved area while providing pedestrian linkages to adjacent areas. Special attention will be given to the screening of the parking areas as viewed from Wye Road.

Phase 3

Although no specific commercial land use is designated in Phase 3 complementary convenience commercial and small service uses may be incorporated into the Business Park Office /Mixed Business Park uses.

2.5.1 Commercial Objectives

The objectives will provide a range of housing types while clustering development around commercial nodes.

- Policy 2.5.1.1: Commercial land use is only permitted adjacent to medium or high density residential development.*
- Policy 2.5.1.2: Locate and orient commercial sites along arterial and/or collector roadways to ensure high visibility, appropriate frontage and convenient access opportunities.*
- Policy 2.5.1.3: Ensure that the impact of commercial development on adjacent land uses is minimized through the orientation of land uses and the application of setbacks/buffering available through the Land Use Bylaw.*
- Policy 2.5.1.4: Provide convenient pedestrian linkages to and within commercial areas.*
- Policy 2.5.1.5: Provide transit access to commercial areas.*

2.5.2 Commercial Specific Urban Design Guidelines

- All building facades should use compatible and harmonious exterior finishing materials.
- Building colours should provide visual interest in all seasons.
- Buildings should feature doorways, and windows at ground level, as well as weather protection features to provide an active, safe, and inviting streetscape in front of the buildings.
- Commercial developments should provide pedestrian linkage to nearby neighbourhood pathways and bus stops.
- Commercial development should provide convenient and attractive pedestrian pathways throughout sites.
- Building facades should, where possible, be oriented to front onto streets to create an attractive public realm and provide a sense of ownership and safety for pedestrians.
- Building siting should avoid creating adverse on and off site microclimatic effects related to wind and shadowing.
- Buildings should be sited and oriented to minimize their impact on other buildings considering ventilation, quietness, visual privacy, and views.
- Buildings should provide a transition in height and massing in relation to the surrounding areas.
- Perceived building height and massing should be minimized through variation in setbacks, orientation, roof treatment, use of glazing and articulation, the choice of exterior materials and colours, and landscaping.
- Blank walls should be avoided by articulating the facades, adding glazing where practicable and through use of colours and/or materials.
- Mechanical equipment on the roof of any building should be concealed in a way consistent with the character and finishing of the building.
- A Main Street shall be provided in Phase 2 that incorporates the following additional design elements:
 - + Siting of commercial buildings along the Main Street will minimize setback to the road right-of-way;
 - + The facades and rooflines on the side of the commercial buildings facing Main Street shall convey permeability to the street by use of architectural elements including entrances and glazing, or false glazing, and exclude blank walls used for advertising; and
 - + Restaurants uses shall be encouraged to create patio areas along the Main Street or which wrap around the building toward the Main Street.

2.6 Business Park Office

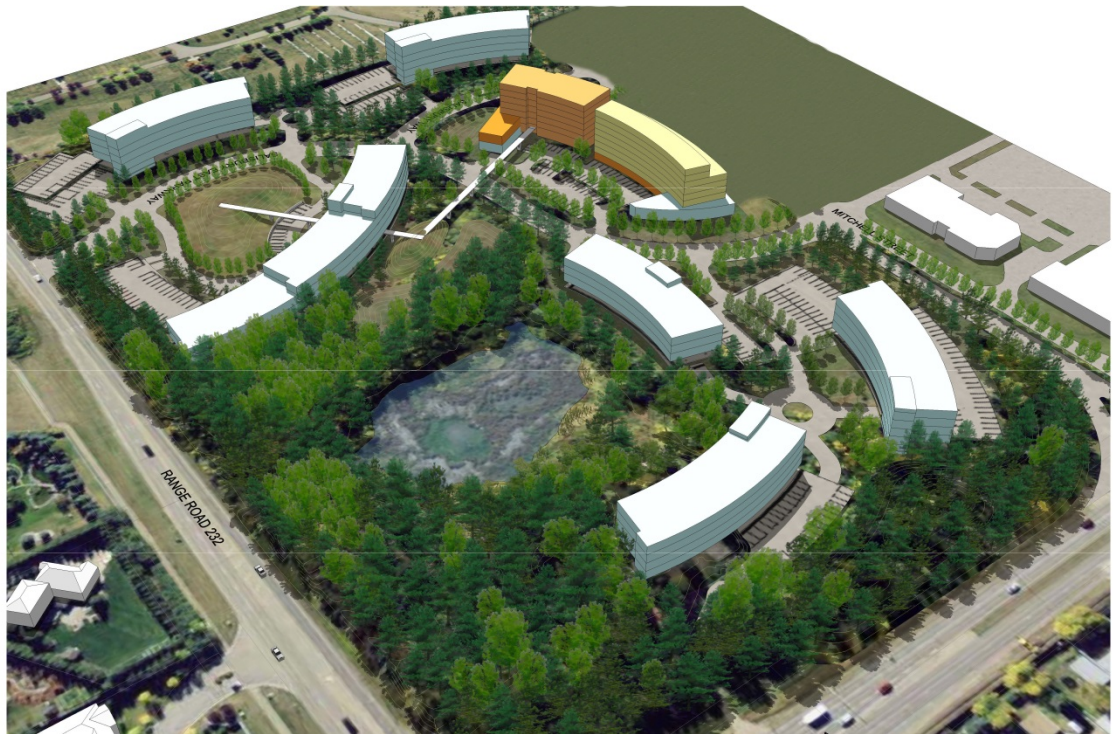
Three Business Park Office development sites are proposed within Phase 3. To minimize visual impacts to existing residences to the east building forms will start at 3 storeys (2 storeys above first level parking) along Range Road 232. The offices will then transition to a maximum height of 5 stories (4 stories above first level parking) south of Salisbury Village East Parkway. Below is a list of commercial services that may be complementary to the principle Business Park Office uses:

- Office space;
- Business hotel;
- Business apartment hotel;
- Conference space;
- General retail space;
- Restaurant;
- Wellness/fitness space; and
- Daycare facilities.

Looking southeast from above Wye Road at Mitchell Street



Looking southwest from above Wye Road and Range Road 232



2.7 Mixed Business Park

2.7.1 Business Hotel

The Business Hotel complex will provide supporting services to the business park uses. The complex is envisioned to accommodate higher end business hotel and service retail uses along Salisbury East Parkway. A conference centre and fitness facility will be integrated into the hotel complex and provide additional services for the local business community.

2.7.2 Business Apartment Rentals/or Residential Apartments/Condominiums

To complement and support the office uses within the Business Park Office Area, hotel and hotel/residential uses are proposed on the western edge of Phase 3 south of Mitchell Street. These hotel and hotel/residential uses will be further supported by retail uses on site, as well as conference and fitness facilities. The hotel and hotel/residences will have a maximum height of 9 stories including parking (8 stories plus parking on the first level). The residential business hotel and/or residential condominiums will provide for longer term stays associated with local businesses or permanent residents.

The following are sections and aerial perspectives through the site illustrating the form and massing of the various buildings. The office buildings rise from 3 stories (2 stories plus 1 storey for parking) along Range Road 232 to 5 stories (4 stories plus one storey for parking) along the Salisbury East Parkway. The Hotel site illustrates buildings up to up 9 stories (8 stories plus one storey of parking) located on the western edge of the site along Mitchell Street. The intent is to minimize any visual impacts on the single and multiple family residences located in Sherwood Park Estates located east of Range Road 232.

Phase 3 Site Plan



2.8 Parks and Open Space

The expansive wetlands, parks and naturalized stormwater management facilities contribute to a comprehensive open space system in Salisbury Village. These elements are connected by variety of pedestrian linkages. The parks and open space network is created through a combination of:

- Municipal Reserve (MR);
- Environmental Reserve (ER);
- Crown Lands; and
- Stormwater Management Facilities (public utility lots).

Each of these elements is located to take advantage of the existing site topography and to optimize use and convenience for the residents, visitors, and businesses. The variety of park styles will appeal to residents, employees, and visitors with different interests and activity levels. The idea is to combine convenience and safety and create a healthy lifestyle where residents, employees, and visitors choose to walk or cycle and create a tighter community feel and experience. Greater than 20% of the land area of the ASP is dedicated to parks and open space.

2.8.1 Municipal Reserve

Phase 1

Given its commercial character, no municipal reserve is allocated in Phase 1 but a Stormwater Management Facility within its boundary provides visual interest and a trail amenity to residents of the High Density Residential site in that area. Phase 1 is the commercial hub of Salisbury Village. Because of its very minor residential component municipal reserve was paid by cash in lieu in Phase 1.

Phase 2 – Stage 2

Phase 2 will be developed with a mix of single detached, semi-detached, townhouse and apartment style housing at an average density of over 40 units per hectare of developable land. At this density Strathcona County has the authority to request additional municipal reserve (MR) of 3% of developable land as per the Municipal Government Act (MGA) and the Subdivision and Development Regulation. Within Phase 2 Strathcona County has agreed that the developer shall provide upgrades over and above County standards as well as amenities within the central municipal reserve area as opposed to requiring the additional municipal reserve land.

The subdivision application for the development stage as defined in a development agreement that includes the municipal reserve area shall include a comprehensive concept plan and estimated costs to complete the work that addresses County standards in effect at the time of the application. The comprehensive concept plan and estimated costs to complete shall clearly identify how and where the upgrades and amenities are being allocated by the developer/applicant to a value equal to or exceeding the appraised market value of the additional 3% of developable land within Phase 2, Stage 2; all to the satisfaction of Strathcona County.

For the central MR area upgrades which shall exceed the minimum County standard include:

- Additional park/playground development; and
- Additional landscaping.

For the central MR area amenities to be included not identified in County standards are:

- A plaza/gazebo and/or viewing platform development;
- Wayfinding signage; and
- Lighting.

The development of the central park including the required upgrades and amenities shall be constructed by the applicant/developer at the time of development of the development stage that includes any portion of the central municipal reserve.

The central park provides a link between the Crown claimed wetland complex and the more urban commercial development proposed in that plan area. Therefore, the central park and the municipal reserve surrounding the wetland serve a dual purpose in Phase 2. They must maintain and protect the wetland complex and also provide a large community park along "Main Street" suitable for social gathering and more active play space. The potential for blending natural and urban elements within this central park provides some unique landscape opportunities in Phase 2, Stage 2. Therefore, attention will be given to the soft and hard landscaping materials with particular attention to making the space inviting and unique.

The exact details of landscape elements for all public lands within the plan boundary will be determined with the County through the detailed design process. Landscape design principles that shall be incorporated in park design include:

- Flexible space (barrier free; variety of seating options; adaptable public space)
- Pedestrian movement (linkages)
- Human-scale
- Quality materials
- Weather relief (canopy, shading, shelter, sunny locations for seating, wind protection)
- Good visibility (CPTED; child minding)
- Natural elements (multi-seasonal landscaping; canopies; defined edges)
- Similar architectural language as rest of development
- Good orientation to adjacent uses

As a minimum, the following elements shall be included in park design:

- Shelter element
 - + Accessible design
 - + Easy maintenance
 - + Built in edge seating of sufficient depth
 - + Space for movable picnic tables

■ Plaza element

- + Brick/paving stones to edge of roadway with bollards at entrance
- + Plentiful seating (consider low wall/retaining wall with planters; use as back rest for seating)
- + Planters
- + Location for public art

■ Playground element will be designed to

- + Connect with other areas of the park
- + Have space for both tots and older children
- + Have seating/sightlines for parents

Landscape drawing review/detailed design will be reviewed as part of the subdivision/Development Agreement process. The Accessibility Advisory Committee will be included in the review of the landscape drawings to ensure accessible design.

Phase 2 - Stage 3

Municipal reserve in Phase 2, Stage 3 has been designated to provide appropriate buffers and to create a continuous east west loop through the overall area. Municipal reserve designated along the south west boundary of Phase 2, Stage 3 provides a minimum 12 metre buffer between country residential land use to the west and low density residential proposed in Phase 2, Stage 3. The 12 meter municipal reserve strip adjacent to Campbelltown Heights is intended to provide a wildlife corridor as well as ensure a transition from the adjacent country residential lot to new residential development within Salisbury Village. This municipal reserve strip is not intended to provide opportunity for public recreation. In this regard, the amount and type of landscaping provided within this transition strip shall exceed the minimum County standards to the satisfaction of Strathcona County. This is intended to ensure that wildlife movement is facilitated through the corridor, as well as to minimize pedestrian access and deter the public from gathering at this location. The east west municipal reserve strip south of the stormwater management facility will provide residents with a direct connection north to Salisbury Way via a pedestrian link along the stormwater management facility and also provides a connection to Valley Avenue.

Another east west municipal reserve designated through the centre of Phase 2, Stage 3 provides a greenway between the back of the low density residential lots and also completes a continuous walkway loop through the Phase 2 area. This municipal reserve area widens at Rybury Court to allow for programmable park development. This greenway continues north along the east boundary of Phase 2, Stage 3 to tie into the large central park trail system. This pedestrian link also provides a natural buffer between Salisbury Village and the unnamed creek which separates the Glenwood Memorial Cemetery and Salisbury Village.

Phase 3

With the expansive retention of trees in the north east area and the Crown claim wetland, municipal reserve in Phase 3 is primarily dedicated to maintain and protect these areas. As a result parks in Phase 3 will likely take a more natural form with potential for wetland interpretation sites and seating opportunities. Phase 3 is over dedicated in municipal reserve.

Municipal Reserve (MR) has been utilized in the Plan to create:

- Passive and active parks;
- Pedestrian linkages; and
- Buffers.

2.8.1.1 Passive and Active Parks

Salisbury Village has a large natural area component and so passive parks and pedestrian corridors are more suitable uses for MR as a result of this. Landforms in the northeastern portion of Phase 3 will be retained where possible as MR to conserve some of the existing rolling nature of the property and the associated vegetation.

One larger park space is centrally located in Phase 2 and another smaller park is located immediately east of Rybury Court in Phase 2 Stage 3. The central park is conveniently located in proximity to the Medium Density Townhouse and High Density Residential land uses and the Commercial uses in Phase 2. This park will serve a social gathering function in Salisbury Village and will be designed to complement the natural area and the commercial/residential land uses. Access to the wetland from the central park will be provided by a 1.5m granular trail on the southern edge of the wetland complex. This granular trail will be tied into a more broadly accessible 3.0m hard surface trail loop and an urban plaza and/ or a viewing platform into the natural area.

The park space in Phase 2, Stage 3 is primarily utilized to complete a continuous greenway loop through the neighbourhood but it also provides areas suitable for programmable park activities.

2.8.1.2 Pedestrian Linkages

Pedestrian connectivity is a vital element to the park/open space concept for Salisbury Village. A variety of pedestrian experiences will be available to residents within Salisbury Village and the extensive trails, pathway system and open space are interconnected and tied into the regional trail system. **(See Figure 4)** The trail system will consist of the following elements.

The Wetland Trail Network in Phase 2

The wetlands and associated tree stands in Phase 2 provide opportunities for a more natural soft surface type of pedestrian experience in Salisbury Village. A 1.5m granular trail is proposed along south edge of the wetland complex. This granular trail will transition into a 3.0 asphalt trail as it winds through the more urban central park. South of Salisbury Way on the east side of the stormwater management facility the 3.0m asphalt trail will continue south and ultimately tie into the 3.0m asphalt Glenwood Memorial Garden Trail at the south boundary of Salisbury Village. The exact location of these trails will be determined at the time of subdivision.

The wetland in Phase 2 will be a pedestrian destination for all of Salisbury Village. To enhance the pedestrian experience up to two viewing platforms will permit visitors to sensitively view wildlife activity in the wetland. The east and west sides of the wetland will remain more natural while the south side will become part of the main trail system. No trail or access to the Phase 2 wetland is proposed on its west or east side.

The commercial area in Phase 2 fronts onto the pedestrian friendly Main Street but the private commercial will also have an active internal, on-site pedestrian system purposely designed to safely and conveniently connect with the public central park and associated trails and wetland complex.

The Greenway Loop-Phase 2, Stage 3

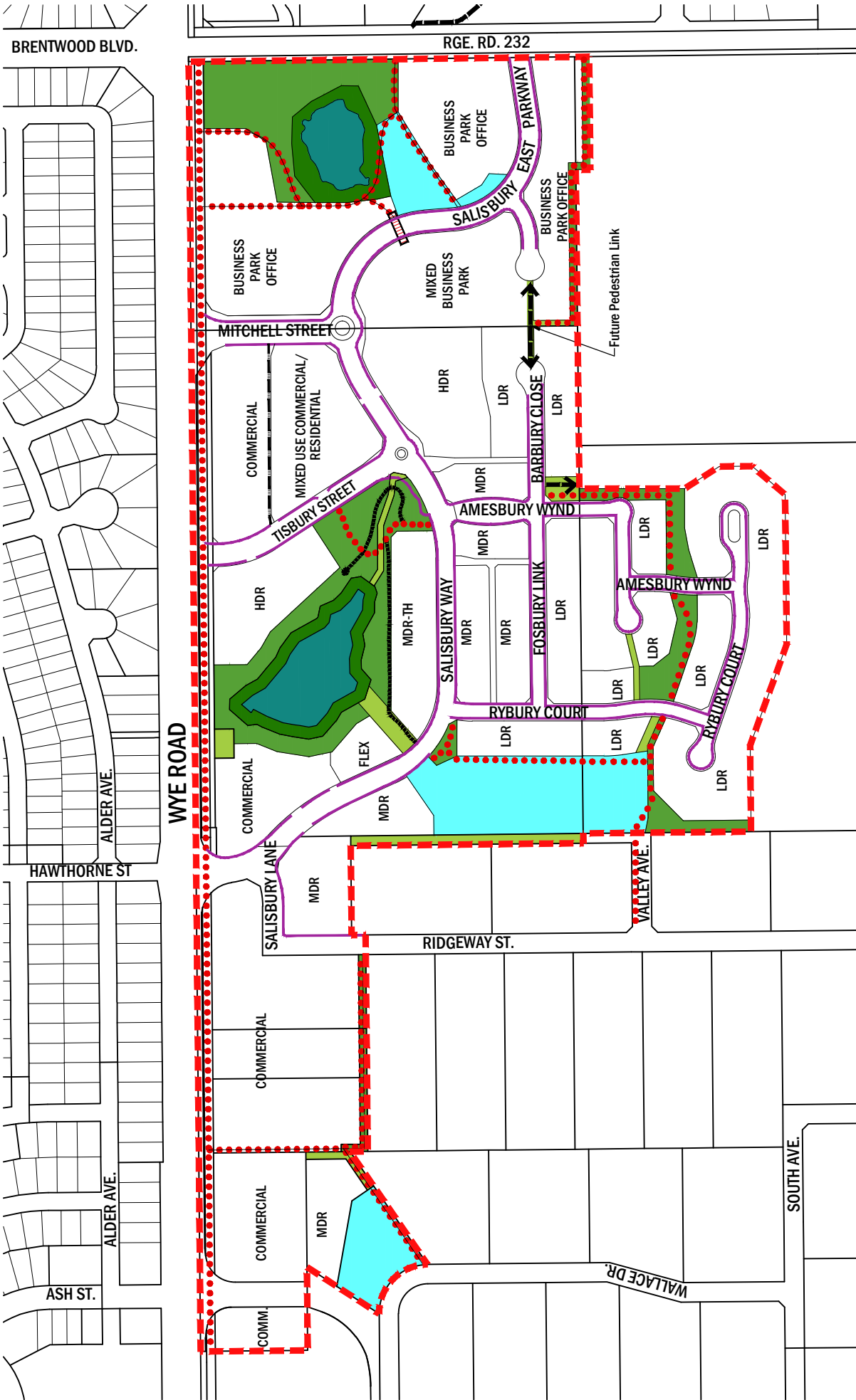
Municipal Reserve in Phase 2, Stage 3 has been primarily utilized to complete a continuous greenway loop through Phase 2. This link also extends south of the stormwater management facility, west to tie into Valley Avenue. This greenway will also be tied into the walkway approved on the east side of the stormwater management facility. This greenway generally varies in width from 12m to 35m wide so it also provides for more active play areas adjacent to Rybury Court in Phase 2, Stage 3.

A 12m wide municipal reserve is designated on the west boundary. This municipal reserve widens to 42m as it reaches Valley Avenue. This municipal reserve provides a buffer with the existing Country Residential land uses to the west and is not intended to contain a pedestrian walkway.

The Wetland Trail Network in Phase3

The Wetland Trail in Phase 3 follows the western edge of the wetland and will also connect with the 3.0m asphalt trail along Wye Road. A viewing tower is being considered for interpretation and education purposes on the west or north side of the wetland in Phase 3. Benches and associated supportive trail facilities will be provided as appropriate. Access will not be permitted on the east side of the Phase 3 wetland – keeping the area more natural for wildlife habit retention and restoration. In Phase 3 up to two viewing platforms will permit visitors to sensitively view wildlife activity in the wetland.





LEGEND

- 3.0m Asphalt Trail
- 1.5m Granular Trail
- Onsite Pedestrian
- Sidewalk (in Road R/W)
- Pedestrian Bridge
- Environmental Reserve
- Crown Claimed Wetland
- Stormwater Management Facility
- Public Utility Lot
- Park / Open Space
- Salisbury Village ASP Boundary



PEDESTRIAN LINKAGE

N.T.S.



SALISBURY VILLAGE
SHERWOOD PARK



3.0m Asphalt Trail on Wye Road

A 3.0m asphalt trail will be constructed on the north border of Salisbury Village within the Wye Road right-of-way. This trail will ultimately connect into both Range Road 232 and 233 and will be done in accordance with the County's Trails Strategy.

Pedestrian Bridge

The *Pedestrian Bridge*, located midway along and over Salisbury East Village Parkway, will connect the wetland in Phase 3 with the hotel, retail, and residential components located on Salisbury Way and Mitchell Street. The pedestrian bridge will connect through the hotel complex to the roundabout at the intersection of Salisbury Way and Mitchell Street. Further pedestrian links will be provided to connect Salisbury Village East with the most easterly commercial area and central wetland of Phase 2.

2.8.1.3 Buffers and Associated Vegetation

MR buffers are designated in Phase 2 and 3 to further maintain and protect the retained environmental reserve areas. Due to the irregular boundaries of the ER area the buffers vary between 10 and 30m. The buffer around the Phase 3 wetland is utilized to expand the core wetland area claimed by the Province and integrate it with a comprehensive trail system while it still allows the eastern portion of the wetland to be maintained in a more natural state with limited access. The land form in the northeastern area and the eastern development site adjoining Range Road 232 north of Salisbury Way will be retained where possible to conserve some of the existing rolling nature of the property and the associated vegetation. Where vegetation and land form is changed, a replanting scheme should be provided to help screen adjoining residents from the proposed development.

2.8.2 Environmental Reserve

Environmental Reserve is designated adjacent to both of the two Crown claimed wetlands retained in the Plan area. These ER strips combined with MR strips create a natural buffer between development areas and it also maintains and protects the wetland complex. At the request of Strathcona County an additional 0.58 hectare strip is designated around the wetland in Phase 2 and another 0.51 hectares is designated in Phase 3. The area of ER designated around the two Crown claimed wetlands is 1.09 hectares.

2.8.3 Crown Claimed Wetlands

There are no Crown claimed wetlands in Phase 1. The two wetland areas claimed by ESRD and retained in Phase 1 and Phase 2 are Crown lands but will legally be defined as ER. The area of the Crown claimed wetland in the north central portion of Phase 2 is 0.77 hectares and the area of the wetland claimed in Phase 3 is 0.44 hectares. Both wetlands have an additional buffer of municipal reserve designated adjacent to them to further protect the riparian edge, as described in section 2.3.1.3. No wetlands have been claimed within the Phase 2, Stage 3.

Objective: to retain natural vegetation in open spaces

Policy 2.8.3.1: Strathcona County policies with respect to tree conservation and tree management shall be followed to encourage the preservation of existing natural vegetation in Salisbury Village.

Policy 2.8.3.2: The large tree stand in the northwest of Phase 3 shall be conserved

2.8.4 Stormwater Management Facilities

Three stormwater management facilities are proposed in the Plan Area. Although they perform a technical function they also provide amenity within the Salisbury Village community. Phase 1, 2 and 3 are all individually responsible for managing predevelopment flows of stormwater on site. The stormwater area will be “naturalized” with native wetland vegetation as much as possible to enhance the “natural” feeling of the neighbourhood. The location of these facilities will provide opportunities for a variety of scenic views from residential, the business park, office, hotel and restaurants.

On behalf of Royop Corporation/Campbelltown Village Development s Ltd., Spencer Environmental Management Services submitted a *Wetland Assessment and Compensation Plan for Campbelltown Village in south Wye ASP* to the Province in March 2008. Based on a loss of functional wetland of 3.08, this 2008 package recommended a compensation ratio of 3:1. The wetland loss was to be compensated for in the amount of \$14,000 per hectare to DUC for specified wetland restoration in the Cooking Lake moraine. On December 18, 2007, DUC confirmed that \$129,360.00 was acceptable for the loss of functional wetlands in Phase 2.

Spencer Environmental Management Services also conducted a *Preliminary Wetland Assessment* within and adjacent to the Phase 2, Stage 3 in the spring of 2015. Four small and scattered wetlands were identified within this stage. Wetland compensation will need to be addressed for these lands.

2.8.4.1 Existing Drainage Course

The Plan Area contains an existing drainage course that enters Phase 2 from the south. It will be piped north to the park area and then meander overland in a northwest direction and flow through the wetland in Phase 2 as it always has. It will head back southwest then through public utility lots and through Campbelltown Heights. Alberta Public Lands did not claim this drainage course. This drainage course ultimately enters Gold Bar Creek, thus Salisbury Village is part of the Gold Bar Creek drainage basin. Phase 2 proposes to retain the course of the natural drainage channel through the central park area. This will provide an amenity in the Village and an enhanced pedestrian experience in the Plan Area. Stormwater will be piped through the residential areas of Phase 2. See Section 4.2.3 for additional details.

2.9 Land Use Summary

Table 1: Phase 1 Land Use Statistics

Land Uses	Ha	%	Units	%	Pop.	%
GROSS AREA	8.88					
Environmental Reserve	0.00					
Road Widening	0.36					
Atco Pipeline Right-of-Ways	0.62					
Subtotal	0.98					
GROSS DEVELOPABLE AREA	7.90					
LAND USES						
Municipal Reserve	0.00	0.0%				
Stormwater Management Facility	0.87	11.0%				
Circulation	0.86	10.9%				
Commercial	4.92	62.3%				
SUBTOTAL – LAND USES	6.65	84.2%				
RESIDENTIAL						
Medium Density - Semi/ Townhouse	0.71	9.0%	28	46.7%	81	46.8%
Medium Density - Townhouse	0.54	6.8%	32	53.3%	92	53.2%
SUBTOTAL - RESIDENTIAL	1.25	15.8%	60	100.0%	173	100.0%

Capital Region Board 48.0 upnha

Residential Density

Low Density - Semi/ Townhouse 40 units / hectares

Medium Density - Townhouse 60 units / hectares

Population Density

Low Density - Semi/ Townhouse 2.9 persons / unit

Medium Density - Townhouse 2.9 persons / unit

Table 2: Phase 2 Land Use Statistics

Land Uses	Ha	%	Units	%	Pop.	%
GROSS AREA	28.43					
Crown Claimed Wetlands	0.77					
Environmental Reserve	0.58					
Road Widening	0.32					
Atco Pipeline Right-of-Ways	0.76					
Atco Gate Station	0.06					
Subtotal	2.49					
GROSS DEVELOPABLE AREA	25.94					
LAND USES						
Municipal Reserve	2.64	10.2%				
Stormwater Management Facility	2.32	8.9%				
Circulation	4.89	18.9%				
Commercial	2.09	8.0%				
SUBTOTAL – LAND USES	11.94	46.0%				
RESIDENTIAL						
Low Density Residential	5.96	23.0%	149	17.8%	432	23.4%
Medium Density - Semi/ Townhouse	3.94	15.2%	157	18.7%	455	24.6%
Flex Site	0.27	1.0%	33	3.9%	59	3.2%
High Density Residential	2.40	9.3%	300	35.8%	540	29.3%
Mixed-Use	1.43	5.5%	200	23.8%	360	19.5%
SUBTOTAL - RESIDENTIAL	14.00	54.0%	839	100.0%	1,846	100.0%

Capital Region Board 59.9upnhaResidential Density

Low Density Residential	25 units / hectares
Medium Density – Semi/ Townhouse	40 units / hectares
Medium Density – Townhouse	60 units / hectares
Flex Site	125 units /hectares
High Density Residential	125 units / hectares
Mixed-Use	140 units / hectares

Population Density

Low Density Residential	2.9 persons / unit
Medium Density – Semi/ Townhouse	2.9 persons / unit
Medium Density – Townhouse	2.9 persons / unit
Flex Site	1.8 persons / unit
High Density Residential	1.8 persons / unit
Mixed-Use	1.8 persons / unit

Table 3: Phase 3 Land Use Statistics

Land Uses	Ha	%	Units	%	Pop.	%
GROSS AREA	11.23					
Crown Claimed Wetlands	0.44					
Environmental Reserve	0.51					
Road Widening	0.16					
Atco Pipeline Right-of-Ways	0.14					
Subtotal	1.25					
GROSS DEVELOPABLE AREA	9.98					
LAND USES						
Municipal Reserve	1.56	15.7%				
Stormwater Management Facility	0.57	5.7%				
Circulation	1.42	14.2%				
Commercial	0.00	0.0%				
Business Park Office	4.81	48.2%				
Mixed Business Park	0.69	6.9%				
SUBTOTAL – LAND USES	9.05	90.7%				
RESIDENTIAL						
High Density Residential	0.93	9.3%	100	100.0%	180	100.0%
SUBTOTAL - RESIDENTIAL	0.93	100.0%	100	0.0%	180	0.0%

NOTE: There is an existing DRC of 0.962 ha on Lot 1, Plan 872 0616 for Area 3.

Capital Region Board 107.5 upnha

Residential Density

High Density Residential 108 units / hectares

Population Density

High Density Residential 1.8 persons / unit

Table 4: Overall Land Use Statistics

Land Uses	Ha	%	Units	%	Pop.	%
GROSS AREA	48.54					
Crown Claimed Wetlands	1.21					
Environmental Reserve	1.09					
Road Widening	0.84					
Atco Pipeline Right-of-Ways	1.52					
Atco Gate Station	0.06					
Subtotal	4.72					
GROSS DEVELOPABLE AREA	43.82					
LAND USES						
Municipal Reserve	4.20	9.6%				
Stormwater Management Facility	3.76	8.6%				
Circulation	7.17	16.4%				
Commercial	7.01	16.0%				
Business Park Office	4.81	11.0%				
Mixed Business Park	0.69	1.6%				
SUBTOTAL – LAND USES	27.64	63.1%				
RESIDENTIAL						
Low Density Residential	5.96	13.6%	149	14.7%	432	19.4%
Medium Density - Semi/ Townhouse	4.65	10.6%	186	18.3%	539	24.2%
Medium Density - Townhouse	0.54	1.2%	32	3.1%	92	4.1%
Flex Site	0.27	0.6%	33	3.2%	59	2.7%
High Density Residential	3.33	7.6%	416	40.9%	748	33.5%
Mixed-Use	1.43	3.3%	200	19.7%	360	16.1%
SUBTOTAL - RESIDENTIAL	16.18	36.9%	1,016	100.0%	2,230	100.0%

Capital Region Board 62.8 upnha

Residential Density

Low Density Residential	25 units / hectares
Medium Density - Semi/ Townhouse	40 units / hectares
Medium Density - Townhouse	60 units / hectares
Flex Site	125 units / hectares
High Density Residential	125 units / hectares
Mixed-Use	140 units / hectares

Population Density

Low Density Residential	2.9 persons / unit
Medium Density - Semi/ Townhouse	2.9 persons / unit
Medium Density - Townhouse	2.9 persons / unit
Flex Site	1.8 persons / unit
High Density Residential	1.8 persons / unit
Mixed-Use	1.8 persons / unit

Table 5: Student Generation & Population

Student Generation	Public	Separate
Students/Unit		
Elementary	0.37	0.12
Senior High	0.13	0.02
Student Population	Public	Separate
Phase 1		
Elementary	30	10
Senior High	11	2
Phase 2		
Elementary	183	60
Senior High	64	10
Phase 3		
Elementary	37	12
Senior High	13	2
TOTAL	338	96

3.0 Transportation

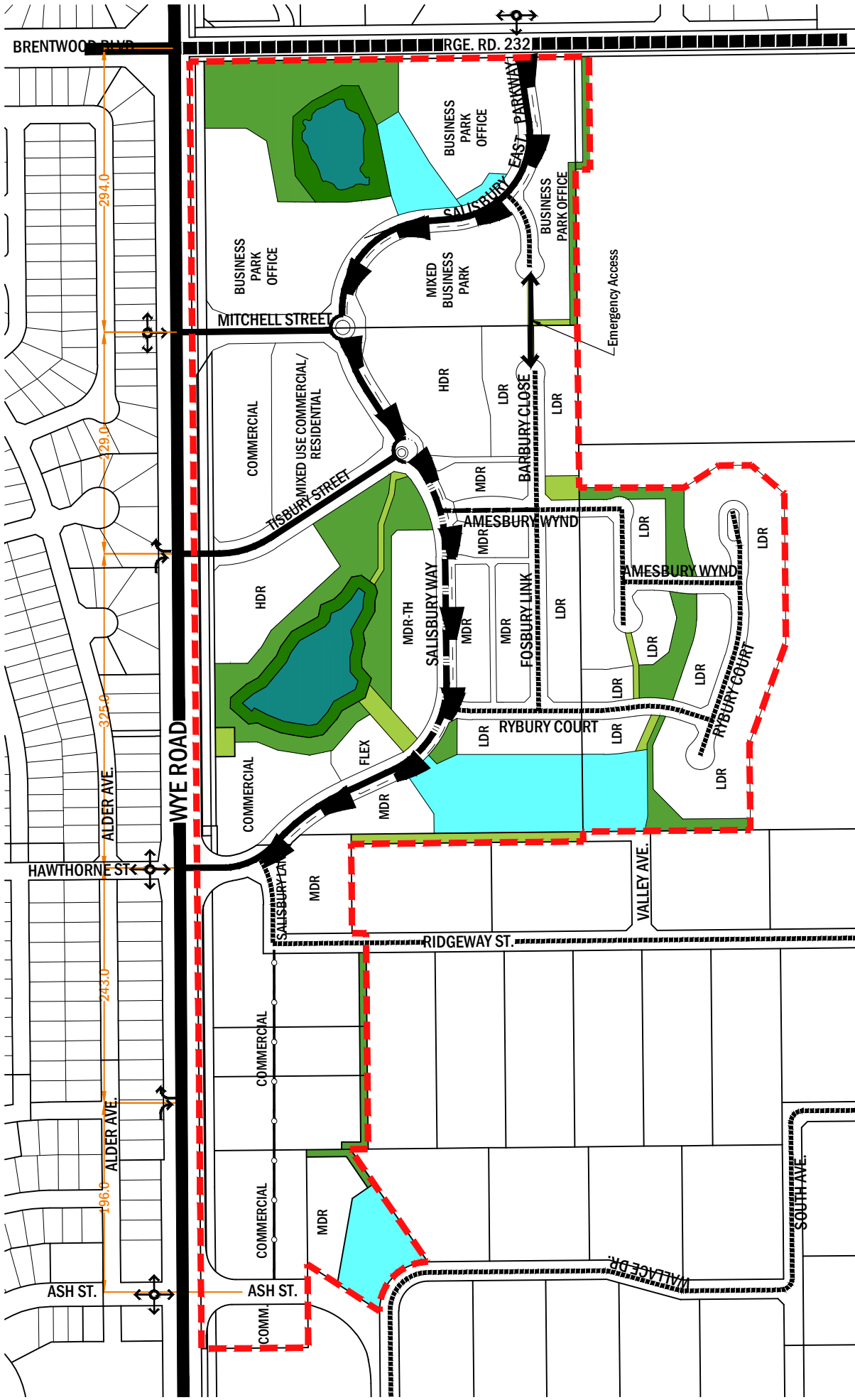
The transportation network for Salisbury Village consists of a full range of transportation facilities to accommodate the movement of automobiles, pedestrians, bicycles and transit. A network of arterial, collector and local roads will be utilized to accommodate traffic activity efficiently and effectively. **(See Figure 5)** A Traffic Impact Assessment (TIA) was originally complete for the Salisbury Village ASP in 2007 by Bunt & Associates. The ASP area was split into three sections: Wye Road Crossing (Phase 1), Salisbury Village West (Phase 2) and Salisbury Village East (Phase 3). Subsequent TIA's were submitted to Strathcona County in 2010 and 2013 to include updated land use statistics and internal roadway networks within Phase 2 and Phase 3 respectively. To support transportation changes proposed in Phase 2 and Phase 3 an addendum to the approved Traffic Impact Assessments (TIA) was completed in August 2015.

A *Transportation Impact Assessment* (TIA) was conducted in July of 2019 for the proposed 1.43ha mixed-use site. This TIA was completed to support the proposed redistricting from commercial to a mixed-use commercial/residential site east of Tisbury and north of Salisbury Way. Bunt concluded that no changes to the approved/constructed internal or external roadway network, intersection geometry, or traffic control is anticipated to be warranted to accommodate the additional residential units within the mixed-use site.

3.1 Principles

Providing residents and visitors with a variety of transportation mode choices represents a strategic component of the transportation system envisaged for Salisbury Village. The following guiding principles have been defined to support a balanced and sustainable transportation system:

- Provide a logical, safe and efficient hierarchy of transportation facilities to address the automobile, pedestrian, bicycle, public transit, and service vehicle needs of all populations and user groups moving to, from and through Salisbury Village;
- Design internal roadways to provide effective connections to/from the external roadway system to/from residential precincts and commercial parking facilities;
- Encourage walkability and alternative travel modes by providing pedestrian connections that link residential areas with site amenities, open spaces, transit stops and the external pedestrian system;
- Integrate stormwater management and environmentally sensitive areas with the pedestrian and bikeway system for the area having regard for the safe, ongoing operation of these facilities, and
- Establish partnerships with the County to explore options and promote the initiation of transit service at an early stage of development to encourage transit usage in the area.



LEGEND

- Existing Arterial Road
- Proposed Arterial Road
- Major Collector Road
- Minor Collector Road
- SALISBURY VILLAGE
- SHERWOOD PARK

- Local Road
- Modified Local Road
- Proposed Transit Route
- Private Road
- Right-In / Right-Out Access
- All Directional Access
- Environmental Reserve

- Claimed Wetland
- Stormwater Management Facility
- Public Utility Lot
- Park / Open Space
- Salisbury Village ASP Boundary

TRANSPORTATION PLAN



N.T.S.

3.2 External Roadways

Salisbury Village is in close proximity to several major transportation corridors including:

- Sherwood Park Freeway;
- Highway 21;
- Secondary Highway 628/Whitemud Drive; and
- Highway 216/Highway 14.

These facilities provide Salisbury Village with superior access within Strathcona County and the greater Edmonton Region.

3.3 Arterial Roadways

Two arterial roadways are located immediately adjacent to the plan area, Wye Road and Range Road 232/Brentwood Boulevard.

Wye Road is developed as a four-lane divided roadway adjacent to the north plan area with its ultimate design being a six-lane divided arterial roadway. Wye Road is scheduled to be upgraded to a full arterial road standard in 2014/2015. Wye Road provides a direct connection west to Edmonton via the Sherwood Park Freeway and a direct connection to points east in the County via Secondary Highway 630 beyond the east limits of the urban service boundary.

Range Road 232 represents an arterial road located along the east boundary of Phase 3. North of Wye Road, Brentwood Boulevard provides access to Sherwood Park's central commercial area and the Centre in the Park development. South of Wye Road, Range Road 232 is a two lane rural roadway that provides convenient access to Secondary Highway 628 which represents the extension of Whitemud Drive into Strathcona County. The intersection of Range Road 232 and Highway 14 is a future interchange location.

3.4 Collector and Local Roadway

The plan identifies all-directional access to Wye Road at Ash Street, Salisbury Way/Hawthorne Street and the future Mitchell Street. In addition, two right in/out accesses are planned, the first access is approximately 150m east of Ash Street and the second right-in right-out is 325m east of Salisbury Way.

Phase 1 is accessed via all-directional access at Ash Street and Salisbury Way as well as a right-in-right-out access. Internal to Phase 1, Green Street provides a connection from Ash Street to Salisbury Way.

Access to Phase 2 will be provided via all-directional accesses at Salisbury Way and Mitchell Street and a right-in-right-out access at Tisbury Street. Salisbury Way originates at the south approach of the Wye Road/Hawthorne Street intersection and is the boundary between Phase 1 and Phase 2 immediately south of Wye Road. It continues in a southeasterly orientation through Phase 2 and Phase 3 and ultimately intersects with Range Road 232.

Salisbury Way is generally a 24m Major Residential Collector except where it passes through the Low Density Residential /Semi Detached/Townhouse/Apartment area in the center of Phase 2. In that section, Salisbury Way it may be reduced to a 20m Minor Residential Collector standard with an 11.5m pavement surface. This transition was confirmed within the 2015 TIA completed to support this ASP. Traffic calming measures will be incorporated along this major collector as required by Strathcona County. In the previously approved ASP Phase 2 proposed a zero meter setback to the Salisbury Way for the commercial and higher density land uses. To accommodate this urban form a modified cross section was required for Phase 2. With the proposed amendment this is no longer required and standard road cross section can now be utilized for Salisbury Way through the majority of Phase 2.

Tisbury Street is a Major Residential Collector roadway with a 24.0m right-of-way that connects Wye Road to Salisbury Way within Phase 2. The intersection of Salisbury Way and Tisbury Street may be developed as a single lane roundabout.

Mitchell Street is a short north/south Major Residential Collector that tees into Wye Road and Salisbury Way. The intersection of Wye Road and Mitchell Street is proposed as a signalized all-directional intersection, located approximately 294 meters west of Range Road 232. The intersection of Salisbury Way and Mitchell Street will be developed a three-legged single lane roundabout. A modified 26.5m cross section for Mitchell Street was approved with the previous ASP. Mitchell Street will accommodate transit.

East of Mitchell Street, Salisbury Way becomes Salisbury East Parkway within Phase 3 and ultimately intersects with Range Road 232. Salisbury East Parkway will provide primary internal access within Phase 3 and will be developed as a four-lane collector roadway. These collectors will provide safe and convenient access to the residential and commercial uses from both Wye Road and Range Road 232 and will facilitate the movement of traffic within Phase 2 and 3.

In addition to the collector roadway network, a modified local roadway cross section is proposed within Phase 2 providing access to residential land uses south of Salisbury Way. (**See Figure 5**) This modified road cross section south of the central park is proposed primarily to provide additional amenity in the Phase 2 area. The incorporation of an elliptical median within the road right-of-way allows for increased planting. The additional planting and landscaping will enhance walking experiences in Phase 2 and provide more attractive views to the homes that front onto them. A Design and Construction Update Form will be submitted with detailed engineering at the time of subdivision to support this modified road cross section. If the variance is not granted, the typical local residential roadway standard will be used.

Details associated with the design (cross-section, lane requirements, intersection requirements, and sidewalks) and construction of internal roadway facilities were documented through the original Traffic Impact Assessment and updated in the 2013 Traffic Impact Assessment. The geometric details of appropriate intersection configurations required at key intersections and site access facilities will be determined at subdivision.

It is anticipated that the combination of arterial, collector and local roadways within and adjacent to the plan area will provide an efficient and effective roadway framework to support the development associated with the proposed Plan.

3.5 Transit Accommodation and Connectivity

Transit services will be extended into Salisbury Village in accordance with Strathcona County requirements and the County's Transit Department. Transit can be accommodated through Phase 2 on Salisbury Way, Mitchell Street and Salisbury East Parkway. Bus stop locations and timing of transit will be discussed with the County through the subdivision stage.

3.6 Pedestrian Connectivity

A variety of types and widths of pedestrian corridors are planned to connect various land uses, transit stops and amenity areas within the plan area. Sidewalks will be provided along all roadways in accordance with County policies and standards.

In addition to on-street sidewalks, 3.0m asphalt trails and 1.5m granular trails will also be provided in Salisbury Village. These trails will create a variety of pedestrian experiences in the Plan area and encourage walkability on a day to day basis. Viewpoints, pedestrian bridges and urban plazas may be incorporated along the way to enhance the experience. Pedestrian connectivity will also be supported on site in the commercial areas. Care will be taken to ensure that the sidewalks in the commercial sites safely and conveniently link to the more public pedestrian paths. A continuous walkway loop throughout the entire residential community in Phase 2 promotes an active community.

A Public Utility lot is designated east from the Single Family Residential cul de sac in Phase 2 to ensure that a pedestrian link and emergency access continues to be provided between Phase 2 and Phase 3.

4.0 Servicing

4.1 Phase 1 and 2

Phase 1 is fully serviced and Phase 2 is in the final stages of development.

A supplement to the existing Servicing Design Brief was submitted with the redistricting and subdivision of Phase 2, Stage 2 in 2014. This Servicing Design Brief update compiled information from the previous ASP that pertains to servicing schemes and highlight proposed changes. The design changes consist mainly of reducing pipe sizes for Phase 2 as the proposed population has decreased substantially. This supplement also updated calculations and overall plans to reflect the proposed changes in the plan. **(See Figure 6)** It must include:

- Indications of the preliminary proposed minimum/maximum fire protection flows are required for each type of development.
- Indication on how many lots the water main line will be capable of servicing. Preliminary daily consumption rates should be provided.
- Provide information of the estimated average sewer flows, peak factors and residential flow requirements which may need adjustments from the original design brief submission.
- Address the sizing of the SWMF, the storm system and the SWMF outlet. Include discharge rates, sample control structure, erosion control plans and indicate how the drainage will affect adjacent parcels outside of the ASP Amendment Area.
- Applicable details and cross-sections of the proposed SWMFs need to be included. Sedimentation forebays, outlets, inlets and control structures must be illustrated to review the storm water management requirements. Both Phase 2 and 3 must accommodate a 1:100 year storm event.
- Sedimentation control and a controlled release rate have not been addressed from the existing eastern creek to the proposed 750 mm diameter gravity main.
- Details are to be provided on how the 1:100 year creek flows are to be redirected and accommodated within the proposed neighbourhood.
- The Engineering Design Brief is to include information on Phase 3 and show that Phase 2 has been designed to support the servicing of Phase 3.

A Design Brief Addendum Update was provided in 2015. It updated the Design Brief to include Phase 2, Stage 3. Final engineering design will be in accordance with the latest Strathcona County standards, and subject to approval of Strathcona County and Alberta Environment and Sustainable Resource Development.

The Plan area contains an existing drainage course that enters Phase 2 from the south and meanders in a northwest direction to the wetland in Phase 2 and then back southwest to Campbelltown Heights. This drainage course ultimately enters Gold Bar Creek, thus Salisbury Village is part of the Gold Bar Creek drainage basin. The natural drainage course will be retained through the central park MR area located adjacent to the existing wetland in Phase 2, Stage 2 to the greatest extent possible. Otherwise it will be piped.

Alberta Environmental and Sustainable Resource Development (ESRD) claimed the bed and shore of a 0.77 hectare wetland in Phase 2. This wetland is retained in the Plan. A combination of Environmental Reserve (ER) and Municipal Reserve (MR) has been utilized to ensure that an appropriate buffer is designated around the perimeter of the wetland to conserve its riparian edge. The total width of these buffers is approximately 30 m.

Compensation has been accepted by Alberta Environment and Sustainable Resource Development for the other wetlands in Phase 2, Stage 2 that are yet to be removed and payment has been made to Ducks Unlimited Canada. Water Act approval has also been granted for removal of wetlands in Phase 2, Stage 2. Various Provincial and municipal approvals will be required for Phase 2, Stage 3.

A Servicing Review update has been submitted under separate cover to include the additional residential units within the mixed-use site. The servicing review found that there is sufficient capacity for water, sanitary and stormwater to support the additional units.

4.1.1 Water

Water for domestic consumption and fire protection for Phase 2 is provided from an existing 450 mm diameter main located near the west boundary of the site. Water main looping is provided by connecting to the existing distribution system located on Hawthorne Street near the north boundary of the site and to the existing 150 mm diameter water main located east of Range Road 232 in Estates Court.

The proposed water system within Phase 2 was confirmed by the Hydraulic Network Analysis (HNA) approved by Strathcona County in July 2014. The watermain within the approved HNA consists of mains varying in sizes from 200 mm to 450mm. However, the approved HNA doesn't include the Salisbury Village Phase 2, Stage 3.

Pipe sizes, consumption rate and fire protection requirements for Phase 2, Stage 3 of Salisbury Village have been confirmed with the Water Network Analysis submitted in July 2015. The on-site distribution system will consist of 200 mm diameter mains. The guidelines outlined in the Strathcona County Engineering Servicing Standards, will be referenced during the detailed design of the water distribution system.

Phase 3 will be serviced by connection to the Phase 2 water distribution system. The proposed system shall provide treated potable domestic water as well as provide for fire flows for the proposed development. The watermain is looped through Phase 3.

4.1.2 Sanitary Sewer System

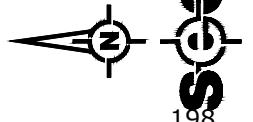
Phase 2 is serviced by the existing 375 mm diameter pipe located on Salisbury Lane.

The subject area generally slopes from the east to the west. The entire site is serviced by a gravity sewer without the need for a lift station. In order to meet the flow requirements and constraints of the topography, the sanitary sewer system is comprised of sewer mains ranging in size from 200 mm to 375mm. A minimum 300 mm diameter sewer will be designed for all commercial development. In order to reduce loadings on the downstream sanitary system, storage was required to reduce peak flows and discharge during off peak hours. The storage requirements were met for Phase 1 and Phase 2 with the construction of a 1200 mm sanitary pipe located in Phase 1 on Salisbury Lane. **(See Figure 6)**



LEGEND

- Proposed/Existing Watermain
- Proposed/Existing Sanitary Main
- Proposed/Existing Storm Trunk
- Realigned Channel
- Major Overland Flow Direction
- Environmental Reserve
- Crown Claimed Wetland
- Stormwater Management Facility
- Public Utility Lot
- Park / Open Space
- Salisbury Village ASP Boundary
- Salisbury South Boundary
- ATCO Gas line
- Tie-In Points
- SALISBURY VILLAGE
- SHERWOOD PARK



SERVICING PLAN
PHASE 1 AND 2

N.T.S.

4.1.3 Stormwater Management System

The proposed stormwater management system consists of a minor pipe system varying in size and depth and a major overland system of roadways and swales. The minor system will be designed to manage and convey flows from events up to the 1 in 5 year return period and the major system will be designed to convey the storm runoff flows from 1:100 year return period.

The area west of approximately Hawthorne Street (Phase 1) drains to the west utilizing on-site stormwater management techniques (rooftop storage, parking lot storage, infiltration beds, bioswales etc.) to control runoff volumes and then discharge into a stormwater pond on the southwestern corner of the property. The design of the on-site SWM system will provide storage for runoff from the 1:100 year storm event while not putting building sites in risk of flooding, maintaining safe ponding depths and ensuring emergency access routes are provided above the 1:100 year flood elevations.

Topography in Phase 2 generally slopes from east to west and contains a number of natural depressions. There is an existing intermittent natural drainage course that enters Phase 2 south from the cemetery lands. The drainage course flows through Phase 2 connecting a number of low lying areas and exit in the southwest corner of Phase 2.

The wetland and a proposed SWMF in the southwest corner of Phase 2 manages the 1:100 year storm. The wetland will continue to be a key component in the SWM system for the area. The drainage course drains into a naturalized stormwater management facility proposed in the southwest corner of the basin. This facility also acts as a sedimentation forebay and stormwater will be allowed to backflow into the wetland in Phase 2. The facility is designed to accommodate the 1:100 year storm event. The control structure at the stormwater management facility manages the frequency, duration and depth of back flooding to the wetland to ensure that hydrologically optimum conditions for wetland habitat functioning can be maintained. The control structure serves to protect the wetland from possible excess flows from major rainfall events.

The drainage course entering Phase 2 from the south follows its natural course through the central park and is piped otherwise to suit the proposed development. This diversion is in the form of a series of pipes, culverts and an open channel. There is no attempt to manage the flow rate or volume of this stream. This drainage course is a naturalized stormwater amenity through the central park. The existing drainage course is directed through the proposed stormwater management facility and exits west through the existing Campbelltown area. There will be no impacts to the overall drainage course downstream.

The central wetland also has a wide fringe of native tree and shrub vegetation. The health and vigour of this zone will be maintained in part by using infiltration beds to naturally "irrigate" such areas to replicate the pre-development runoff coming from uphill terrain. This will have the added benefit of improving water quality for flows going into the wetland.

Phase 2, Stage 3 is serviced with the extension of the stormwater management facility constructed in Phase 2, Stage 2. A stormwater analysis was completed by ISL Engineering and Land Services Ltd. in July 2015 to incorporate the stormwater servicing of Phase 2, Stage 3. Both Phase 2 and Phase 3 must accommodate 1:100 year storm events.

The guidelines outlined in the Strathcona County Engineering Servicing Standards and the best management practices outlined by Alberta Environment and Sustainable Resource

Development will be referenced during the detailed design of the stormwater management system.

4.1.4 Shallow Utilities and Emergency Services

Existing service providers will provide power, cable, telephone, natural gas and high speed internet services. No problems are expected in the provision of these services. It is anticipated that each of these utilities will be provided by extensions of the existing systems in and around the Salisbury Village Area.

The Atco Gasline and Gate Station are identified on Figure 7. No servicing issues are anticipated with shallow utilities with the proposed ASP change.

All development within Salisbury Village must comply with the Strathcona County Fire Department Emergency Standard.

4.2 Servicing Phase 3

Phase 3 will generally be serviced by connections through Phase 2. **(See Figure 7)**

4.2.1 Water

Phase 3 will connect to the Phase 2 water system at two locations, a 350mm water main at Salisbury Way and Mitchell Street and a 200mm water main through a local road and public utility lot south of Salisbury Way. The 350mm water main will be reduced to a 300mm and extended east along Salisbury East Parkway to Range Road 232 (Brentwood Boulevard). The proposed 200mm and 300mm mains shall create a loop, with only a portion of the 300mm dead ending at the intersection of Brentwood Boulevard.

4.2.2 Sanitary Sewer System

The guidelines specified by Strathcona County Engineering Standards will be used for the design of the sanitary system.

Based on preliminary grading concepts Phase 3 is suitable for gravity sanitary sewer tie-in inverts. The entire parcel shall be serviced via gravity sewer mains. The proposed minimum diameter of servicing lines to individual parcels shall be 250mm.

Phase 3 will be serviced by the installation of sewer connection at two locations. One 300mm gravity main is located within the Mitchell Street. The second connection is located at the intersection of Mitchell Street and Salisbury Way. The future sewer at this location is anticipated to consist of a 250mm main. This 250mm sewer main will be extended along the Salisbury East Parkway, dead-ending prior to the intersection of internal collector road.

As per the Wye Road Crossing Servicing Report (Focus), prepared for South Wye Properties Ltd. published March 2008 Phase 3 shall be required to provide onsite storage of sanitary flows greater than 14.67 L/sec. At this time it is anticipated that the potential onsite storage to accommodate future expected peak wet weather flows shall be accommodated within Phase 3 via inline storage with larger diameter pipes controlled by a restriction orifice. Further details

shall be provided at a later date once the specifics of the project and exact nature and size of the building structures are confirmed.

4.2.3 Stormwater Management System

ESRD also claimed the bed and shore of a 0.44 hectare wetland in Phase 3. This wetland, in the northeast Plan Area, is proposed to be preserved in its existing natural state. A combination of ER and MR that varies between 10m and 20m wide is proposed around the wetland bed and shore to conserve the riparian edge. The remaining seven wetlands in Phase 3 will be removed. Compensation for the removal of these wetlands will be provided in compliance with County and Provincial wetland policies

The design of the storm water management system will provide a means of collecting storm water runoff and controlling it to the flow rates of pre-development conditions. The system shall be designed to have a minimal impact on the wetlands and proposed green space areas. Elements of the stormwater system (e.g., PULS and bioswales) will serve as compensation for wetland loss and will be designed to mimic wetland form and function of Class III or IV wetlands. Salisbury Village East strives to be a low impact development which shall promote the least amount of disturbance of existing treed and wetland areas.

Phase3 consists of several hillocks and low areas or natural depressions. In general the majority of the land flows to a centrally located depression which is a natural wetland. This wetland has a natural drainage release flow path toward the east flowing into the Brentwood Boulevard ditching. The southern portion of Phase 3 flows in a southerly direction. The most northern section of the parcel generally flows north and northwest toward Wye Road.

The storm water management system shall be comprised of two main wet ponds located generally in the center of the parcel on the east side of the proposed collector and generally in the south west corner of the parcel. These ponds will be flow and elevation controlled by a system of culverts which cross the proposed collector. The wetlands will receive controlled discharge from the wet pond system to match the existing pre-development flows in order to keep the wetland basin viable.

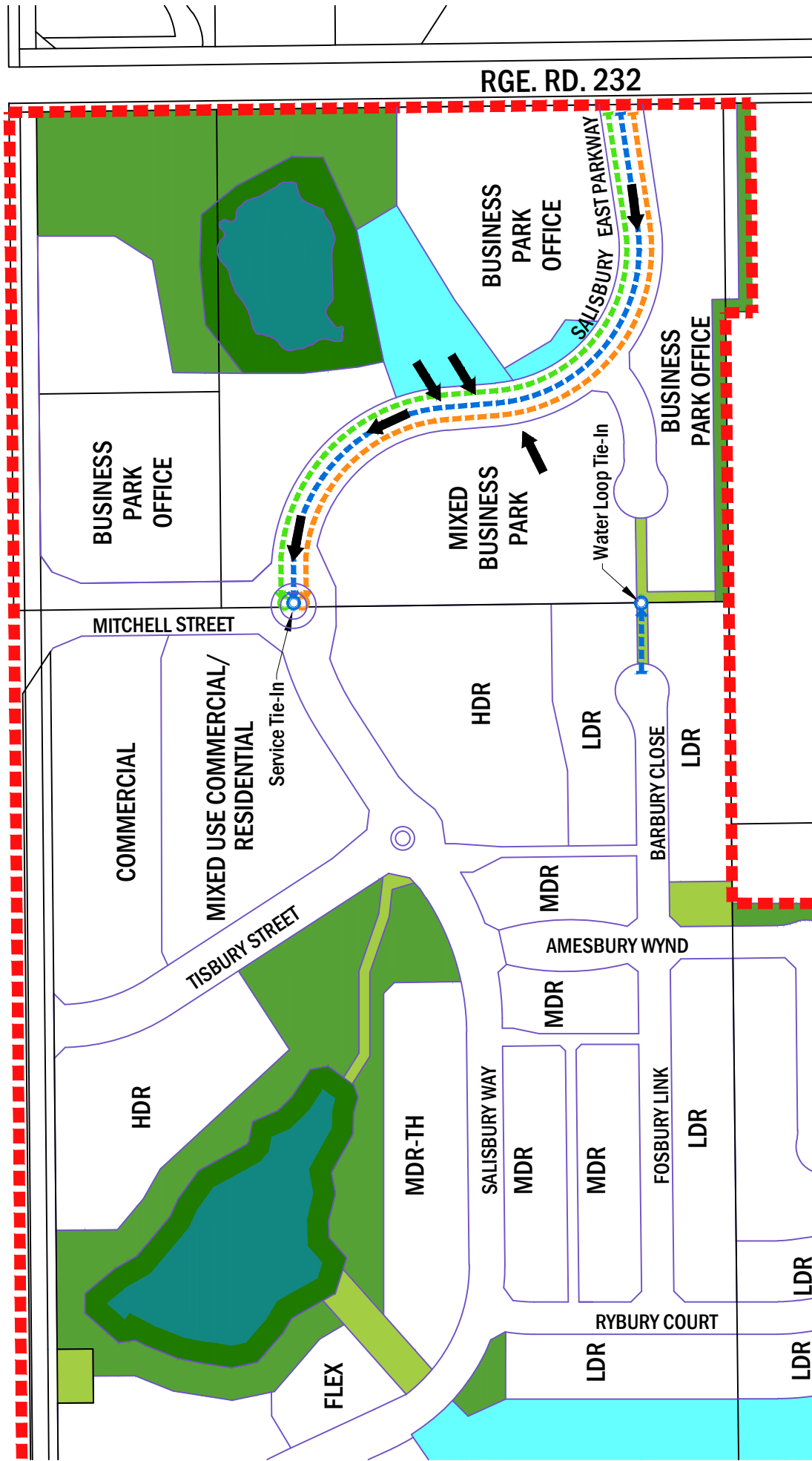
Storm water shall be directed to a collection system comprised of a combination of bio-swales, general landscaping slopes, catch basins and storm sewer manholes. Parking and road surfaces entering the collection system will ultimately be controlled with inline storm scepter units prior to exiting into the wet-ponds.

Ultimate major release or emergency release of the storm water management facility shall be via pipe into the stormwater line located at the intersection of the Salisbury East Parkway and Mitchell Street.

4.2.4 Shallow Utilities

Existing service providers will provide power, cable, telephone, natural gas and high speed internet services. No problems are expected in the provision of these services. It is anticipated that each of these utilities will be provided by extensions of the existing systems in and around the Salisbury Village area.

WYE ROAD



LEGEND

- | | | | |
|--|---------------------------|--|--------------------------------|
| | Proposed Watermain | | Salisbury Village ASP Boundary |
| | Proposed Sanitary Main | | Overland Flow Direction |
| | Proposed Storm Trunk Line | | Environmental Reserve |
| | Tie-In Points | | Crown Claimed Wetland |
| | SALISBURY VILLAGE | | Stormwater Management Facility |
| | SHERWOOD PARK | | Public Utility Lot |
| | | | Park / Open Space |

SERVICING PLAN PHASE 3



N.T.S.

5.0 Implementation

5.1 Staging

Phase 1 is fully developed and staging will generally continue easterly into Phase 2 in a logical manner. **(See Figure 8)** A subdivision was submitted for the entire plan area of Phase 2, Stage 2. Several stages will exist within Phase 2 and staging may vary due to market conditions and design.

5.2 Districting and Development Approvals

Further redistricting and subdivision will be required to facilitate development as proposed in this ASP in Phase 2 and Phase 3.

Engineering drawing approvals, development permits and building permit applications will be submitted under separate cover.



LEGEND

- Staging Boundary
- Environmental Reserve
- Crown Claimed Wetland
- Stormwater Management Facility
- Public Utility Lot
- Park / Open Space
- Salisbury Village ASP Boundary

STAGING PLAN



APPENDIX A

12 Themes of Sustainability

1. Land Use Theme

Guiding Principles

Make efficient use of land through higher density, mixed use development which is well connected to surrounding areas, supporting walkability.

Provide for land uses which are adaptable to societal change over time.

Minimize exposure of new development to risks both natural (e.g. flooding, erosion) and man-made (e.g. noise, pollution).

Sustainable Design Goals

Strategies for Salisbury

Make efficient use of land.

Residential development in Salisbury Village will achieve a minimum density of 60 units per net residential hectare (upnrha) – exceeding the density target established by the Capital Region Growth Plan (30 – 45 upnrha).

Commercial development in Salisbury Village will achieve an overall minimum Floor Area Ratio (FAR) of 0.30. To account for the variety of commercial development planned in the neighbourhood, minimum FAR will vary by neighbourhood area as follows:

- Phase 1 = 0.15
- Phase 2 = 0.25
- Phase 3 = 0.45

Develop a mix of appropriate and supportive land uses.

A diversity of mutually supportive residential, commercial, open space and business uses will be developed in Salisbury Village – creating a vibrant neighbourhood with opportunities to live, work, shop and play – including, but not limited to:

- food retail (e.g. supermarket);
- community serving retail (e.g. clothing store, department store, hardware store, pharmacy, other general retail);
- services (e.g. bank, wellness/fitness centre, restaurant, café, diner);
- civic and community facilities (e.g. government office, public park); and
- employment (e.g. office space, business hotel, conference space).

Impacts to adjacent, developed, neighbourhoods will be minimized by:

- strategically locating open spaces to buffer from new development while increasing access to amenity; and
- providing appropriate built forms sensitive to the development context.

Create a walkable neighbourhood.

An interconnected network of sidewalks, pathways and trails will provide access to all areas and uses in Salisbury Village, encouraging active transportation for both practical and recreational purposes. This network includes:

- sidewalks on both sides of public streets (treed boulevards will be provided along a minimum of 75% of the length of public streets, creating shaded walking routes and an attractive pedestrian environment);
- convenient and attractive pathways through commercial and office developments; and
- trails through all parks, open spaces and stormwater management facilities, connecting to the sidewalk and pathway network.

Residential, commercial, open space and employment uses will be dispersed through the neighbourhood, creating activity nodes within walkable distances (400m or 5 minutes walking).

Connect development in Salisbury Village internally and to adjacent areas.	<p>Use of cul-de-sacs will be minimized to promote connectivity by automobile and active modes within Salisbury Village. Pathways will be provided to connect cul-de-sacs to adjacent areas.</p> <p>Sidewalks, pathways and trails will be located and designed to ensure a high degree of connectivity internal to the neighbourhood, to existing routes in adjacent areas and to the regional network.</p>
Support adaptability over the life-cycle of the neighbourhood.	<p>A wide variety of land uses will be provided in Salisbury Village to support societal change over time:</p> <ul style="list-style-type: none"> • a variety of residential forms and types (including apartments, townhouses, single family housing) will provide accommodation for all household types, age ranges and income levels as well as opportunities to age-in-place; • a variety of commercial uses supports the varying needs of residents and visitors and will adapt with the market to serve changing needs over time; and • business and office uses will provide employment opportunities for residents within and outside the neighbourhood and will adapt with the market to serve changing needs over time.
Mitigate potential natural and man-made risks to residents and visitors.	<p>Drainage from the south, via the intermittent creek, will continue to be accommodated (at pre-development flows) through the stormwater drainage system in Salisbury Village, mitigating upstream flood risk.</p> <p>Within Salisbury Village the stormwater management system has been designed in accordance with County standards to:</p> <ul style="list-style-type: none"> • accommodate the 1:100 year storm event within the high water level of the stormwater management facilities and the retained wetland; and • provide freeboard above the high water level within the stormwater management facility and within the boundary of the Environmental Reserve parcel containing the retained wetland to manage storm events beyond the 1:100. <p>Drainage from Salisbury Village, through adjacent developments to Goldbar Creek, will be controlled to pre-development rates, mitigating downstream flood risk.</p> <p>No industrial development is planned within Salisbury Village and the neighbourhood is located far from existing industrial uses, mitigating risks related to incompatible uses (e.g. air quality, noise, vibration).</p> <p>75% of the frontage adjacent to major roadways (Wye Road, Range Road 232 / Brentwood Boulevard, and Range Road 233 / Sherwood Drive) will be for commercial, open space or business uses to buffer residential uses from traffic related noise and vibration.</p>

2. Natural Habitat Theme

Guiding Principles

Conserve habitat and retain ecosystem services provided by natural and man-made spaces.

Connect open spaces networks to provide both habitat and functional public space.

Sustainable Design Goals	Strategies for Salisbury
Conserve Natural Ecosystems	Two Crown claimed wetlands are retained, maintaining existing ecosystem services in Salisbury Village, supported by the provision of ER buffer areas surrounding the Crown claimed wetlands (with boundaries established with input from professional Biologists and through consultation with County Administration).
Provide Engineered Ecosystems	Open spaces outside of the Crown claimed wetlands and ER areas in Salisbury Village will be designed to enhance existing ecosystem services. Design measures for these spaces include: <ul style="list-style-type: none"> naturalized landscapes (including native vegetation species) for at least 50% of all MR areas, including pathways; naturalized landscapes for all stormwater management facilities; providing water of adequate volume and quality to the retained wetlands, mimicking pre-development flows, via the stormwater management system; and retaining existing mature, healthy, trees where feasible.
Connect Habitat Areas	Open spaces (including parks, pathways and stormwater management facilities) are strategically located to connect the Crown claimed wetlands and ER area within Salisbury Village and to retain connections to planned and existing open spaces in adjacent areas.
Provide Multifunctional Open Spaces	The integrated open space network in Salisbury Village will provide: <ul style="list-style-type: none"> habitat function and ecosystem services through both natural and engineered landscapes, as described in the previous Natural Habitat Sustainable Design Goals and Strategies; stormwater management, mitigating flooding and erosion; passive recreation opportunities accessible to the entire neighbourhood through integration of an integrated trail network within park spaces, stormwater management facilities, roadways and development areas; and informal active recreation opportunities within park spaces.
Ensure Public Enjoyment of Open Spaces	Open spaces (including parks, pathways and stormwater management facilities) are strategically located to ensure public access to open space within walkable distances (400m or 5 minute walking) from any point within Salisbury Village. Connectivity of the open space network to open spaces within adjacent lands and to the regional trail network provides opportunities for the general public to access and enjoy the open spaces within Salisbury Village.
Protect and Enhance Aquatic Ecosystems	Existing aquatic ecosystems will be preserved by the Crown claim of existing wetlands in Salisbury Village. These aquatic ecosystems will be further protected through the designation of the ER buffer and the location of naturalized MR spaces. This “clustering” of development, retention of natural systems which provide overland filtration and infiltration of water, preservation of natural urban forest and expansion of the tree canopy are examples of Low Impact Development (LID) strategies achieved through neighbourhood level planning. Naturalized stormwater management facilities will provide adequate volume and quality of water to the Crown claimed wetlands to protect these aquatic ecosystems, while also expanding aquatic ecosystems within the area. These naturalized facilities are examples of

bio-retention systems which are another Low Impact Development (LID) strategy to be implemented in Salisbury Village.

Managing stormwater close to where it initially falls emulates the natural pattern of stormwater infiltration and reduces the amount of water requiring municipal treatment or being discharged in a deteriorated state. In addition to the LID strategies to be implemented through the planning of the neighbourhood and design of stormwater management facilities, a number of additional Low Impact Development (LID) strategies will be considered in Salisbury Village. Through marketing and sales agreements, developers will encourage the implementation of the following LID strategies within private development:

- minimized building footprints;
- use of rain gardens;
- use of porous pavement/pavers;
- use of green roofs;
- use of bioswales; and
- provision of rainwater capture and re-use systems.

3. Water Theme

Guiding Principles

Conserve water through reducing consumption and retaining natural infrastructure.

Sustainable Design Goals

Reduce the demand for potable water.

Strategies for Salisbury

Developers in Salisbury Village will encourage reduced indoor water usage in new buildings to a target average of 20% less than the baseline usages for fixtures, fittings or appliances (as described below) for non-residential, mixed-use and multifamily buildings four storeys or more, through marketing and sales agreements:

- toilet = 6.0 LPF (blow-out fixtures = 13.2 LPF)
- urinal = 3.8 LPF
- restroom/bathroom/kitchen faucet for private applications (e.g. hotel or motel guest rooms, residential) = 8.3 LPM at 414 kPa
- restroom faucet for non-private applications = 1.9 LMP at 414 kPa
- pre-rinse spray valve (food service applications) = 6.0 LPM
- residential showerhead = 9.5 LPM at 552 KPa
- commercial steam cookers, dishwashers, automatic commercial ice makers and clothes washers are outside the scope of the water use reduction calculation

Through marketing and sales agreements Developers will encourage reduced potable water consumption for outdoor landscape irrigation through use of strategies including, but not limited to:

- climate tolerant native plants;
- efficient irrigation systems (e.g. low-volume systems, drip systems, computer controlled systems); and
- rainwater capture and re-use systems (e.g. rain barrels, cisterns).

Strathcona County will consider supporting reduced potable water consumption through:

- use of climate tolerant native plans in public lands (e.g. parks, roadways); and
- creation of standards for treated wastewater (grey and/or black water) and/or captured stormwater systems for irrigation purposes.

Provide efficient water service infrastructure.	Development in Salisbury Village will reduce off-site peak loading impacts and minimize off-site capacity requirements related to piped drainage of grey and black water by providing on-site holding capacity through enlarged pipes.
Support groundwater recharge.	<p>Permeable surface area in Salisbury Village will be maximized to support infiltration by:</p> <ul style="list-style-type: none"> • minimizing surface parking area for residential and business park development by providing underground/structured parking wherever feasible; • exploring shared parking standards for commercial development with the County to reduce the number of parking spaces provided (depending on the specific context of commercial developments); and • exploring the adoption of a reduced minimum surface parking requirements (1.5 spaces/residential unit and 4.7 spaces/1,000 square feet of commercial) with the County to reduce parking area requirements. <p>Crown claimed wetlands will infiltrate groundwater and will be supplied water from naturalized stormwater management facilities in Salisbury Village. Wherever feasible, the existing drainage alignments will be retained to direct water to retention features to control flows on and off site.</p> <p>Through marketing and sales agreements Developers will encourage strategies which minimize impervious surfaces through strategies including, but not limited to:</p> <ul style="list-style-type: none"> • minimizing building footprints; • bio-retention systems (e.g. rain gardens); • porous pavement or pavers; • green roofs; and • rainwater capture and re-use (e.g. cisterns, rain barrels).
Improve water quality.	<p>An Erosion and Sediment Control (ESC) Plan for development in Salisbury Village will: prevent soil loss by runoff and/or wind erosion; prevent sedimentation of stormwater conveyance systems or receiving streams; and prevent polluting the air with dust and particulate matter using the following strategies:</p> <ul style="list-style-type: none"> • conserving existing vegetation where feasible; • establishing and delineating construction access; • controlling flow rates; • installing sediment controls (e.g. silt fencing, sediment traps, sediment basins); • stabilizing soils; • protecting slopes; • protecting drain inlets; • stabilizing channels and outlets; • controlling pollutants; and • controlling dewatering. <p>Naturalized stormwater facilities in Salisbury Village will help to clean stormwater and improve its quality prior to it entering Crown claimed wetland area and being infiltrated into the groundwater or being discharged off-site.</p>
Reduce water quantity impacts.	The stormwater management system for Salisbury Village will be designed to provide a maximum 4 liters/hectare/second outflow rate.

4. Carbon Theme

Guiding Principles

Reduce dependence on fossil fuels through supporting the use of renewable energy.

Support energy efficiency to reduce energy demand through technology and site design.

Address urban heat island effect through building and site design to create comfortable environments.

Sustainable Design Goals	Strategies for Salisbury
Support use of renewable energy sources.	<p>Through marketing and sales agreements, developers in Salisbury Village will encourage residential builders to offer customers the option of including renewable energy technologies (e.g. solar panels, geothermal) for townhouse, semi-detached and single detached homes.</p> <p>Developers in Salisbury Village will encourage builders of multi-family residential, commercial and office buildings to incorporate renewable energy technologies through marketing and sale agreements.</p> <p>Through marketing and sales agreements, developers in Salisbury Village will encourage builders to design all buildings to permit future addition of renewable energy technologies (e.g. solar panels) by owners and lessors.</p>
Support energy efficient infrastructure.	<p>Energy efficient street lighting (e.g. LED lighting) will be installed with ongoing development in Salisbury Village.</p> <p>Strathcona County will consider provision of minimum lighting levels in public areas required for their function and the safety of residents and visitors.</p>
Support energy efficient buildings.	<p>Developers in Salisbury Village will encourage builders to implement the following energy efficiency measures for buildings through marketing and sales agreements:</p> <ul style="list-style-type: none"> • minimum insulated values of R-20 for exterior walls and R-40 for roofs; • high-efficiency HVAC, hot water systems; and • high-efficiency lighting and appliances. <p>Developers in Salisbury Village will encourage builders of office buildings to implement the following commissioning procedures for HVAC and hot water and lighting systems through marketing and sales agreements:</p> <ul style="list-style-type: none"> • verify installation of the systems; • verify performance of the systems once operational; • verify operator training; and • verify maintenance program. <p>Developers in Salisbury Village will encourage builders to provide green building certification (e.g. Alberta Built Green, LEED, EnerGuide) as an option to purchasers and lessors of residential, commercial and office buildings through marketing and sales agreements.</p>
Utilize passive solar energy.	<p>A minimum of 40% of roadways in Salisbury Village will be oriented within 20 degrees of east-west to maximize passive solar building opportunities.</p> <p>For parcels on north-south oriented roadways, developers in Salisbury Village will encourage builders to consider passive solar strategies in the siting and design of buildings through marketing and sale agreements.</p>
Minimize Urban Heat Island Effect.	<p>Developers will encourage use of high-reflectivity and/or vegetated roofs through marketing and sales agreements.</p>

Through marketing and sales agreements, developers will encourage builders in Salisbury Village to shade private, non-roof, hardscape areas (e.g. courtyards, parking lots, parking structures, driveways) using:

- open structures (i.e. canopied walkways, pergolas, etc.);
- high reflectivity and/or open grid paving materials; and/or
- shading from tree canopies (within 10 years of landscape installation).

Developers will work with Strathcona County to maximize shading of public hardscape areas (e.g. roads, sidewalks) using the strategies previously listed above.

5. Transport Theme

Guiding Principles

Support regional transportation priorities and promote alternative transportation to reduce single car usage.

Plan for land uses and transportation networks, considering transportation demand, to facilitate use of active transportation and transit.

Sustainable Design Goals

Plan for integration with the Regional transportation network.

Strategies for Salisbury

Roads:

- A system of arterial, collector and local roadways is planned to provide Salisbury Village with efficient and adequate access to the regional roadway network.

Transit:

- As a suburban zone, transit service in Sherwood Park will connect focal points to other destinations with less service on weekends and during evenings. Sherwood Park Transit Centre, with Intermunicipal bus service to Edmonton, is the likely focal point for transit service in Salisbury Village. Intermunicipal bus service is anticipated to be located along Wye Road in the near and long terms.

Active Transportation:

- Pathways and sidewalks in Salisbury Village will be provided to provide effective and efficient connections to the municipal and regional trail networks and connecting to transit focal points.

Integrate transportation and land use planning.

Planning of the transportation network and land uses in Salisbury Village is integrated to support effective transportation, of all forms, while facilitating increased use of active transportation modes by:

- locating higher density residential land uses in close proximity to commercial uses and ensuring 100% of residents are within 450m of basic services to support active transportation and create activity nodes as locations for transit service;
- locating higher density residential, commercial and office uses along collector roadways and at access points to minimize traffic through the neighbourhood;
- providing a well-connected street network, minimizing dead end streets, supported by a pathway network connecting to every parcel to create safe, attractive and convenient routes for active transportation options;
- locating parking areas to the rear or sides of buildings, where possible, and providing safe, attractive and convenient pedestrian access routes through parking areas; and
- orienting building facades to front onto streets, where possible, to create an attractive public realm with a sense of ownership and safety for pedestrians.

Support transit use.	<p>Transit within Salisbury Village will be located along Salisbury Way, prioritizing locations with higher density and activity associated with commercial and business uses for transit stops. This routing will ensure all residents and businesses can be located within 400m of a transit stop.</p> <p>Active transportation routes to transit stops will be provided via the pathway and sidewalk network to provide intermodal access to transit.</p>
Support active transportation.	<p>An integrated network of pathways and sidewalks is planned to provide efficient and attractive active transportation routes connecting all uses within Salisbury Village and connecting to the regional network.</p> <p>On-site bike racks will be provided at secure and convenient locations within commercial and office developments.</p> <p>Street design will to allocate 40% - 50% of the right-of-way for pedestrians and will include pedestrian supportive amenities including benches, lighting, street trees, and trash cans.</p>
Implement Transportation Demand Management (TDM) Strategies	<p>A number of strategies which support sustainable transport will be implemented in Salisbury Village and within the region, including:</p> <ul style="list-style-type: none"> • providing walkable access to Sherwood Park transit service from all areas within Salisbury Village; • maintaining access to the existing Intermunicipal bus service to Edmonton via the Sherwood Park Transit Centre (expansion/improvement to this service is provided for through the Capital Region Transit Plan); • promoting active transportation in Salisbury village by providing a variety of safe and attractive routes (through design considerations previously described) within a sidewalk and pathway network that is interconnected within the neighbourhood and to adjacent areas; <p>Through marketing and sales agreements, Developers in Salisbury Village will encourage the implementation of additional TDM strategies such as:</p> <ul style="list-style-type: none"> • designing sites and buildings to prioritize access by active transportation and/or transit (e.g. direct pedestrian/cycling routes within sites, locating bicycle parking facilities close to building entrances, locating building entrances to connect directly with pedestrian routes and transit locations); • providing infrastructure supporting active transportation in office developments (e.g. secure bicycle storage, showers); and/or • subsidizing transit costs for tenants/occupants. <p>Strathcona County will consider implementation of additional TDM strategies such as:</p> <ul style="list-style-type: none"> • providing public pay parking; • providing improved public transit infrastructure (e.g. bus shelters, transit information kiosks, secure bicycle storage at transit stops and transit centres, intelligent transportation systems); • providing wayfinding signage for transit and active transportation modes; and/or • providing reduced transit fares for residents and employees in Salisbury Village until the neighbourhood is established in order to support transit use.
Manage Transportation Systems.	<p>Street designs will minimize roadway area dedicated to vehicles to the extent required to support adequate vehicular access. Alternative roadway cross sections will be explored with Strathcona County.</p>

6. Food Theme

Guiding Principles

Support local food production, processing and procurement.

Ensure food is accessible and capitalize on opportunities for food to bring people together.

Sustainable Design Goals	Strategies for Salisbury
Support local food production.	<p>Strathcona County will consider opportunities to provide for local food production within public lands (e.g. food producing plantings in roadways, community gardens to be developed in MR areas).</p> <p>Strathcona County will consider revisions to any Bylaws which present obstacles to local food production (e.g. landscaping requirements, animal bylaws).</p> <p>The Developer, through marketing and sales agreements, will encourage food production opportunities within private lands (e.g. edible landscapes and gardens within yards and amenity areas, rooftop gardens).</p>
Support local food procurement.	<p>Strathcona County will consider revisions to any Bylaws which present obstacles to establishment of a farmer's market, sensitive to the context of land uses proposed for Salisbury Village (e.g. land use districting restrictions, noise requirements).</p> <p>The Developer, through marketing and sales agreements, will encourage any food stores to buy locally grown food.</p> <p>The Developer, through marketing initiatives, will advise purchasers of opportunities to procure local food through community supported agriculture initiatives in the region.</p>
Improve access to food.	<p>Commercial development in Salisbury Village Phase 1 provides access to food for residents within and adjacent to the neighbourhood. In addition, commercial development planned for Salisbury Village Phase 2 provides an opportunity for a grocery store, potentially improving access to food for the area.</p>
Connect people through food.	<p>Salisbury Village provides walkable access to food stores which – in combination with potential future farmer's market, community garden and local food production opportunities – creates opportunities for social interaction and connectedness.</p>

7. Materials Theme

Guiding Principles

Minimize the demand for new materials to conserve resources.

Use locally sourced materials to reduce material transportation requirements.

Consider the impact of materials on health as well as the durability and life-cycle of buildings and infrastructure.

Sustainable Design Goals	Strategies for Salisbury
Reduce materials use to conserve resources.	Provision of hard infrastructure (e.g. paving, pipes) will be minimized in Salisbury Village to balance adequate provision of infrastructure needs with conservation of resources.
Recycle materials to conserve resources, reduce impacts from resource extraction and support a market for recycled materials.	Developers in Salisbury Village will encourage use of recycled materials in buildings through marketing and sales agreements. Strathcona County will consider the use of recycled materials in infrastructure (e.g. asphalt, concrete).
Use local materials to minimize transportation requirements and support local economies.	Developers in Salisbury Village will encourage the use of locally sourced materials in buildings through marketing and sales agreements. Strathcona County will consider the use of locally sourced materials in infrastructure.
Use durable and rapidly renewable materials to minimize the impact of building and infrastructure replacement.	Developers in Salisbury Village will encourage the use of durable (e.g. wood, stone, concrete) and rapidly renewable materials (e.g. bamboo flooring, wool carpets, straw board, cotton baton insulation, linoleum flooring, poplar OSB) in buildings as well as strategies to minimize premature deterioration of buildings (e.g. use of shading screens, caves, overhangs, scuppers, drained walls, continuous air-barrier systems) through marketing and sales agreements. Strathcona County will consider the durability of materials for infrastructure.
Use materials which support the health of users of buildings and infrastructure.	Developers in Salisbury Village will encourage the use of materials which consider occupant health and safety (e.g. low VOC coatings materials, wood and agri-fiber products that contain no added urea-formaldehyde resins, adhesives and veneers that contain no urea-formaldehyde) in buildings through marketing and sales agreements. Strathcona County will consider the health impacts of materials used for infrastructure.
Minimize lifecycle costs of buildings and infrastructure.	Developers in Salisbury Village will encourage the use of materials which consider lifecycle environmental, social and economic costs (e.g. FSC certified wood) through marketing and sales agreements. Strathcona County will consider the environmental, social and economic lifecycle costs of materials selected for use in infrastructure applications.

8. Waste Theme

Guiding Principles

Manage and utilize waste as a resource.

Sustainable Design Goals	Strategies for Salisbury
Divert construction waste from landfill.	Through marketing and sales agreements developers in Salisbury Village will encourage builders to implement a construction waste management plan to divert materials from landfills which could consider: <ul style="list-style-type: none"> recycling of cardboard, metal, brick, concrete, plastic, clean wood, glass and gypsum wallboard; designating a specific area of the construction site for recycling; identifying construction haulers and recyclers to manage the designated materials; and identifying and donation of materials to charitable organizations (e.g. Habitat for Humanity Restore).
Divert indoor waste from landfill.	Indoor waste generated by residential uses will be diverted from landfills in accordance with the County's Waste Management Bylaw.
Divert outdoor waste from landfill.	Recycling containers will be integrated into waste receptacles in public spaces including along roadways adjacent to multi-family and non-residential developments, and in public park spaces.

9. Economy Theme

Guiding Principles

Supporting local business promotes economic sustainability and employment diversity and quality.

Development costs must be considered in the context of implementing sustainability measures, with a view to ensuring the County is competitive in the regional market.

Sustainable Design Goals	Strategies for Salisbury
Support locally based business.	Developers in Salisbury Village will encourage locally based businesses to locate in Salisbury Village through marketing and sales agreements.
Support a diversity of employment opportunities.	Commercial and office development in Salisbury Village will provide a diversity of employment opportunities. Vehicular, transit and active transportation facilities connect all residents of Salisbury Village with a wide diversity of employment opportunities in the County and the region.
Consider sustainability initiatives in the context of development cost.	Strathcona County will consider the cost of development, long term fiscal impact of development to the County and the competitiveness of the County in the regional development market when assessing the requirements and achievement of the principles, design goals and strategies identified in this ASP.
Provide quality employment opportunities.	Commercial and office uses planned for Salisbury Village provide for a variety of employment opportunities, improving the quality and quantity of employment opportunities for residents of the neighbourhood and the surrounding communities.
Support education and training.	Developers in Salisbury Village will encourage education and training providers to locate in Salisbury Village through marketing and sales agreements.

10. Well Being Theme

Guiding Principles

Community planning, urban design, and provision of infrastructure creates safe environments and promotes the health and enjoyment of residents and visitors.

Sustainable Design Goals	Strategies for Salisbury
Promote healthy lifestyles.	<p>Land uses and infrastructure in Salisbury Village are planned and designed to support the use of active transportation for practical and recreational purposes.</p> <p>An open space network of parks, SWMFs and natural areas, connected by pathways, sidewalks and trails provide residents with access to recreation opportunities within the neighbourhood.</p> <p>Developers in Salisbury Village will encourage building design to promote health through marketing and sales agreements considering features such as:</p> <ul style="list-style-type: none"> • designation of smoking areas in relation to doors, windows and air intakes; • effective air exchange by HVAC systems; and • promoting occupant comfort through ventilation and HVAC controls.
Create a safe community.	<p>Urban design in Salisbury Village will consider safety by addressing 1st Generation CPTED principles including:</p> <ul style="list-style-type: none"> • orienting buildings to address the street, where possible, creating an appropriate hierarchy of space and providing “eyes on the street”; • supporting legitimate use through appropriate lighting; and • application of physical elements, such as fencing, to “harden” potential targets. <p>Land uses and infrastructure in Salisbury Village are planned and designed to support active transportation and promotes social interaction and supports 2nd Generation CPTED principles (i.e. cohesion, capacity, culture).</p>
Promote enjoyment of the natural and built environment.	<p>Urban design and planning for Salisbury Village facilitates access to conserved natural areas. Quality infrastructure and an interconnected pathway network supports public access to and use of natural areas for passive recreation purposes, supporting public appreciation and enjoyment of nature.</p> <p>Urban design of buildings and public spaces (in private and public property) in Salisbury Village creates safe, interesting and attractive environments for public enjoyment.</p> <p>Site lighting design will maintain safe light levels while avoiding off-site lighting and night sky pollution. Technologies to be utilized will reduce light pollution and include full cut-off luminaires, low-reflectance surfaces and low-angle spotlights.</p>
Support social interaction.	<p>The mix of uses and active transportation network in Salisbury Village supports a high degree of social interaction between residents and visitors. Parks, commercial uses (e.g. coffee shops) and office uses support round-the-clock public interaction by all demographic groups, year round.</p> <p>Strong connections between Salisbury Village and surrounding neighbourhoods will support social interaction of residents within and beyond the neighbourhood.</p>

11. Equity Theme

Guiding Principles

Communities are representative of residents of all family types, income levels and ages.

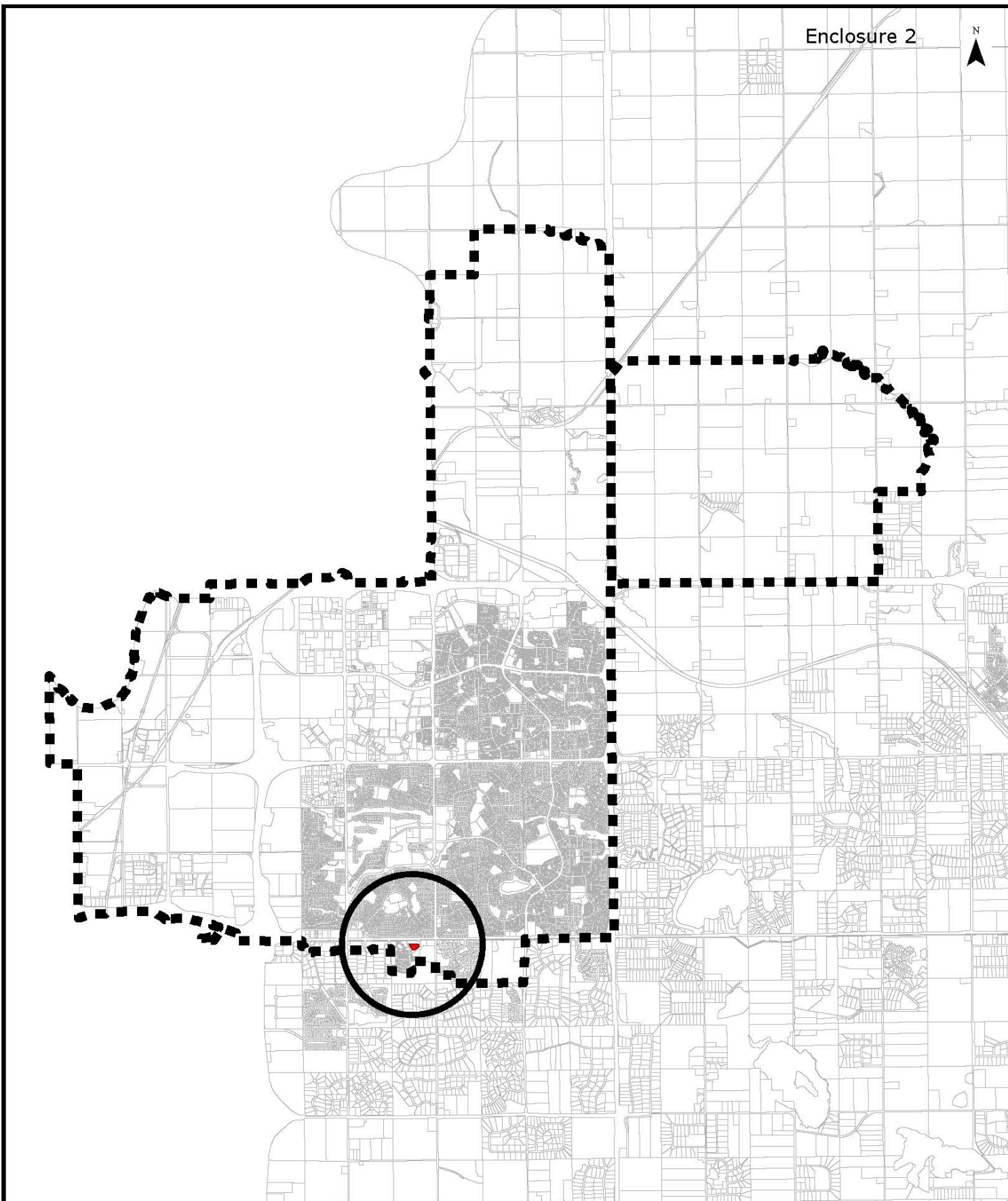
Sustainable Design Goals	Strategies for Salisbury
Provide diverse housing options.	<p>Salisbury Village is planned to provide a wide variety of housing types, forms and sizes (e.g. single detached, semi-detached, townhouse, apartment). This diversity of housing types helps provide housing options for a wide variety of ages, incomes and family types.</p> <p>Apartment residential development presents an opportunity to provide rental housing in Salisbury Village, potentially increasing affordability in the community.</p> <p>Developers in Salisbury Village will encourage provision of a diversity of housing sizes in all forms of housing through marketing and sales agreements.</p>
Support accessibility.	Building and private and public spaces will be designed, in accordance with Strathcona County standards, to support universal access.
Support inclusive communities.	The diversity of housing types provided in Salisbury Village provides options to accommodate residents of a wide range of family types, income levels and ages.

12. Culture Theme

Guiding Principles

Create communities that celebrate cultural heritage through art and expression and display a strong identity.

Sustainable Design Goals	Strategies for Salisbury
Establish community identity.	<p>Through marketing and sales agreements, developers in Salisbury Village will encourage a consistent and contemporary architectural design aesthetic.</p> <ul style="list-style-type: none"> Use of materials as well as the siting and design of buildings will respond to the context of the neighbourhood (e.g. use of regionally appropriate/available materials, design to address climatic conditions, maximizing views). Contemporary design which responds to current lifestyles of Sherwood Park residents speaks to culture, defined as: <i>the ideas, customs, and social behaviours of a people or society.</i> <p>Through cohesive and consistently applied urban design, Salisbury Village will display a distinct identity and sense of place.</p> <p>Urban design for Salisbury Village will consider its context and will be complimentary to urban design initiatives for adjacent areas (i.e. Wye Road Phase Urban Design Guidelines).</p>
Provide opportunities for art and expression.	Multiple public spaces throughout Salisbury Village provide opportunities for placement of art and venues for other forms of expression (e.g. plazas, park spaces, road rights-of-way, pathway network) which would contribute to the neighbourhoods sense of identity.



URBAN LOCATION MAP
LOT 2, BLOCK 6, PLAN 192 3184

 **TITLED AREA**

FILE NUMBER: 4410-2019P004

 **STRATHCONA
 COUNTY**
 DATE DRAWN: Dec 18, 2019





AIRPHOTO MAP

LOT 2, BLOCK 6, PLAN 192 3184



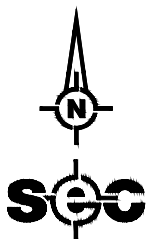
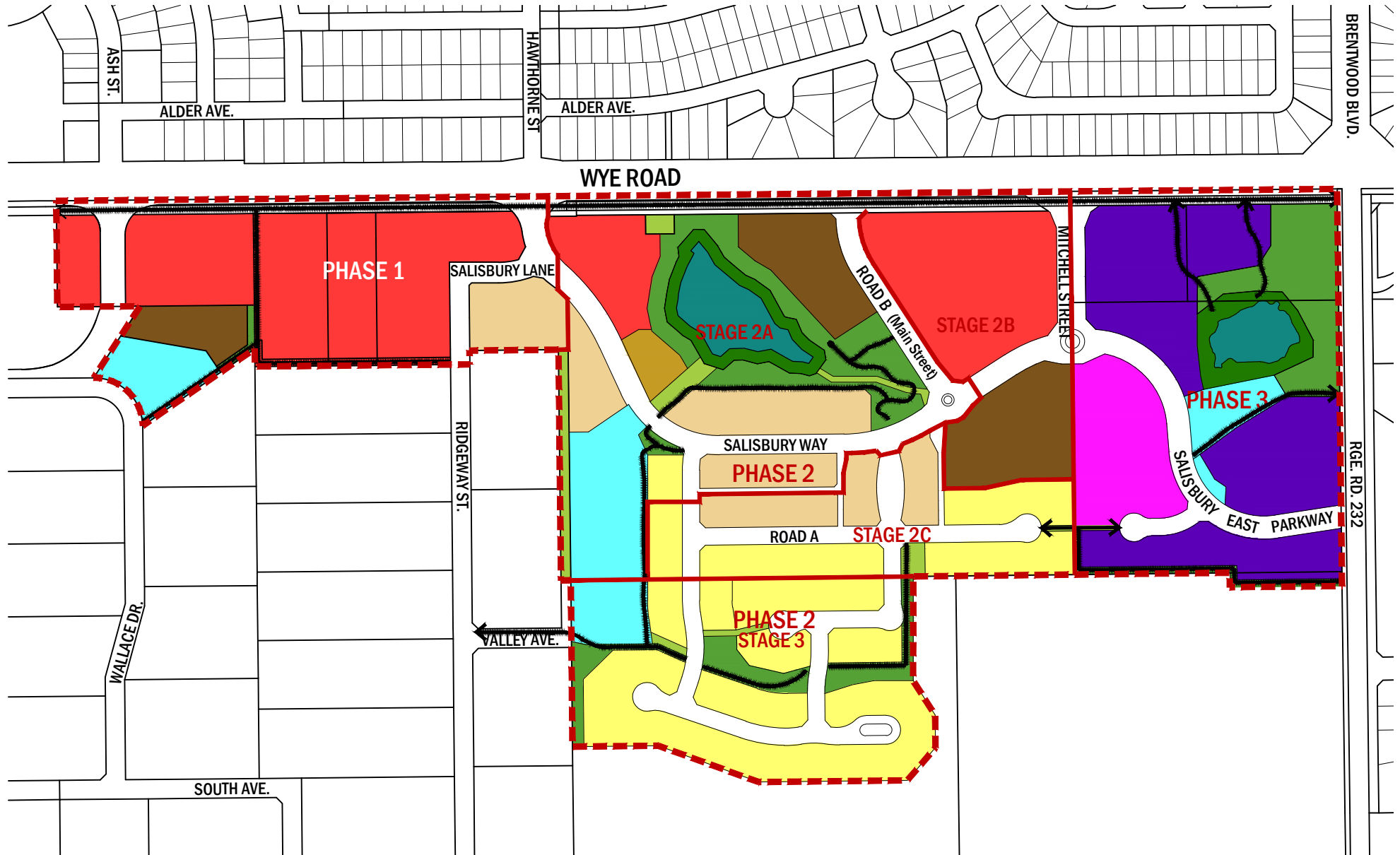
AREA SUBJECT TO PROPOSED ASP AMENDMENT

FILE NUMBER: 4410-2019P004

STRATHCONA
COUNTY

DATE DRAWN: Dec 18, 2019

AREA STRUCTURE PLAN



EXISTING
DEVELOPMENT CONCEPT

N.T.S.

LEGEND

- Low Density Residential
- Medium Density - Semi / Townhouse
- Flex Site
- High Density Residential

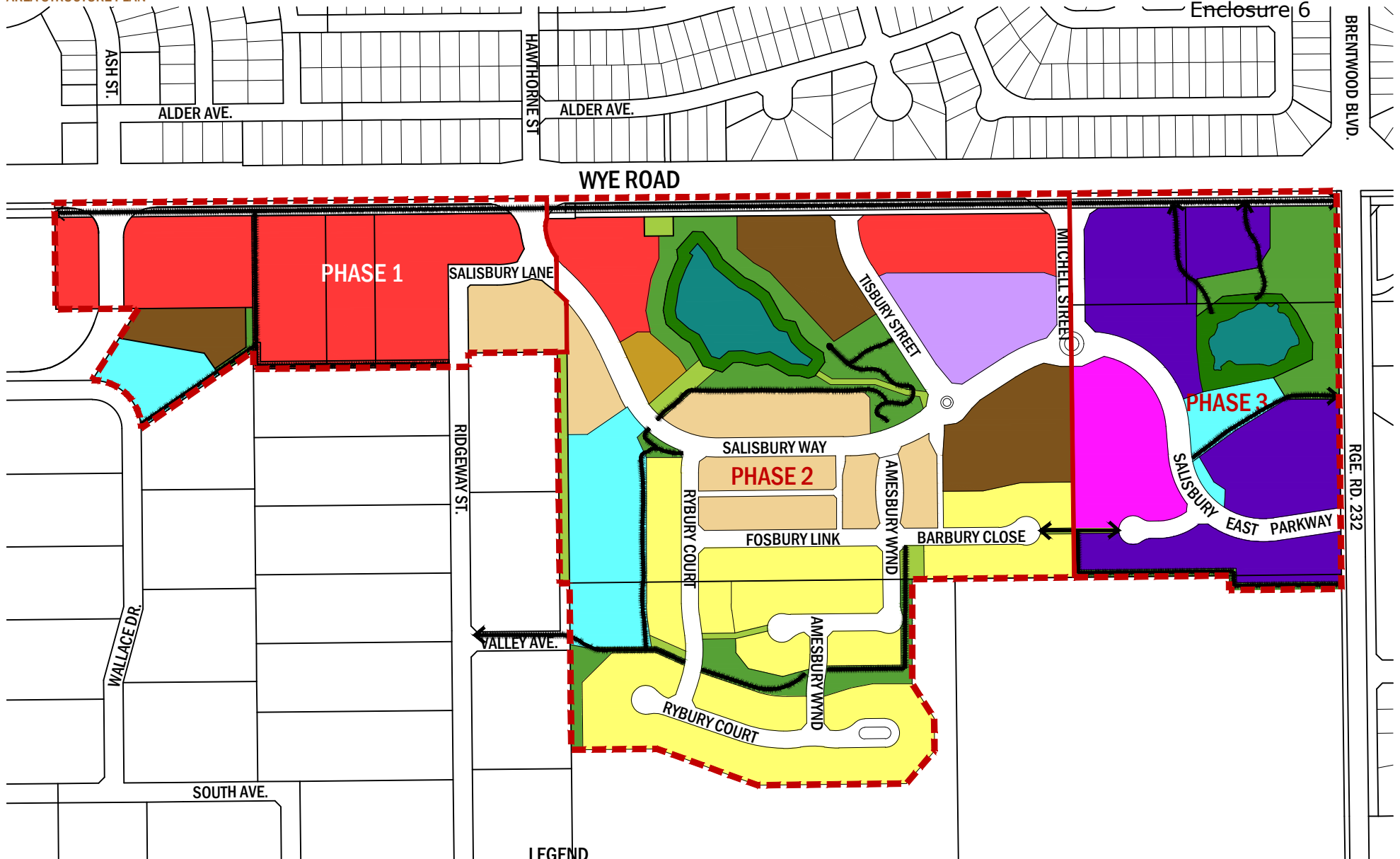
SALISBURY VILLAGE
SHERWOOD PARK

- Commercial
- Business Park Office
- Mixed Business Park
- Public Utility Lot
- Park / Open Space
- Environmental Reserve

- Stormwater Management Facility
- Crown Claimed Wetland
- Swing Site
- Pedestrian Linkage
- Salisbury Village ASP Boundary

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FIGURE 4



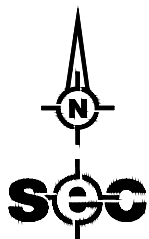
LEGEND

- Low Density Residential
- Medium Density - Semi / Townhouse
- Flex Site
- High Density Residential
- Mixed Use

- Commercial
- Business Park Office
- Mixed Business Park
- Public Utility Lot
- Park / Open Space

- Environmental Reserve
- Stormwater Management Facility
- Crown Claimed Wetland
- Pedestrian Linkage
- Salisbury Village ASP Boundary

SALISBURY VILLAGE
SHERWOOD PARK



DEVELOPMENT CONCEPT

N.T.S.

2.4.4 High Density Residential

Two High Density Residential sites are designated in Phase 2 and one in Phase 1. These sites provide for apartment style development to a maximum of four storeys and a maximum density of 125 units per net residential hectare. The sites may be developed with resident parking either below ground, incorporated as part of the building or surface parking. Provisions for ground orientation, street access to main floor units and stepping back of height will be addressed through Direct Control districting.

Policy 2.4.4.1: High Density Residential in Phase 2 shall achieve a minimum residential density of 90 units per net residential hectare and a maximum density of 125 units per net residential hectare.

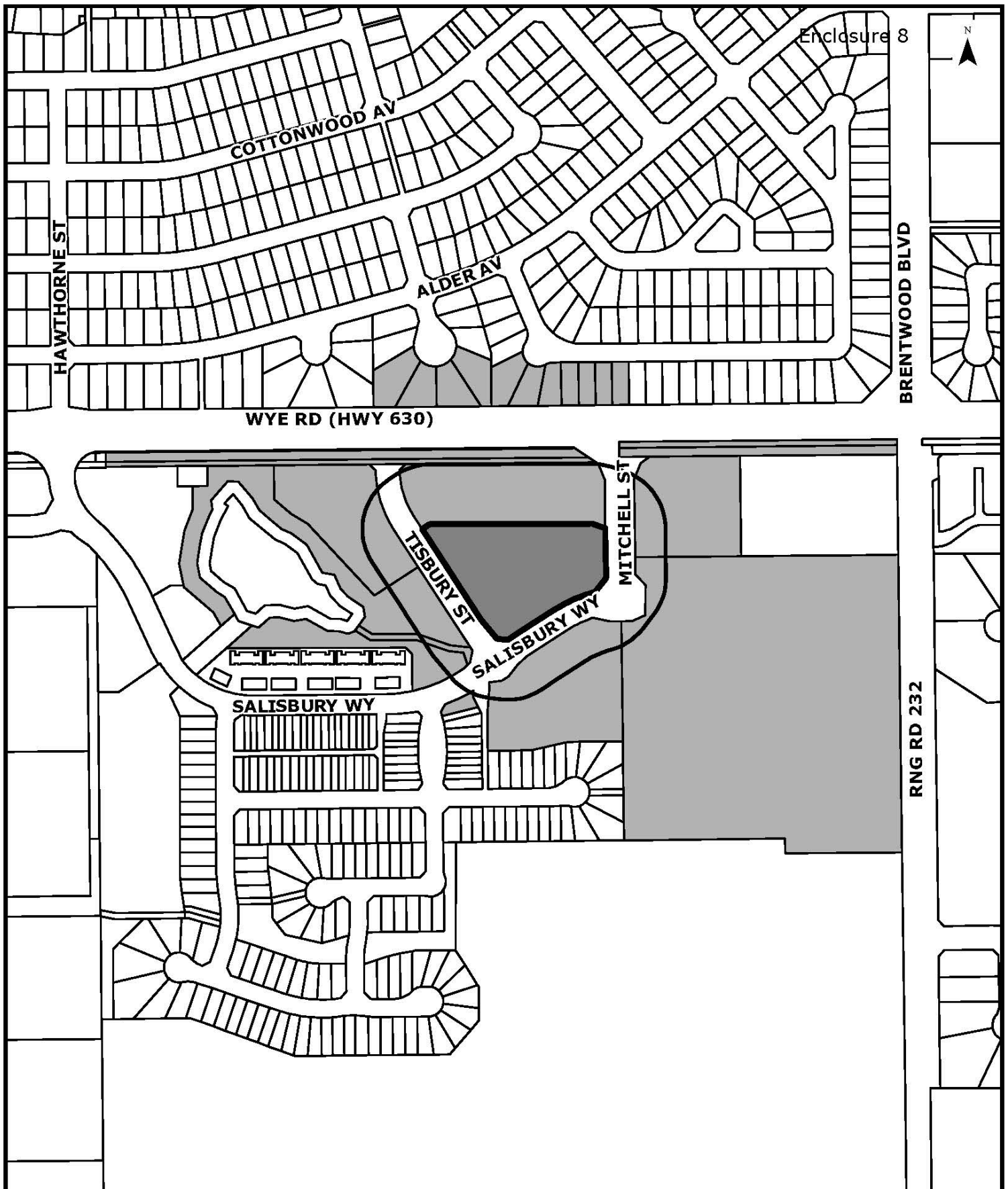
2.4.5 Mixed-Use Commercial/Residential

A mixed-use commercial/residential area is proposed to be located north of Salisbury Way, east of Tisbury Street and west of Mitchell Street immediately south of the commercial area. The site may be developed as a mixture of commercial and/or residential units. Residential units may be constructed with or without ground floor commercial and be developed up to 6 Storeys in height with a maximum density of 140 units per net residential hectare. This mixed-use site will encourage efficient and compact housing, transit use and work/live opportunities.

Detailed design measures, such as, separate entrances and parking areas shall be utilized to minimize impacts between commercial and residential uses.

2.4.6 Residential Specific Urban Design Guidelines

- All building facades should use compatible and harmonious exterior finishing materials.
- Building colours should provide visual interest in all seasons.
- Single Detached Units in Phase 2 Stage 2 (Bylaw 40-2016) are to be integrated into the Urban Village by ensuring that:
 - + Architectural quality is increased by creating greater variation in design between individual units, and by consistently applying the chosen architectural theme (e.g. contemporary) to the units; and
 - + Garage impacts on the pedestrian streetscape are minimized through appropriate design solutions.
- To provide additional transition treatment to the directly adjacent Campbelltown Heights country residential lot to the west, two low density residential lots in Salisbury Village Phase 2, Stage 3 will be restricted to single storey bungalow development. These two lots are conceptually illustrated below. Final lot lines will be established through legal survey at the time of subdivision. As a condition of any subdivision approval that includes these two lots, a restrictive covenant shall be registered by the developer on each lot to ensure that a principal dwelling is prohibited from being constructed within a minimum 16 meter distance from the rear property line. This 16 meter development restriction is in addition to the 12 meter municipal reserve strip ensuring a minimum total distance of 28 meters between the existing country residential lot and new principal dwellings within Phase 2, Stage 3.



NOTIFICATION MAP

LOT 2, BLOCK 6, PLAN 192 3184

TITLED AREA

NOTIFICATION AREA

60M NOTIFICATION AREA

FILE NUMBER: 4410-2019P004

STRATHCONA
COUNTY
DATE DRAWN: Dec 18, 2019

Bylaw 5-2020 Map and text amendment to Land Use Bylaw 6-2015 (Ward 3)

Applicant: Select Engineering Consultants Ltd.
Owner: Campbelltown Developments Ltd.
Legal Description: Lot 2, Block, 6, Plan 192 3184
Location: South of Wye Road and east of Tisbury Street
From: UV4 Salisbury Village Zoning District "Area 9"
To: UV4 Salisbury Village Zoning District "Area 12"

Report Purpose

To provide information to Council to make a decision on first, second and third readings of a bylaw that proposes to amend Land Use Bylaw 6-2015 to allow for consideration of future mixed-use development within Salisbury Village.

Recommendations

1. THAT Bylaw 5-2020, a bylaw that proposes to amend Land Use Bylaw 6-2015 to:
 - add "Area 12" – Mixed-Use Commercial/Residential to the UV4 Salisbury Village Zoning District
 - amend associated regulation of "Area 9"
 - rezone Lot 2, Block 6, Plan 192 3184 from UV4 Salisbury Village Zoning District "Area 9" to UV4 Salisbury Village Zoning District "Area 12"be given first reading.
2. THAT Bylaw 5-2020 be given second reading.
3. THAT Bylaw 5-2020 be considered for third reading.
4. THAT Bylaw 5-2020 be given third reading.

Our Prioritized Strategic Goals

Goal 1 - Build strong communities to support the diverse needs of residents
Goal 2 - Manage, invest and plan for sustainable municipal infrastructure
Goal 7 - Provide opportunities for public engagement and communication

Report

The subject property is located within the Compact Development Policy Area of the Municipal Development Plan (MDP) and within the boundaries of the Salisbury Village Area Structure Plan (ASP). Concurrent Salisbury Village ASP Bylaw 4-2020 proposes to amend the ASP to change the land use designation of the subject property from Commercial to Mixed Use, which supports the proposed amendment to the Land Use Bylaw.

The purpose of Bylaw 5-2020 is to amend Land Use Bylaw 6-2015 to:

- Provide regulation that facilitates mixed-used development on the subject property through the addition of "Area 12" – Mixed-Use Commercial/Residential to the UV4 Salisbury Village Zoning District
- amend associated regulation of "Area 9" to enable the addition of proposed "Area 12"
- rezone Lot 2, Block 6, Plan 192 3184 from UV4 Salisbury Village Zoning District "Area 9" to UV4 Salisbury Village Zoning District "Area 12"

all of which would allow for consideration of future mixed-use development on the subject property.

The proposed amendments to the LUB would implement the intent of the concurrently proposed addition of the Mixed-Use land use designation to the Salisbury Village ASP by providing opportunities for residential apartment development, commercial development or mixed-use development consisting of a combination of residential and commercial uses. The proposed regulations in "Area 12" will ensure that building orientation and site design will contribute to the pedestrian-friendly "main street" design within Salisbury Village as envisioned in the policies of both the MDP and the concurrently proposed updated Salisbury Village ASP bylaw.

Council and Committee History

March 10, 2015 Council adopted Land Use Bylaw 6-2015 with an effective date of May 11, 2015

Other Impacts

Policy: n/a

Legislative/Legal: The *Municipal Government Act* provides that Council may, by bylaw, amend the Land Use Bylaw.

Interdepartmental: The proposed amendment has been circulated to internal departments and external agencies. No objections were received.

Master Plan/Framework: The MDP identifies Salisbury Village as Compact Development Policy Area.

Communication Plan

Newspaper ad, letter, website

Enclosures

- | | |
|---|--|
| 1 | Bylaw 5-2020 |
| 2 | Proposed text amendment with strikethrough and shading |
| 3 | Urban location map |
| 4 | Location map |
| 5 | Air photo |
| 6 | Notification map |

BYLAW 5-2020

A BYLAW OF STRATHCONA COUNTY IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF AMENDING BYLAW NO. 6-2015, AS AMENDED, BEING THE LAND USE BYLAW.

AS:

A. it is deemed advisable to amend the Land Use Bylaw;

THEREFORE, Council enacts as follows:

1. THAT Bylaw 6-2015, as amended, is hereby further amended by:

- a. Within Part 8, Section 8.21, sub-section 5.1.1.d.v., deleting "along Area 8B, and Area 9, the 'main street'" and replacing with "in Areas 8B, 9 and 12, along Tisbury Street,".
- b. Within Part 8, Section 8.21, sub-section 6.1.2.b., after
"Area 11 Village Swing Site",
adding the following:
"Area 12 Mixed-Use Commercial/Residential"
- c. Within Part 8, Section 8.21, deleting 6.10.5.a.ii. and replacing with the following:
"ii. The minimum building setback is 3.0 m along Tisbury Street and adjacent to Area 12."
- d. Within Part 8, Section 8.21, replacing "Main Street" with "Tisbury Street" throughout sub-section 6.10.5.e.
- e. Within Part 8, Section 8.21, after Subsection 6.12. Area 11 - Village Swing Site, adding 6.13. Area 12 – Mixed-Use Commercial/Residential as outlined on Schedule "A" attached hereto.
- f. By rezoning approximately 1.43 hectares (3.53 acres) of land in Lot 2, Block 6, Plan 192 3184 from UV4 Salisbury Village Zoning District "Area 9" to UV4 Salisbury Village Zoning District "Area 12" as outlined on Schedule "B" attached hereto.
- g. Within Part 8, by amending the reference map immediately preceding Section 8.21, showing the different areas of the UV4 Salisbury Village Zoning District, to reflect the change set out in Section 1.f of this bylaw.
- h. Within Part 8, Section 8.21, by amending ATTACHMENT "A" – SPECIFIC DEVELOPMENT AREAS to reflect the change set out in Section 1.f of this bylaw.
- i. Within Part 8, Section 8.21, deleting ATTACHMENT "B" in its entirety and replacing it with ATTACHMENT "B" as outlined in Schedule "C" attached hereto.
- j. Within Part 8, Section 8.21, deleting ATTACHMENT "C" TRAIL PLAN in its entirety and replacing it with ATTACHMENT "C" TRAIL PLAN as outlined in Schedule "D" attached hereto.

- k. Within Part 8, Section 8.21, deleting ATTACHMENT "D" FENCING PLAN in its entirety and replacing it with ATTACHMENT "D" FENCING PLAN as outlined in Schedule "E" attached hereto.
- l. By amending Land Use District Maps: Urban Service Area U2 and U6 and Land Use District Map: Rural Service Area R13 to reflect the change set out in Section 1.f of this bylaw.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third this _____ day of _____, 2020.

Signed this _____ day of _____, 2020.

Mayor

Director, Legislative and Legal Services

6.13. Area 12 –Mixed-Use Commercial/Residential

6.13.1 Purpose

The purpose of this development area is to provide opportunities for residential apartment development, commercial development or mixed-use development consisting of a combination of residential and commercial uses. Building orientation and parking areas will support pedestrian- friendly “main street” design and a pedestrian link will be provided from this development area into the park located west of the site.

6.13.2 Uses

Animal Grooming and Care
Business support service
Care centre, intermediate
Care centre, major
Care centre, minor
Congregate housing
Dwelling, apartment
Financial service
Food service, restaurant
Food service, specialty
Government service
Health service, minor
Home business, minor*
Home office
Household repair service

Laundromat
Neighbourhood pub
Office
Personal service establishment
Retail, alcohol*
Retail, convenience
Retail, general
Retail, second-hand
Veterinary service, minor

6.13.3 Fundamental Use Criteria

- a. The commercial components within a mixed-use building shall be designed and located to minimize any impacts on the residential component of the development related to noise, traffic circulation or loss of privacy.

6.13.4 Development Regulations

- a. Setbacks
 - i. The building setbacks are illustrated on Attachment “B” - Area 12 Site Plan.
 - ii. The minimum building setback is 3.0 m along Mitchell Street, Salisbury Way, Tisbury Street and adjacent to Area 9.
 - iii. Buildings should be sited along Tisbury Street or Salisbury Way at the minimum front setback where possible to a maximum of 12 metres from the property line.
 - iv. Projections from buildings such as awnings, signs, porticos, eaves, unenclosed balconies, shade protection, and similar architectural features shall not encroach over a property line.
- b. Density
 - i. The maximum Density shall be 140 units per net residential hectare.

- c. Site Coverage
 - i. The maximum site coverage is 65%.
- d. Building Heights
 - i. The maximum building height shall be a maximum 24.0 metres.
- e. Parking Requirements
 - i. Resident and employee parking shall be provided through underground, stacked, or on-street parking or a combination thereof.
 - ii. An internal private street may be created within the site to provide additional on-street parking. The internal private street shall:
 - 1. Be limited to parallel and/or angle parking;
 - 2. Have marked pedestrian crossings that are located in a manner that provides continuous pedestrian connectivity of sidewalks and to primary building entrances;
 - 3. Include a minimum 1.2m wide sidewalk along both sides of the entire internal private street;
 - 4. Include a minimum 1.2 m wide landscaped area abutting the entirety of all sidewalks;
 - 5. Provide wheel stops for every parking space along the internal private street, where a minimum 1.2 m wide landscaped area is not located between the sidewalk and the internal private street, to prevent vehicular encroachment onto the sidewalks;
 - 6. Locate required benches, trash receptacles, bicycle parking, and lighting within the landscaped area; and
 - 7. Locate all signage outside the required 1.2 m sidewalk.
 - iii. The Development Officer may, at their discretion, vary the residential parking regulations if the developer demonstrates, to the satisfaction of the Development Officer, a reduced demand for parking through the introduction of a travel demand management program, which includes effective strategies, such as, a car share program and access to transit service within 30.0 m of this development, or a parking study prepared by a qualified professional.
 - iv. Parking should be setback from the street at the rear of buildings or interior of sites and be designed with landscaped areas.
 - v. Loading and storage areas shall be located at the rear or sides of the building(s) and shall be screened from view from any adjacent sites or public roadways.
- f. Accessory Buildings
 - i. Accessory structures shall conform to the architectural design and finish of the principal building, and shall not exceed 4.5m in height.
 - ii. Accessory structures shall have a setback of 3.0 metres from the property line or principal building.
- g. Urban Design
 - i. Development abutting Tisbury Street and/or Salisbury Way shall encourage pedestrian activity, public interaction, and urban village character by use of a combination of the following design considerations:
 - 1. Building facades should achieve a minimum of 75% frontage along Tisbury Street and Salisbury Way.
 - 2. Buildings along Tisbury Street or Salisbury Way shall conform to Section 5.1 of this Bylaw.

3. Corner Buildings should be treated as community focal points and shall conform to Section 5.1 of this Bylaw.
4. Buildings shall front onto Tisbury Street and/or Salisbury Way, or be designed to appear to front onto Tisbury Street and/or Salisbury Way, to create an attractive public realm through the use of the following design elements:
 - a. Facades and rooflines on the sides of buildings facing Tisbury Street shall convey permeability to the street by use of architectural elements that may include entrances, glazing, changes in materials, building articulation and variations that will reduce perceived mass and linearity of larger buildings.
 - b. Buildings exteriors should form a continuous edge along the street with no single exterior treatment being longer than 12 metres. Longer façade lengths should be interrupted by variations in planes (recessing or extending of façade) or changes in materials.
 - c. Building exteriors should be provided with openings that are proportionate and at regular intervals to create harmony, rhythm, and balance in overall design.
 - d. Large welcoming display windows and/or well defined entryways with openings (windows, glass facades, and entryways) should cover a minimum 30% of a building façade.
5. Restaurants should establish patio areas or wrap around the building.
6. Commercial advertising shall be sensitive to and supportive of Street character.
7. On-site walkways shall provide connectivity to neighbourhood sidewalks, trails and site amenities from building entrances.

6.13.5 Definitions

For the purpose of Salisbury Village Zoning District Area 12, an INTERNAL PRIVATE STREET means a privately owned and operated vehicular transportation connection, which resembles a public street with pedestrian facilities on both sides and is located on a privately owned lot

7.0 Other Regulations

- 7.1** In addition to the regulations listed in the district, permitted and discretionary uses are subject to the applicable regulation contained within this Bylaw, unless such regulation is specifically excluded or modified by the Urban Village Zoning District.
- 7.2** A Development Officer shall consider and decide upon all development permit applications within this District.



R1A

WYE RD (HWY 630)

PU

UV4 "Area 9"

UV4 "Area 8B"

TISBURY ST

UV4 "Area 9"
to
UV4 "Area 12"

MITCHELL ST

UV4 "Area 3"

SALISBURY WY

DC2

UV4 "Area 6"

UV4 "Area 8A"

UV4 "Area 7"

UV4 "Area 5"

AMENDMENT MAP

LOT 2, BLOCK 6,
PLAN 192 3184

FROM : UV4 "Area 9"- Salisbury Village Zoning District (Village Commercial)
TO: UV4 "Area 12"- Salisbury Village Zoning District (Mixed-Use Commercial/Residential)

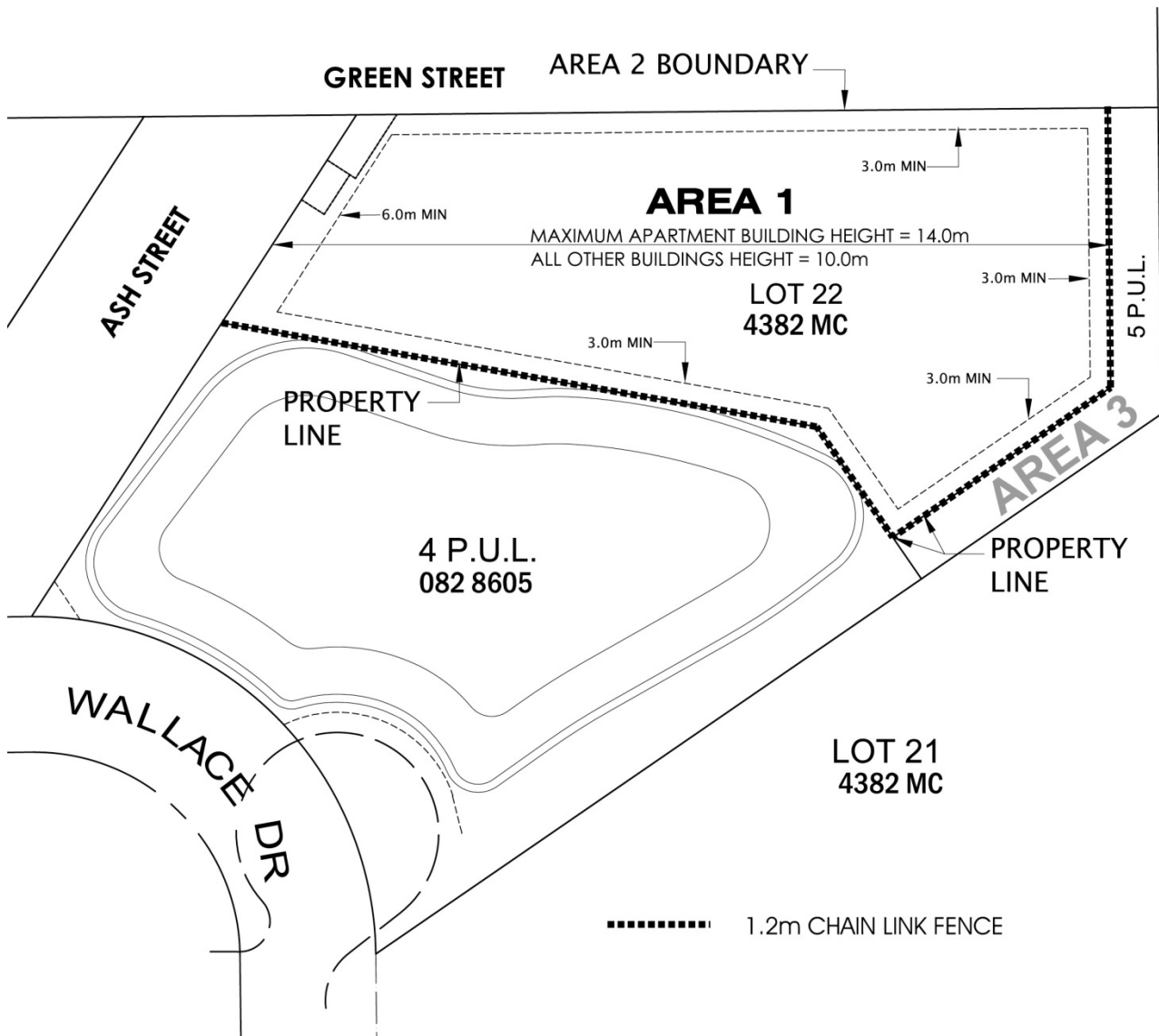


AREA OF PROPOSED REZONING
APPROX. 1.42 ha (3.52 ac)

FILE NUMBER: 4070-2019A011

AREA 1 SITE PLAN

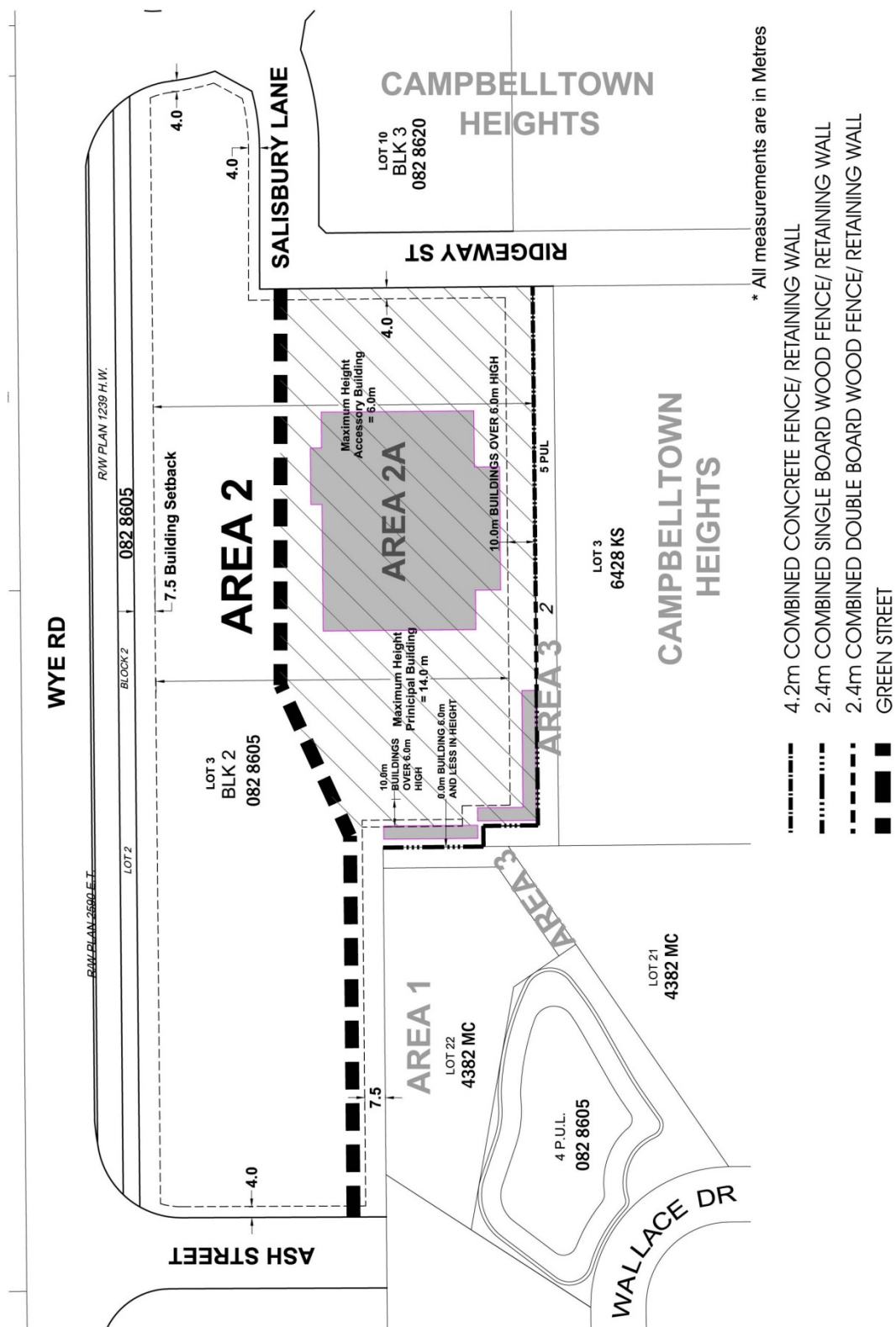
ATTACHMENT "B"
Page 1 of 15



AREA 2 SITE PLAN

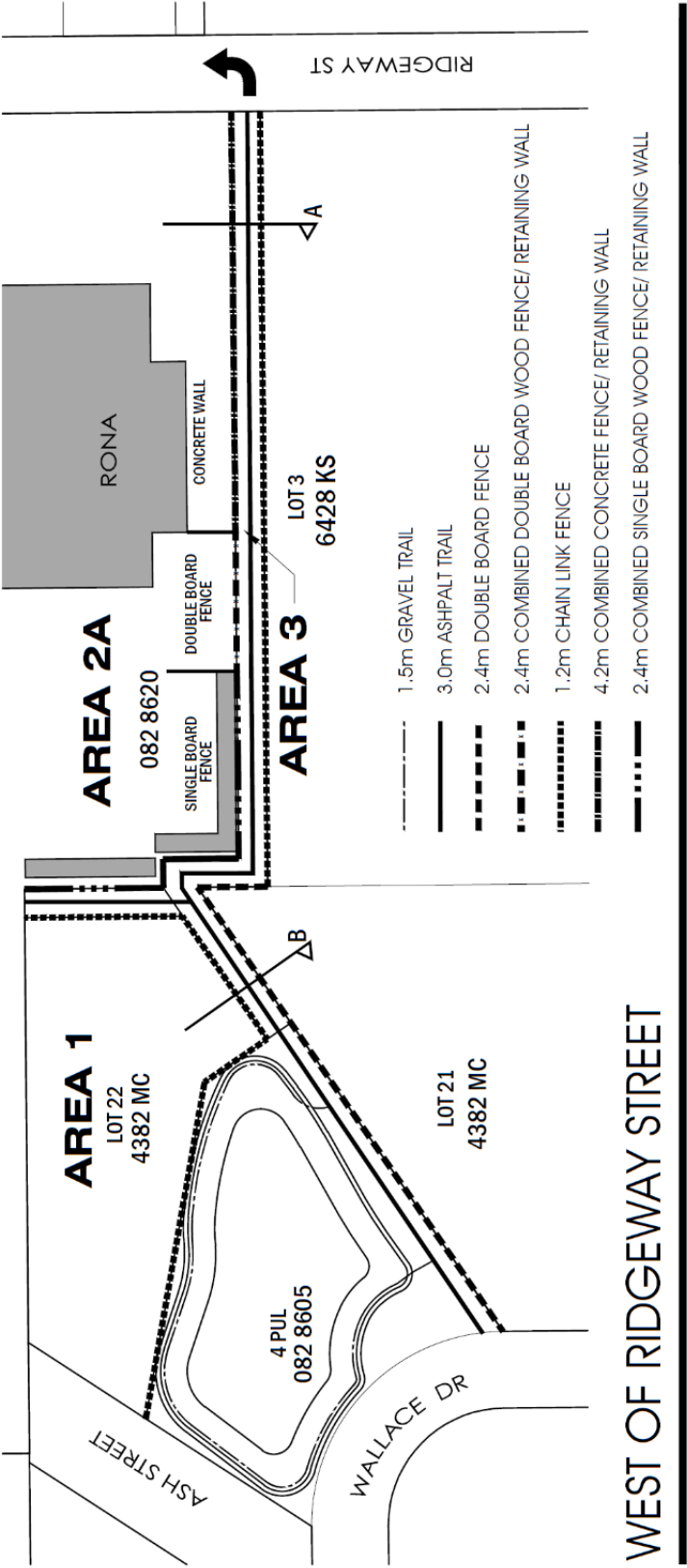
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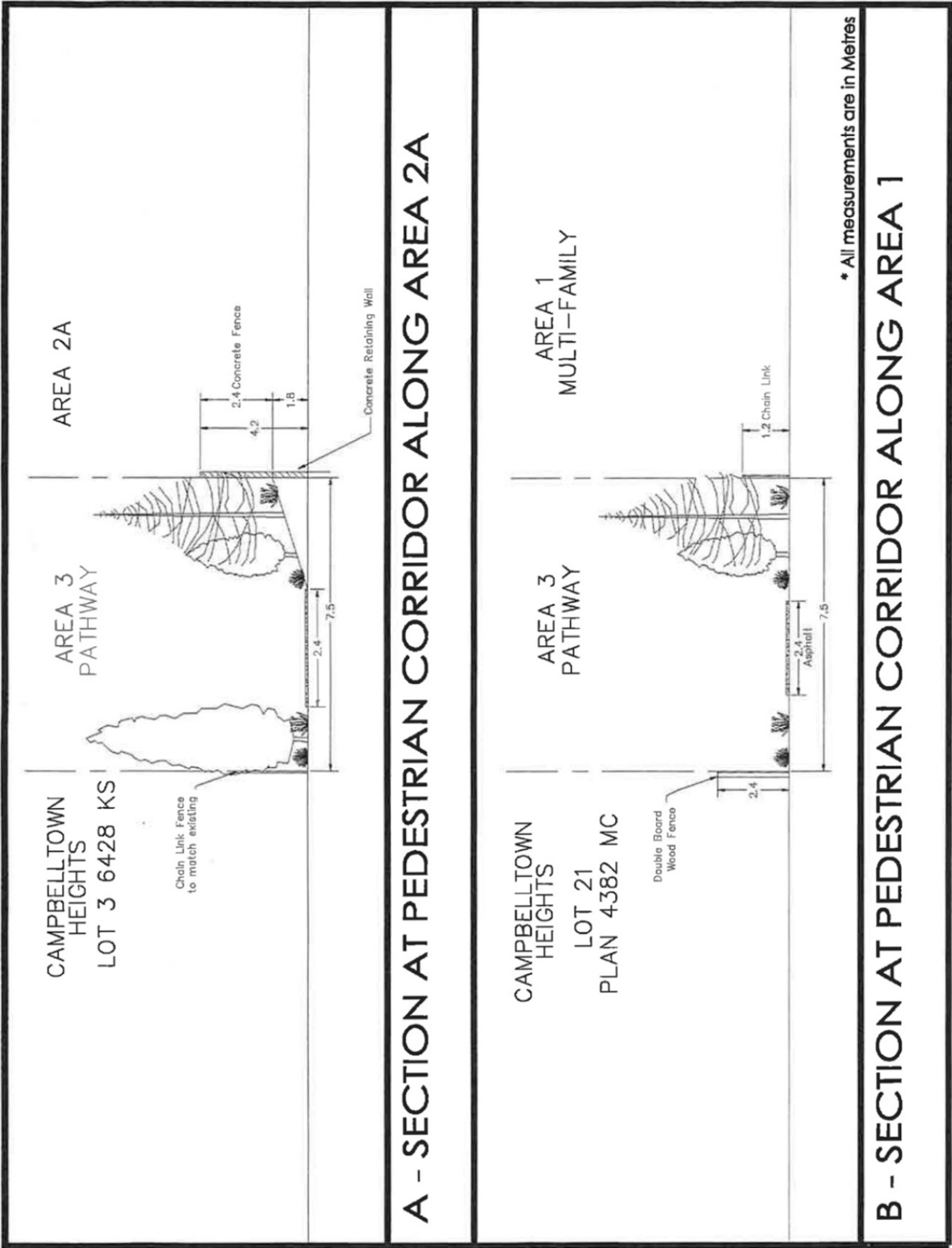
AREA 3 (Phase 1) SITE PLAN

ATTACHMENT "B"
Page 3 of 15

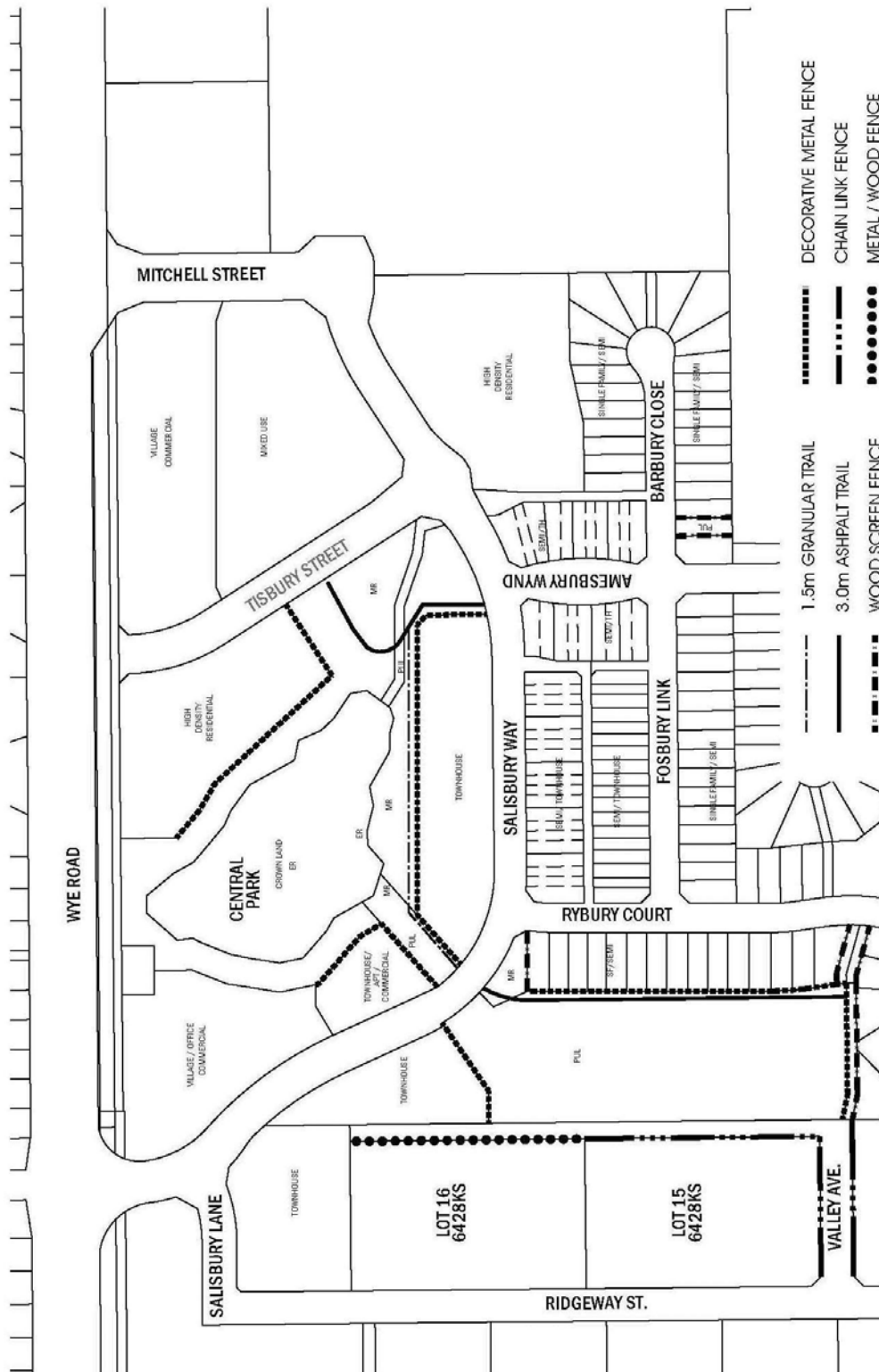


AREA 3 (PHASE 1) SECTIONS

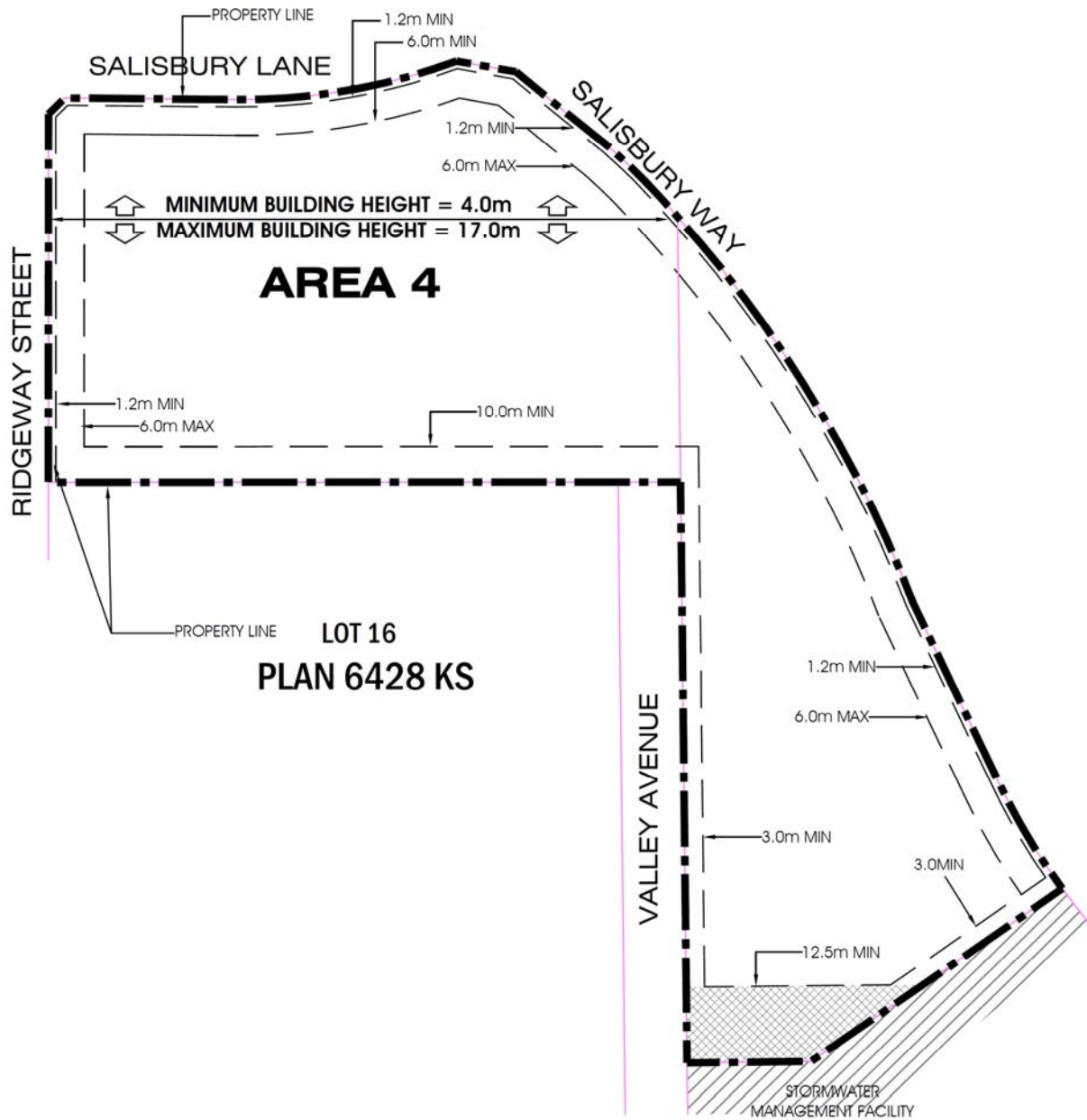
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ATTACHMENT "B"
Page 5 of 15

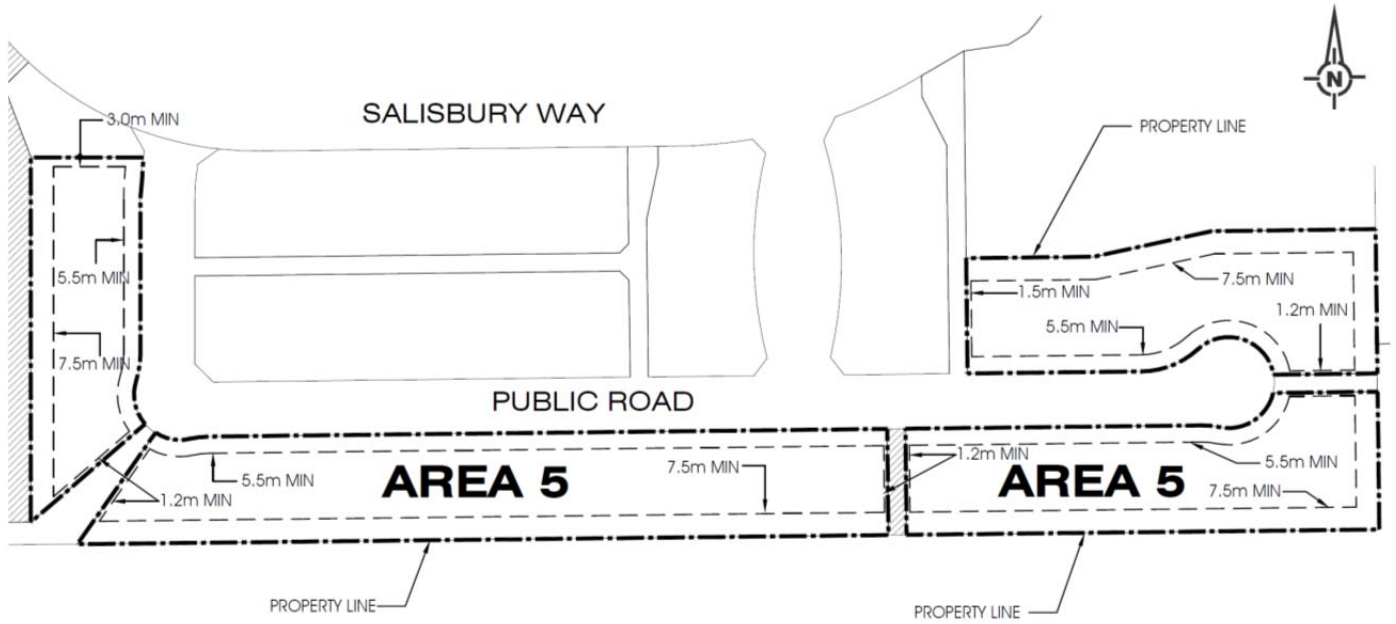


AREA 4 PLAN

ATTACHMENT "B"
Page 6 of 15

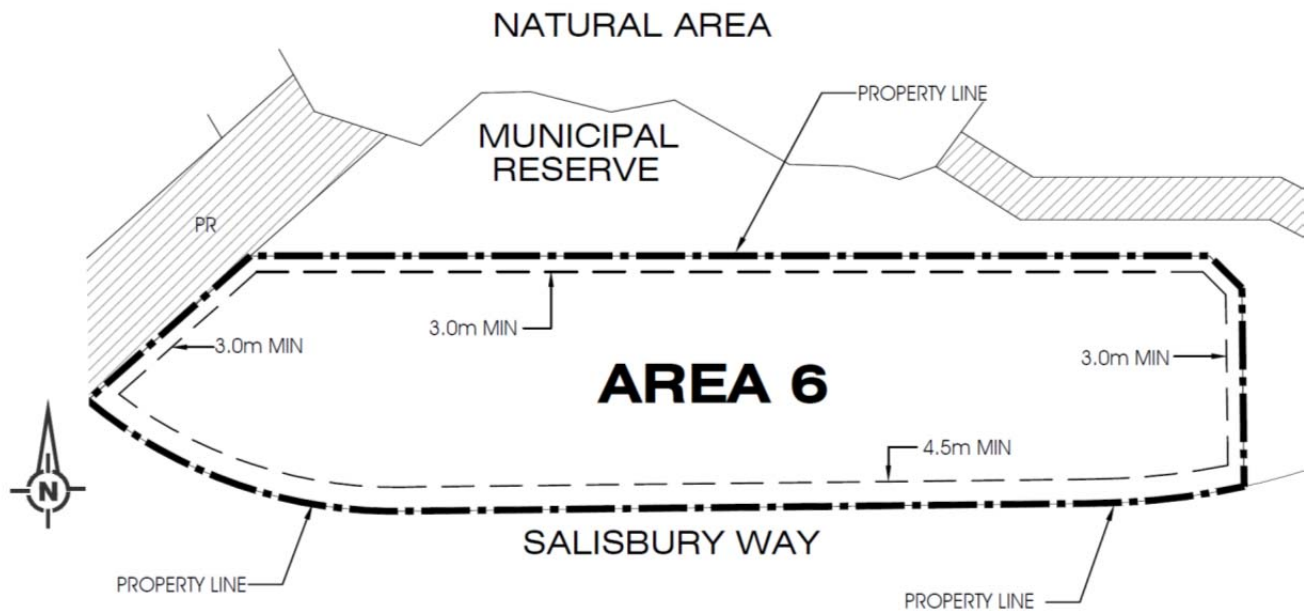
AREA 5 SITE PLAN

ATTACHMENT "B"
Page 7 of 15

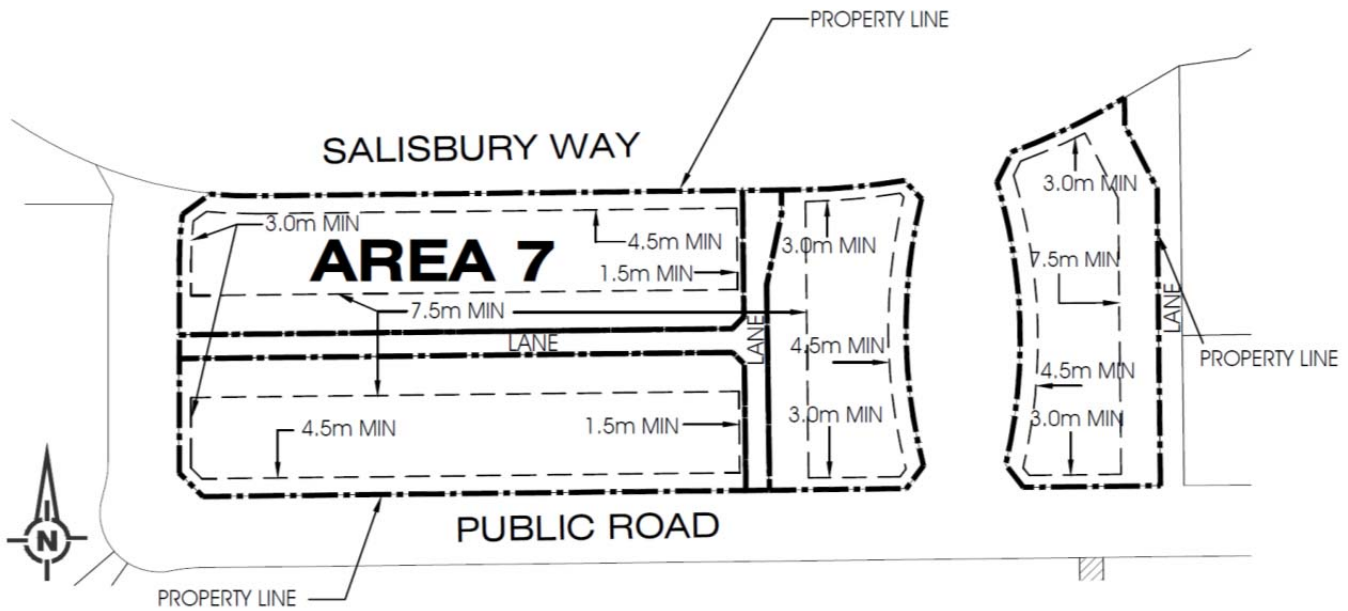


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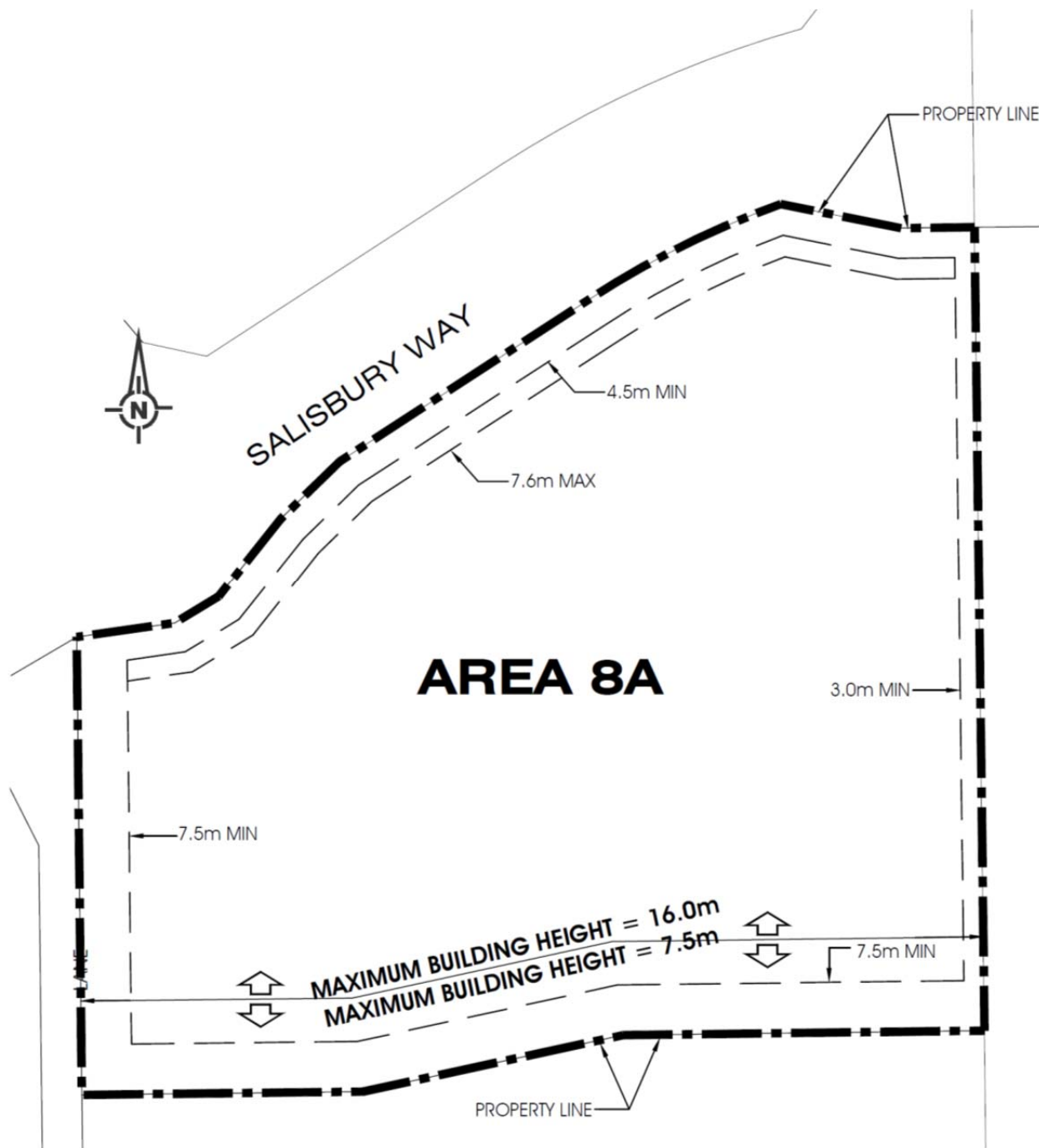
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Page 8 of 15



AREA 7 SITE PLAN

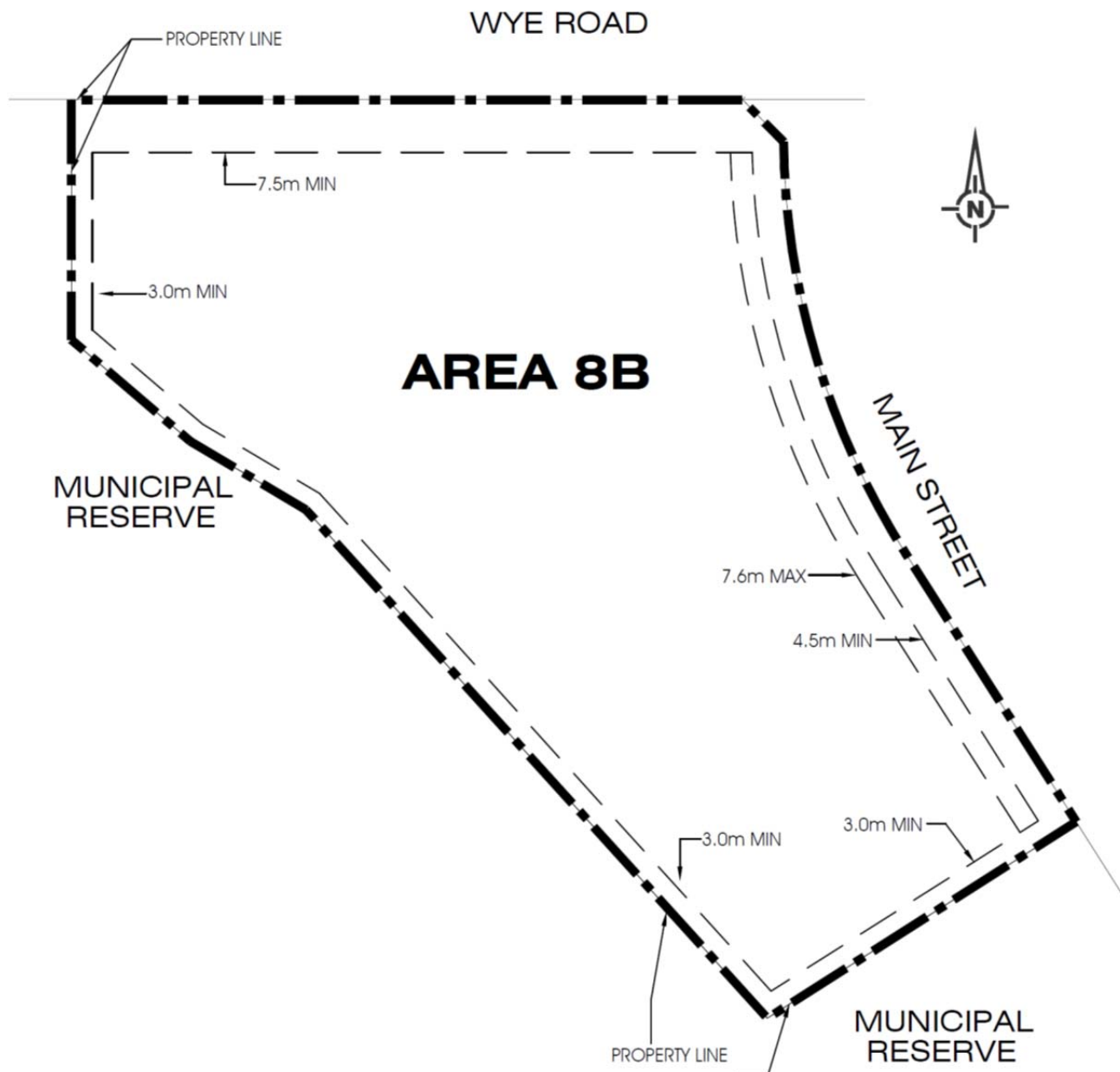
ATTACHMENT "B"
Page 9 of 15

AREA 8A SITE PLAN

ATTACHMENT "B"
Page 10 of 15

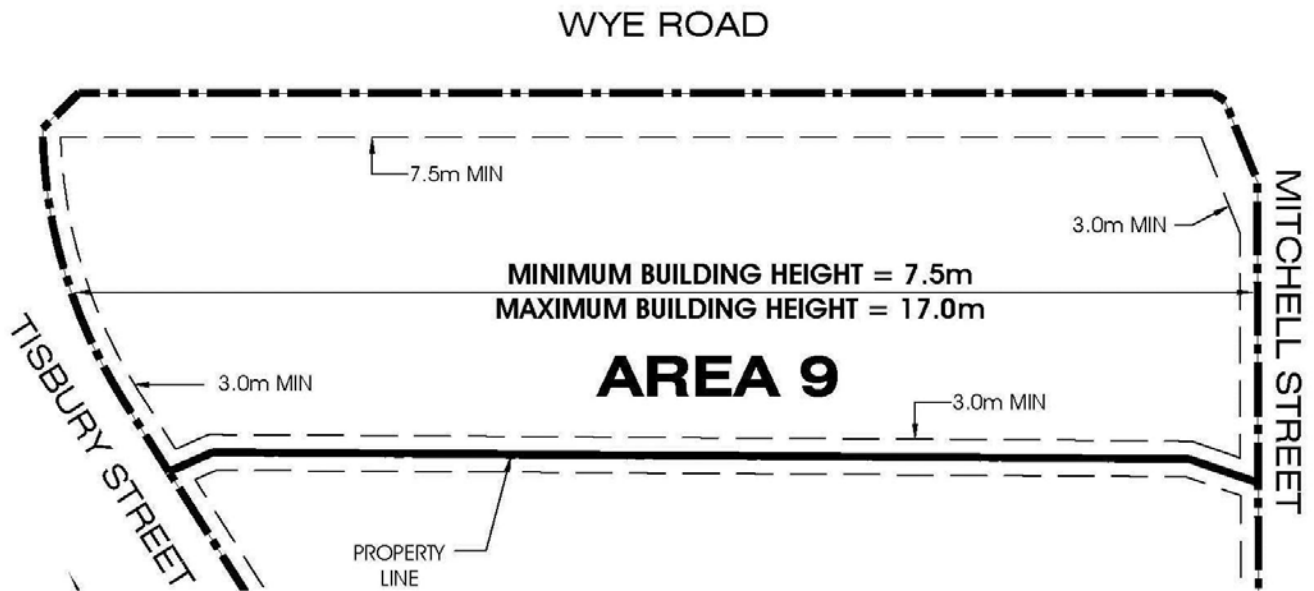
AREA 8B SITE PLAN

ATTACHMENT "B"
Page 11 of 15



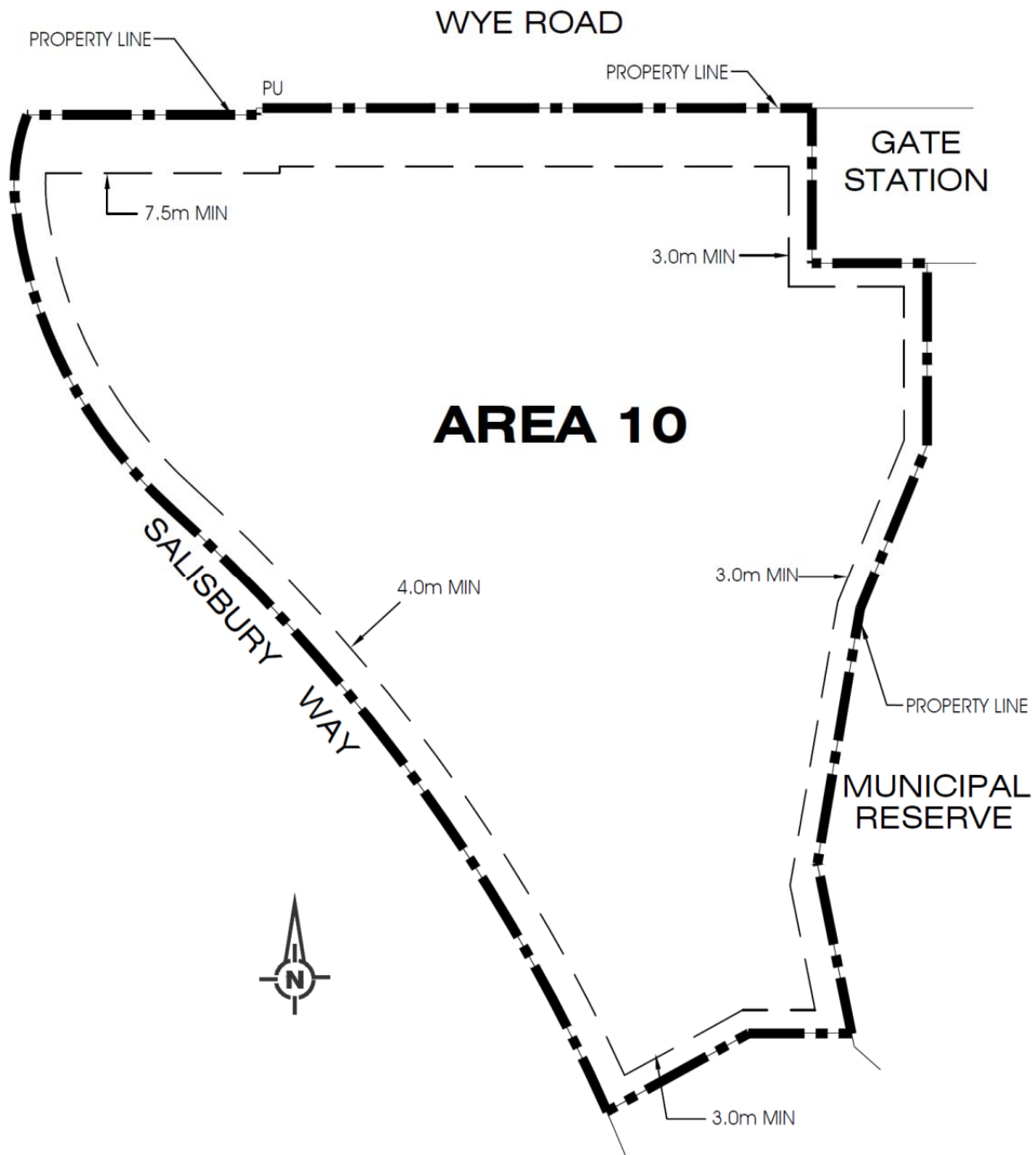
AREA 9 SITE PLAN

ATTACHMENT "B"
Page 12 of 15



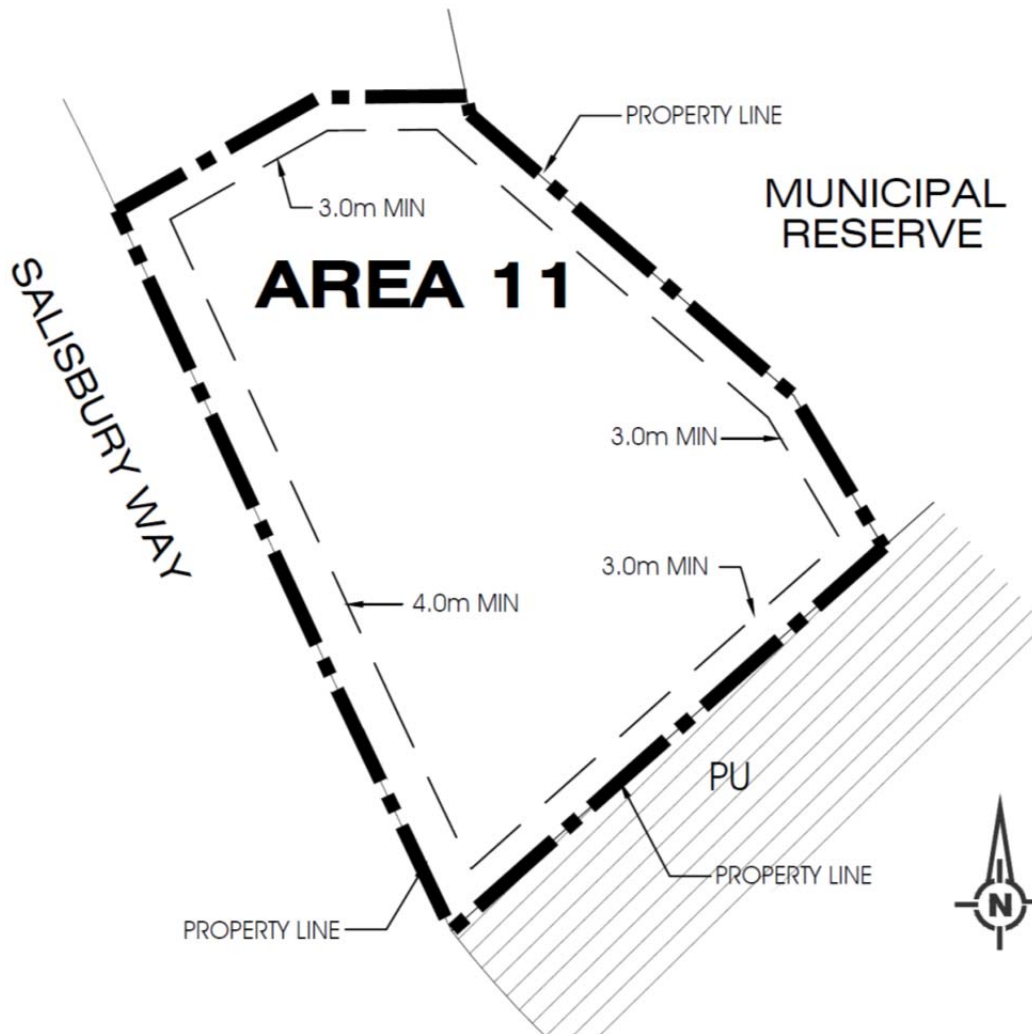
AREA 10 SITE PLAN

ATTACHMENT "B"
Page 13 of 15



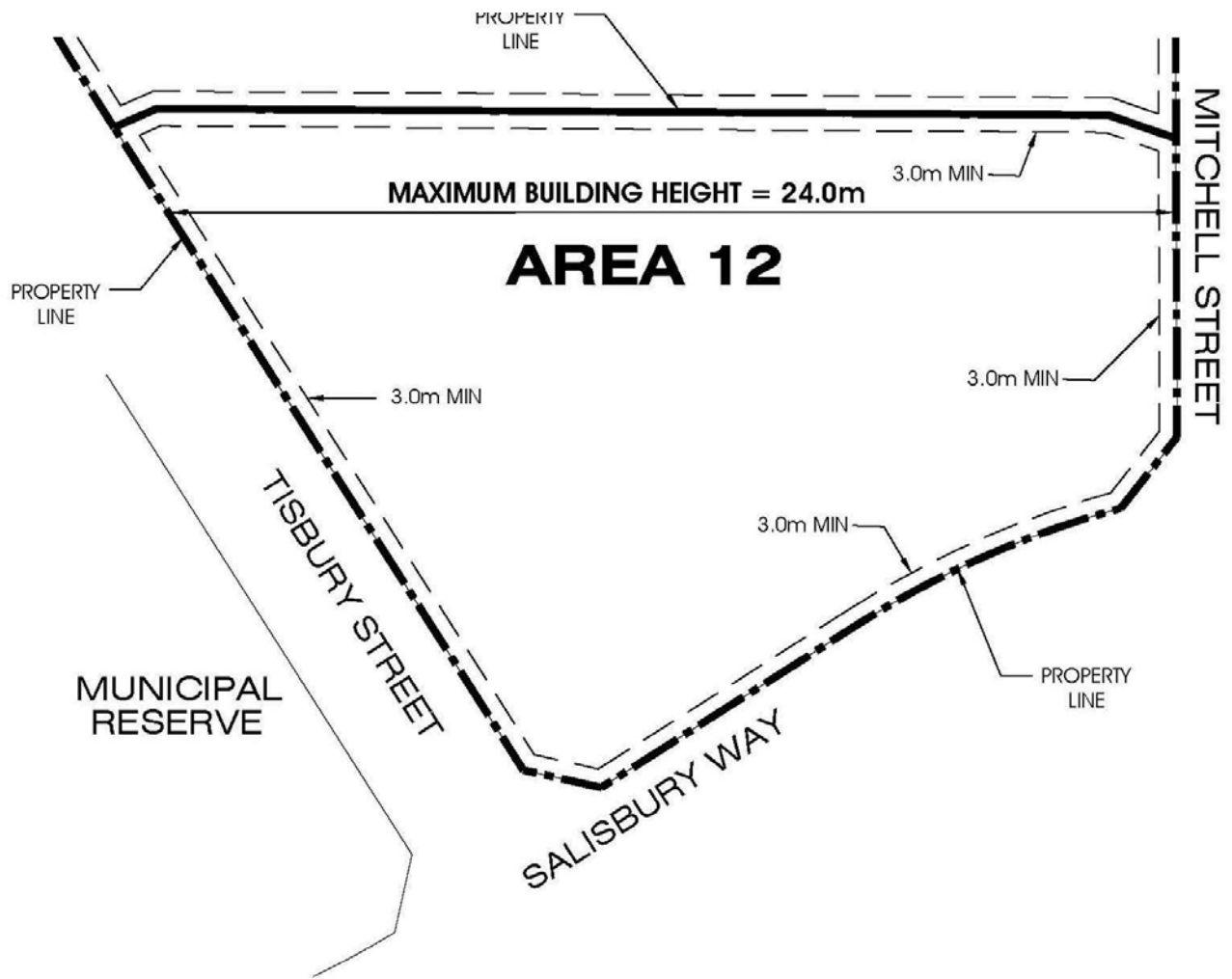
AREA 11 SITE PLAN

ATTACHMENT "B"
Page 14 of 15



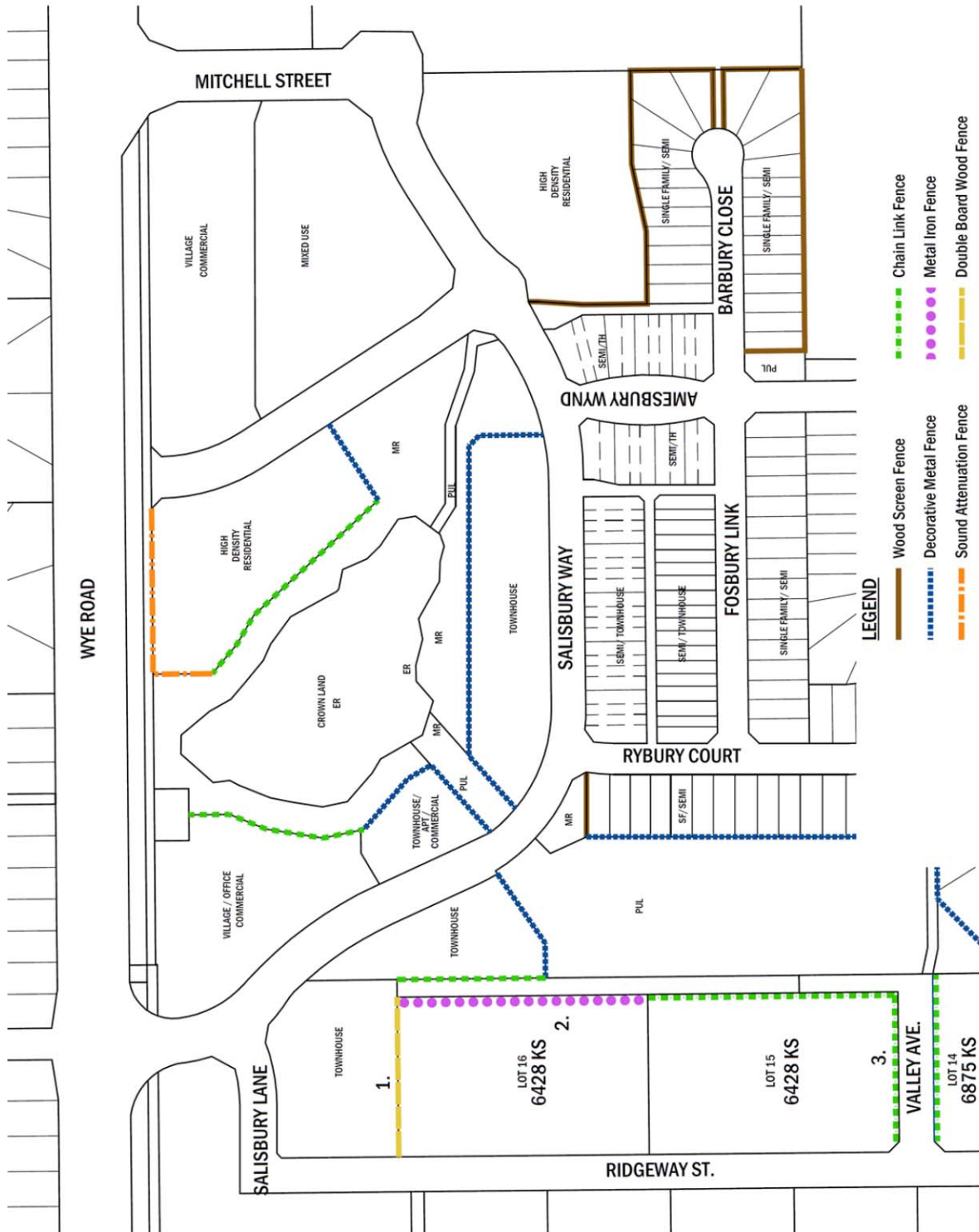
AREA 12 SITE PLAN

ATTACHMENT "B"
Page 15 of 15



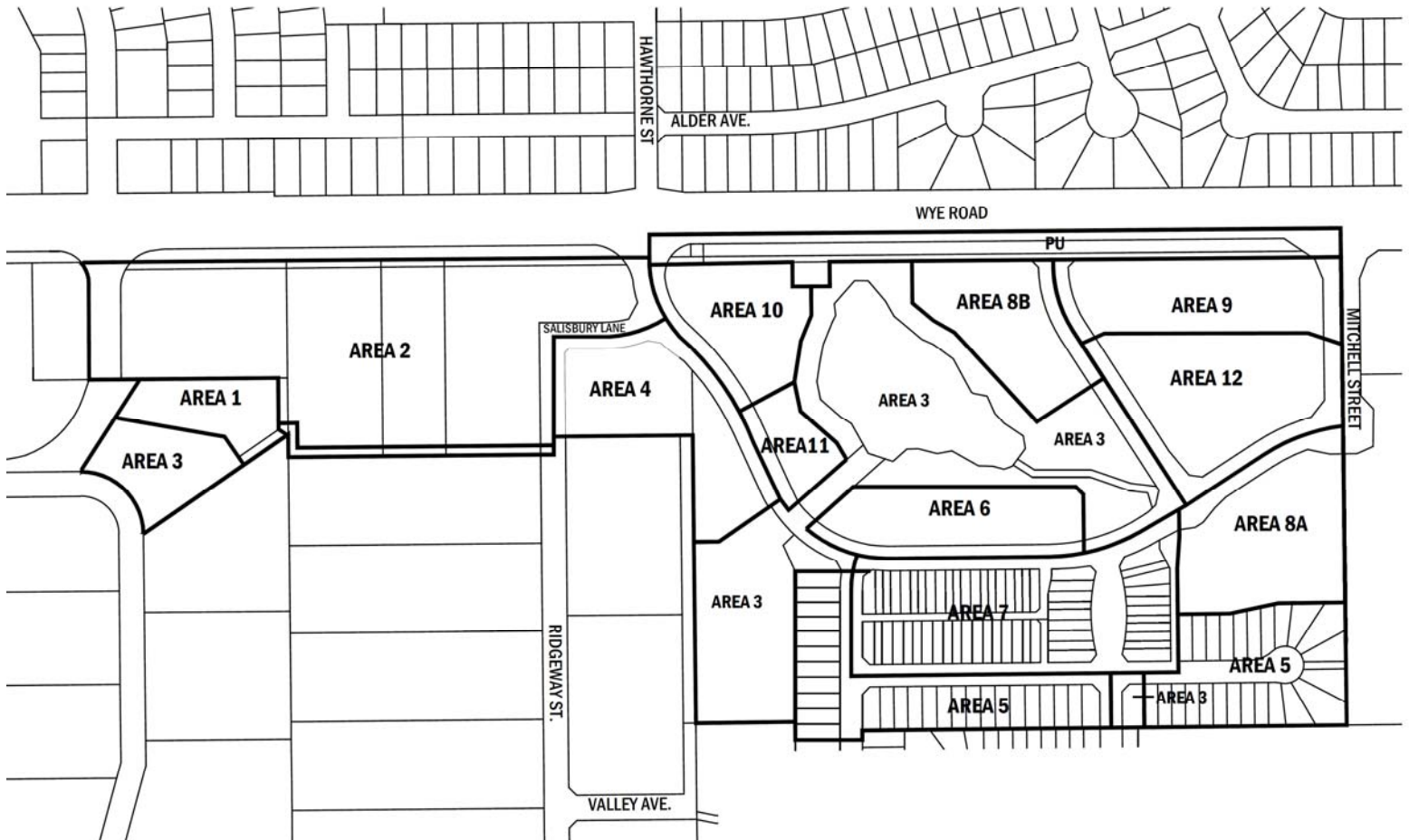


ATTACHMENT "D"
FENCING PLAN



- 1 - The Developer shall install a 7.0 ft double board wood fence along the north boundary of Lot 16, Plan 6428KS
- 2 - The Developer shall install a 5.0 ft high metal iron fence along the east boundary of Lot 16, Plan 6428KS
- 3 - The Developer shall install a 6.0 ft chain link fence along the east and south boundaries of Lot 15, Plan 6428KS and along the north boundary of Lot 14, 6875KS

SALISBURY VILLAGE



8.21 UV4 – SALISBURY VILLAGE ZONING DISTRICT

1.0 Purpose

This District regulates Phase 1 (Wye Road Crossing) and Phase 2 (Salisbury Village) as delineated in the Salisbury Village Area Structure Plan for providing a high quality 'urban village' environment with a range of residential housing, integrated parks and open spaces, and potential for both large and small format commercial uses designed as standalone or mixed use. It also provides on-site development controls addressing aesthetics and sustainable development practices to improve occupant well-being, environmental performance and economic return of buildings.

2.0 Area of Application

This district shall apply to parts of NW and NE of Section 22-52-23-W4 located south of Wye Road, east of Ash Street and west of Mitchell Street, as illustrated on Attachment "A".

3.0 Subdivision Regulations

- 3.1.** Subdivision within the district shall conform to the boundaries of the individual development Areas as illustrated on Attachment "A", excepting that Area 5 and Area 7 shall only be subdivided per the Subdivision Regulations specified in their corresponding Area regulations;
- 3.2.** Subdivision is permitted for the creation of parcels for individual buildings within all Areas shown on Attachment "A"; however, Floor Area Ratios (FAR), site coverage, and setbacks described within this District shall be understood per the original "Area" boundary in the event of future Area subdivision.
- 3.3.** Where the subdivision is or and individual lot or bareland condominium the regulations in Section 6.2 – Municipal Services of the Strathcona County Land Use Bylaw shall apply.

4.0 Sustainability Development Regulations

4.1. Sustainable Urban Neighbourhood (SUN) Design Team

The Development Officer shall prior to the acceptance of a Development Permit application for a principal building within this district, consult with the Coordinator of the Sustainable Urban Neighbourhood (SUN) Design Team to determine if the proposed application is consistent with the district.

Should the Coordinator of the SUN Design Team deem that the application is consistent with the district the application will be reviewed by the SUN Design Team as part of the regular Development Permit application circulation process. Should the Coordinator deem that the application is inconsistent with the district the application will be reviewed by the SUN Design Team prior to acceptance of the Development Permit application.

The applicant shall submit documentation pertaining to the consistency of the application with the 12 Sustainability Themes described in the Salisbury Village Area Structure Plan and Section 5.0 – General Development Area Regulations within this District. The SUN Design Team will evaluate the development, and it is understood that not all of the 12 sustainability themes or Green Buildings and Sites regulations may be applicable to all developments.

Following review of the proposal, the SUN Design Team will provide the Development Officer with an assessment that indicates how well the proposed application performs relative to the

ASP's sustainability themes and the green buildings and sites objectives of the District. The assessment may also include recommendations for improvements.

The assessment will be provided to the applicant to advise how well they have achieved sustainability and will be used to inform the decision of the Development Officer in the application approval process.

5.0 General Development Area Regulations

5.1 Urban Design

5.1.1 Development Permit applications shall evaluate by the Development Officer in the context of the following Urban Design Regulations which shall be adhered to in preparation of the development plans for Phase 1 and Phase 2 within the urban village.

a. Green Buildings and Sites

- i. Green Building Certification is encouraged for Commercial and Multi-Family Residential buildings, and development applications shall specify how development is addressing the following green building and site considerations:
 - A. Buildings should utilize high-efficiency plumbing fixtures to reduce wastewater volumes per targets specified in the Salisbury Village Area Structure Plan.
 - B. Fundamental building elements and systems should be designed, installed, and calibrated to operate as intended using best practice commissioning procedures to verify the installation, functional performance, training and operation, and maintenance program.
 - C. Buildings should be designed to comply with minimum insulated values of R-20 for exterior walls and R-40 for roof.
 - D. Buildings should utilize a minimum of 75% highly reflective and high emissivity roofing surfaces to reduce heat affect.
 - E. Building plans material specifications should promote rapidly renewable building materials and products, made from plants typically harvested within a ten-year cycle or shorter (e.g. bamboo flooring, wool carpets, straw board, cotton batt insulation, linoleum flooring, poplar OSB, and others), by stating a realistic usage goal (% of) and identifying suppliers to support this goal.
 - F. Building mechanical systems should provide energy efficient equipment applicable but not limited to HVAC systems, hot water systems, lighting, and appliances.
 - G. Building material specifications should promote use of wood-based materials and products, certified per the Forest Stewardship Council's Principles and Criteria, by establishing a realistic project goal for FSC-certified wood products, identifying usage on the building plans, and identifying suppliers to support this goal.
 - H. Building HVAC systems design should optimize air change effectiveness and ensure comfort criteria per the standard and design of the building envelope.
 - I. Buildings should utilize, and specify in building plans, the use of low-VOC materials, paints, coatings, and carpet products.
 - J. Buildings should utilize, and specify in building plans, the use of wood and agri-fibre products that contain no added urea-formaldehyde resins

- K. Developments should seek to minimize impervious surfaces by use of smaller building footprints, bio-retention systems, porous pavement or pavers, green roofs, and rainwater capture.
 - L. Developments should seek to moderate solar heat by providing shade to private hardscape areas (e.g. courtyards, parking lots, parking structures, internal pedestrian corridors) using structures, and/or shading from tree canopies (within 10 years of landscape installation) and the use of high reflectivity and/or open grid paving materials,
 - M. Building siting should take into consideration solar benefits/opportunities, and avoiding adverse on and off site microclimatic effects related to wind and shadowing.
- ii. An Erosion and Sediment Control Plan shall be provided for Commercial and Multi-Family Residential development sites considering silt fencing, sediment traps and sediment basins during construction.
 - iii. Commercial and Multi-Family Residential developments should develop and implement a Construction Waste Management Plan quantifying material diversion goals including: the recycling and/or salvage at least 25% of construction materials (e.g. cardboard, metal, brick, concrete, plastic, clean wood, glass, and gypsum wallboard), demolition and land clearing waste; designating a specific area on the construction site for recycling; and, identifying construction haulers and recyclers to handle the designated materials.
- b. Architectural Treatment of Buildings
- i. An overall architectural theme is not prescribed for Salisbury Village; however, each individual Phase shall have a consistent architectural theme within its boundary and be compatible with the theme of an abutting Phase.
 - ii. All building facades should use compatible and harmonious exterior finishing materials.
 - iii. Building colours should be harmonious and provide visual interest in all seasons.
 - iv. Mechanical equipment on the roof of any building should be concealed by incorporating it within the building roof or by screening it in a way that is consistent with the character and finishing of the building.
 - v. Blank walls on commercial buildings that exceed a length of 12m should be avoided by articulating the facades, adding glazing where practicable and adding definition through colour or material details.
 - vi. Commercial buildings should feature doorways and windows at ground level, as well as weather protection features to provide an active, safe, and inviting *main entrance* to buildings.
- c. Building Height, Massing and Transitions
- i. Perceived height and massing should be minimized through variation in building setbacks, building orientation, roof treatment, use of glazing and articulation, the choice of exterior materials and colours, and landscaping.
 - ii. Buildings should provide a transition in height and massing in relation to the surrounding areas.
 - iii. Buildings (especially residential dwellings) should be sited and oriented to minimize their impact on other buildings, considering such things as ventilation, quiet, visual privacy, and views.

- iv. Transition should be provided to existing residence areas to reduce noise, visual sensitivities, and increase amenity by methods that may include a sound wall, earth berm, walkway, and tree/shrub planting.
- v. Phase 1 buildings should be located to reduce noise affect from Wye Road on the adjoining neighbourhood south of Wye Road.

d. Streetscape

- i. Buildings should be configured to frame views and highlight key development features that contribute to the area's Urban Village character.
- ii. Building facades for commercial and multifamily residential buildings should be oriented to front onto streets, where possible, to create an attractive public realm and provide a sense of ownership and safety for pedestrians.
- iii. Larger buildings with long street frontages should be designed with detail and articulation to create architectural interest.
- iv. Site entrances and edges should receive special design attention to help ensure the development presents an attractive and inviting face to surrounding areas.
- v. Phase 2 buildings ~~along Area 8B, and Area 9 and Area 12~~ in Areas 8B, 9 and 12, along Tisbury Street should be located and designed to encourage pedestrian activity, public interaction, and promote the area's Urban Village character.

e. Open Spaces and Pedestrian Accessibility

- i. Commercial developments shall provide convenient and attractive pathways throughout the site that shall be connected via pedestrian linkages to open spaces provided elsewhere in the Urban Village.
- ii. Commercial and multi-family residential development sites shall provide pedestrian connection(s) to nearby neighbourhood level pathways and bus stops.
- iii. The layout of parking areas in development permit applications shall specifically address the interrelation of pedestrian, vehicular, and bicycle circulation patterns in order to provide continuous, direct pedestrian access with a minimum of driveway and drive aisles crossings in all commercial areas. Treatments including raised pedestrian crossings, special paving, lights and bollards shall identify significant points of vehicle and pedestrian interfaces.
- iv. Private non-roof hardscaping areas (e.g. courtyards, parking lots, parking structures, driveways) should be shaded using canopied walkways or pergolas, high reflectivity and/or open grid paving materials, and shading from tree canopies (within 10 years of tree installation).

5.2. Recycling and Waste Reduction

- 5.2.1 Commercial and Multi-Family Residential developments should provide an easily accessible area dedicated to the separation, collection and storage of materials for recycling (at a minimum) paper, corrugated cardboard, glass, plastic and metals.
- 5.2.2 Waste management facilities for multifamily land uses shall be provided in accordance with the Strathcona County Waste Management Bylaw.

5.3. Lighting

- 5.3.1 On-site lighting should maintain safe light level criteria, recognize the winter season by way of functional and decorative lighting solutions, and avoid off-site light and night sky pollution. Technologies to reduce light pollution include full cut-off luminaries, low-reflectance surfaces and low-angle spotlights.
- 5.3.2 The maximum height of security and parking lot lighting shall be 9.0 m.

5.4. Signs

- 5.4.1 A Master Sign Plan shall be developed for each phase within the community in accordance with Section 10.9 of the Land Use Bylaw. The sign design plan will include signs for residential and commercial developments.
- 5.4.2 Portable Signs shall be prohibited within this District.
- 5.4.3 Free-standing signs shall be limited to commercial sites adjacent to Wye Road. A visual impact study of any proposed free-standing signs shall be submitted with the master sign plan addressing sign area, illumination and height to confirm that the signs have minimal impact on adjacent residential areas.

5.5. Amenity Area

- 5.5.1 Planned Townhouse and Apartment uses shall provide Amenity Area of a minimum 3.5 m² per unit for the use and enjoyment of all occupants;
- 5.5.2 Amenity Area may include any outdoor area accessible to all occupants and may include a park, garden, deck, and patio; and,
- 5.5.3 Amenity Area may not be located in a Front Yard.

5.6. Landscaping

- 5.6.1 Landscape plans shall include details of pavement materials, fencing, exterior lighting, street furniture, garbage and storage areas, and sizes and species of new plantings for the site. Development Officer evaluation shall have regard for the degree to which the design is consistent within the development and complementary to existing adjacent retail/commercial development.
- 5.6.2 Landscaping shall have regard to the street, buildings, and adjacent developments.
- 5.6.3 Site grading shall take into consideration existing mature tree stands, significant vegetation and preserve them wherever possible.
- 5.6.4 All required planting material shall be hardy to the Sherwood Park Region and on-site location where they are planted, and establish a diversity of year-round colour, scent, and movement.
- 5.6.5 On-site landscaping should reduce the need for irrigation by the use of climate tolerant native plants, where necessary utilise efficient irrigation systems (low-volume, drip, or computer controlled), and use of rainwater capture and re-use systems (rain barrels, cisterns).
- 5.6.6 The proportion of deciduous to coniferous trees and shrubs shall be approximately 60:40.
- 5.6.7 A minimum of one tree shall be provided per parking area island that conforms to the minimum installation size standards.

5.7. Parking and Loading

- 5.7.1 Where calculation of the total number of parking spaces yields a fractional number, the required number of spaces shall be the next highest whole number.
- 5.7.2 Where more than one parking requirement applies to the same land use, the greater requirement shall be provided.
- 5.7.3 Where the Strathcona County Land Use Bylaw does not clearly define parking requirements for a particular development, the single use or combination of uses most representative of the proposed development shall be used by the Development Officer to determine the parking requirement.
- 5.7.4 Visitor parking shall be provided on site and shall be located in close proximity to a building entrance for safety and convenience.
- 5.7.5 Residential buildings within Areas 4, 6, 8A, 8B, and 11, shall provide resident parking internal to the residential building either in ground-level parking garages or underground parking.
- 5.7.6 Underground parking structures may encroach into and under required setbacks as long as they are not above grade and have landscape cover.
- 5.7.7 Site entrances, exits, and on-site routing of vehicles shall be located on Development Permit plans and be designed in a manner that demonstrates safe and convenient pedestrian patterns and connections to adjoining sites.
- 5.7.8 Parking areas shall be located to side or rear of buildings where possible.
- 5.7.9 On-site parking, aisles, drive-thru lanes, and similar vehicle circulation areas for commercial uses may project into a required yard to within 1.2 m of a property line.
- 5.7.10 Where parking structures are adjacent to a side or rear property line, or are located between or beside residential buildings, parking structures can be located above-grade to a maximum of 2 storeys.
- 5.7.11 The façade of a parking structure shall be complimentary to adjacent building frontages and well-integrated with the landscape design through the placement of trees and/or berms with shrub beds to reduce the scale of the building.
- 5.7.12 Where possible, parking should be shared by users with staggered peak hour demand. When reviewing Development Permit applications for uses that may operate at different times of the day or week, the Development Officer shall consider shared parking amongst uses that have staggered peak hours of parking demand.
- 5.7.13 Parking spaces for non-residential uses shall be provided on site. On-street patron parking may be considered when a development permit application is accompanied by a plan showing the number of available on street stalls located on the same side of the street, and in close proximity to the development taking into consideration on street visitor parking that may be approved for adjacent uses. On street patron parking shall not represent more than 10% of the required patron parking for the proposed development.
- 5.7.14 Reduced parking to 1.5 spaces/residential unit, or up to 90% of a uses required parking spaces/commercial building area may be considered by the Development Officer where justification is provided and it would reduce the required parking lot area.

5.8. Accessory Uses:

- 5.8.1 For the purpose of this district accessory use means a use that is ancillary, incidental or subordinate and located in the same principal building of the primary use that it is associated with.

6.0 Specific Development Area Regulations

6.1. Development Phases and Areas

6.1.1 Development Phasing - The Salisbury Village ASP defines this urban village in three Phases, and this District regulates development in Phase 1 and Phase 2.

- a. Phase 1 – Wye Road Crossing (West) - The purpose of this phase is to provide a range of arterial commercial uses that service the Salisbury Village community and Sherwood Park. The development area includes the opportunity for medium density residential development and an enhanced stormwater management facility in the southwest corner to provide a transition from the rural residential development to the south and the commercial uses to the north.
- b. Phase 2 – Salisbury Village (Central) - The purpose of this phase is to sensitively integrate an existing natural wetland area into an urban mix of commercial, and low to high density residential land uses. A central park complements the residential uses and the village commercial areas west of Mitchell Street.

6.1.2 Development Areas - This Districts two Phases are divided into eleven (11) distinct "Areas" in order to manage development. The boundaries of these Areas are shown on Attachment "A", and described below.

- a. Phase 1 – Wye Road Crossing (West)

Area 1	Medium Density Residential
Area 2	Arterial Commercial
Area 3	Pedestrian Corridor, Public Open Space and Public Utilities
- b. Phase 2 – Salisbury Village (Central)

Area 4	Medium Density Residential
Area 5	Low Density Residential
Area 6	Medium Density Residential - Townhouse
Area 7	Medium Density Residential - Semi-Detached/Townhouse
Area 8A/8B	High Density Residential
Area 9	Village Commercial
Area 10	Village Commercial/Employment
Area 11	Village Swing Site
Area 12	Mixed-Use Commercial/Residential

6.2. Area 1 – Medium Density Residential

6.2.1 Purpose

The primary purpose of this development area is to accommodate medium density housing that is sensitive to the adjacent rural residential development.

6.2.2 Uses

Apartment housing
 Congregate housing
 Fourplex housing
 Home business, minor*
 Office
 Personal service establishment
 Semi-detached housing
 Town housing

6.2.3 Discretionary Uses

Food service, specialty
 Residential sales centre*
 Senior citizen housing
 Utility Service, minor

6.2.4 Fundamental Use Criteria

- a. The maximum floor area ratio is 1.0.
- b. The maximum site coverage is 40%.

6.2.5 Development Regulations

- a. Setbacks
 - i. The minimum building setbacks are illustrated on Area 1 Site Plan.
 - ii. The minimum building setback is 3.0 m for the site except for the west boundary along Ash Street which has a setback of 6.0 m.
 - iii. Notwithstanding Section 6.11 of the Land Use Bylaw, accessory buildings shall comply with the above-mentioned setback requirements.
- b. Building Heights
 - i. The maximum height for all principal buildings shall be 10 m, except for apartment housing which shall be 14 m.
- c. Landscaping & Fencing
 - i. Landscaping Plans for Area 1 shall include the abutting Area 3. See the landscaping provisions for Area 3 and Section 6.5 Landscaping.
 - ii. A 1.2 m chain link fence shall be constructed within the south and east boundary of Area 1 at the same time that the first development in Area 1 is proposed.
- d. Commercial Uses
 - i. Commercial uses shall only be permitted within ground floor units that front onto and have direct access to Green Street.

6.3. Area 2 – Arterial Commercial

6.3.1 Purpose

The primary purpose of this area is to provide for a range of commercial uses appropriate to the site's prominent location along the major arterial of Wye Road, with due regard for the country residential uses abutting the site to the south.

6.3.2 Uses

Business support service
 Care centre, intermediate
 Financial service
 Food service drive-in
 Food service, restaurant
 Food service, specialty
 Gas bar * and **
 Health service, minor**
 Library and exhibit
 Office
 Personal service establishment**
 Recreation, indoor**
 Retail, alcohol*
 Retail, cannabis*
(Bylaw 16-2018 – April 24, 2018)
 Retail, general
 Retail, convenience
 Service station, minor * and **
 Veterinary service, minor**
 Warehouse sales**

6.3.3 Discretionary Uses

Convenience vehicle rental**
 Drive-through vehicle service * and **
 Utility service, minor
 Vehicle sale/rental

6.3.4 Accessory to Principal Uses

Animal grooming facility
 Equipment, minor
 Greenhouse and plant nursery
 Household repair service
 Vehicle repair, minor
 Warehousing and storage

6.3.5 Fundamental Use Criteria

- a. The maximum floor area ratio is 1.0.
- b. The maximum site coverage is 40%.

6.3.6 Specific Use Regulations

The following regulations apply to uses identified by a double asterisk:

a. Animal Grooming Facility	For the purposes of this district, this use is limited to small domestic animals (livestock is prohibited)
b. Convenience Vehicle Rental	Vehicle washing facilities prohibited as a primary or accessory use.
c. Drive-through Vehicle Service	Vehicle washing facilities prohibited as a primary or accessory use.
d. Gas Bar	Vehicle washing facilities prohibited as a primary or accessory use.
e. Greenhouse and plant nursery	Primary access must be provided from within the interior of the principle building.

	Seasonal outdoor displays shall be setback from the building/enclosure frontage at the discretion of a Development Officer to ensure safe pedestrian and vehicular circulation.
f. Health Service, minor	Shall be permitted provided this use is not contained in a standalone building.
g. Personal Service Establishment	For the purpose of this district, on-site dry cleaning facilities are prohibited; a dry cleaner's drop-off outlet shall be permitted.
h. Recreation, Indoor	For the purposes of this district, uses shall be related to fitness and health centres; rifle and pistol ranges are prohibited.
i. Service Station, minor	Vehicle washing facilities prohibited as a primary or accessory use.
j. Vehicle sale/rental	Vehicle washing facilities prohibited as a primary or accessory use.
k. Veterinary Service, minor	For the purposes of this district, this use is limited to the treatment of small domestic household pets only (i.e. no horses or livestock). Overnight boarding of animals is prohibited.
l. Warehousing and Storage	Primary access must be provided from within the interior of the principle building.
	Outdoor storage shall be contained within an attractive, screened structure located next to the principle building.
	Outdoor storage materials shall be stacked to a height not exceeding the adjacent wall so as to ensure containment of goods.

6.3.7 Conditions of Land Use

- a. Seasonal outdoor displays may be permitted provided they are setback and contained, at the discretion of a Development Officer, to ensure safe pedestrian and vehicular circulation.

6.3.8 Development Regulations

- a. Setbacks
 - i. The minimum building setbacks are illustrated on Area 2 Site Plan.
 - ii. Notwithstanding Section 6.7 of the Land Use Bylaw, the minimum building setback from the edge of the petroleum product easement or right-of-way adjacent to Wye Road shall be 7.5 m.
 - iii. The minimum building setback adjacent to the west and east boundaries shall be 4.0 m.
 - iv. The minimum building setback adjacent to the south boundaries shall be 4.0 m, except as provided below.
 - v. The minimum building setback, for buildings over 6.0 m in height, is 10 m adjacent to the south boundary, where it abuts Area 3.
 - vi. The minimum building setback, for buildings 6.0 m and less in height, is 0.0 m where it abuts Area 3.
 - vii. The minimum building setback adjacent to Area 1 is 7.5 m.

- viii. Where a building abuts an internal drive aisle, a minimum setback of 1.5 m shall be required to ensure pedestrian safety and vehicular sightlines.
- b. Building Heights
- The maximum height for all principal buildings shall be 14 m.
 - The maximum height for accessory buildings shall be 6.0 m.
- c. Lighting
- On-site security and parking lot lighting shall be located and arranged so that no direct rays of light are directed at any adjoining residential properties. Security lighting fixtures must be shrouded to prevent light spilling into adjacent residential yards.
 - The maximum height of security and parking lot lighting shall be 9.0 m.
- d. Parking
- No parking shall be permitted within the minimum building setbacks from the east and west boundaries.
 - Access points to parking lots shall be well spaced and clearly defined.
 - Loading and receiving facilities shall be located away from the major street side of the buildings. Where this is not practical, due to a building surrounded by streets, loading and receiving facilities shall be screened from the street with landscaping features and/or architectural treatment.
- e. Landscaping
- Landscaping shall be provided in conjunction with, and shall be part of, any development proposed in any application for a Development Permit.
 - Landscaping Plans for Area 2 shall include the abutting Area 3.
 - See the landscaping provisions for Area 3 and Section 5.6 Landscaping.
- f. Green Street
- Green Street is an east-west connection between Ridgeway Street and Ash Street and is planned to be provided via an internal link (private road with a public access easement) through Area 2.
 - Green Street shall be developed with the first proposed principal use within Area 1 or 2.
 - A public access easement shall be registered for the private road, naming the County as a third party, to the satisfaction of the Development Officer.
 - The private road shall be constructed such that it appears and functions as an obvious pedestrian, bicycle, and vehicle connection between Ridgeway Street and Ash Street while incorporating pedestrian, safety and landscape features consistent with the concept of a sustainable community. These features may include:
 - Landscaping on either side of the road;
 - Safe channeling of pedestrian traffic across the street;
 - Elevated tables and traffic calming measures at pedestrian crossings;
 - Incorporating low impact development design strategies; and
 - Utilizing innovative stormwater management design
- g. Area 2A - The following regulations shall apply to Area 2A (that portion of Area 2 located south of Green Street) as shown on Area 2 Site Plan
- Hours of Operation: Retail operating hours shall be as follows:

Mon – Fri	7am – 11pm
Sat	8am – 8pm
Sun	9am – 8pm

- ii. The use of any outdoor address or other sound systems shall be prohibited.
- iii. All attempts will be made to mitigate the off-site noise impacts of outdoor machinery (i.e. back-up beepers on forklifts) provided such measures fall within the bounds of safety code requirements.
- iv. Deliveries shall be prohibited between 6pm and 7am.
- v. Delivery trucks shall be prohibited from idling at night (between 7pm and 7am).
- vi. A concrete retaining wall with a concrete fence on top to form a 4.2 m wall along with a landscaped berm shall be constructed inside the south boundary of Area 2A for the purposes of providing sound attenuation. This concrete fence/wall will be located adjacent to the drive aisle as shown on Area 2 Site Plan. The concrete fence/wall shall be stepped down as it approaches Ridgeway Street and shall consist of two steps: the first from 4.2 m to 3.0 m in height; the second from 3.0 m to 1.8 m in height with each step measuring 3.6 m in length for a total of 2.7 m.
- vii. A double board fence in combination with a retaining wall to form a 2.4m wall shall be constructed within the south boundary of Area 2A from the west edge of the concrete fence in vi (above) to the east edge of the proposed storage sheds, as shown on Area 2 Site Plan.
- viii. A single board fence in combination with a retaining wall to form a 2.4m wall shall be constructed adjacent to the south and west boundary of Area 2A at the rear of the storage sheds, as shown on Area 2 Site Plan.

6.4. Area 3 – Pedestrian Corridor, Public Open Space and Public Utilities

6.4.1 Purpose

The purpose of this development area is to provide space for utility operations, parks, and pedestrian linkages. A 7.5m pedestrian corridor, with trail, serves as a buffer between the existing rural residences and the commercial development in Phase 1. Park spaces in the form of municipal reserves allow residents, workers and visitors to the area opportunities to enjoy active and passive recreation and the natural wetland. The area provides for two storm water management facilities in the form of enhanced storm ponds complete with trails and rest areas.

6.4.2 Uses

Flea Market for the purposes of a Farmer's Market
Park
Recreation, Community
Recreation, Indoor
Recreation, Outdoor
Recycling Drop-Off
Utility Service, Minor

6.4.3 Fundamental Use Criteria

- a. The pedestrian corridor shall be a minimum of 7.5 m in width as shown on Attachment "B" Area 3 (Phase 1) Site Plan.
- b. The public open spaces will provide unstructured space for recreation or culture, open turf fields with planted buffers to the adjoining residential uses, trails, seating and viewing platform, natural and manicured landscaping, and a natural water feature.
- c. The public utilities will be in the form of two storm water management ponds with enhanced landscaping, trails and viewing areas that add to the openness of the development and provide additional passive recreation space.

6.4.4 Development Regulations

- a. Pedestrian Corridor
 - i. The development of the pedestrian corridor, in Phase 1 shall be completed at the same time as the first development is proposed in the phase and it shall include a 3.0 m wide asphalt pathway as shown on Attachment "B" Area 3 (Phase 1) Site Plan.
- b. Public Open Space
 - i. The development of the public open space areas in Phase 2 including the parks and wetland shall be completed with the Phase 2 subdivision.
 - ii. A 1.5 m wide granular trail shall be developed within the municipal reserve area on the south side of the central wetland in Phase 2 as shown on Attachment "B" Area 3 (Phase 2) Site Plan.
 - iii. A 3.0 m wide asphalt trail shall be developed in the municipal reserve south of the storm water management facility in Phase 2 as shown on Attachment "B" Area 3 (Phase 2) Site Plan.
 - iv. A trail through the public utility lot separating Areas 6 & 11 in Phase 2 as shown on Attachment "B" Area 3 (Phase 2) Site Plan shall be completed

- when the central park area develops. The alignment and surface details of this trail will be determined at time of development.
- v. The developer shall provide a separate plan for the central park in Phase 2 prior to development. Plans shall include an open space for gathering and outdoor special events and programs.
 - vi. An additional allocation of municipal reserve at 3% of developable area, per the Municipal Government Act, is to be provided by upgraded amenities and park enhancements within Phase 2 in lieu of land. These enhancements shall have a value equal to or exceeding the appraised market value of the additional 3% of developable lands of Phase 2 and may include: additional park/playground upgrades, additional landscaping upgrades, a plaza/gazebo and/or viewing platform development, wayfinding signage, and lighting within the Phase 2 open space areas.
- c. Storm Water Management Facilities
- i. The development of the storm water management facility in Phase 1 shall be completed at the same time as the first development is proposed in either Area 1 or Area 2.
 - ii. A 1.5 m wide gravel trail shall be constructed around the storm water management facility in Phase 1 as shown on Attachment "B" Area 3 (Phase 1) Site Plan.
 - iii. A seating area shall be developed on the north side of the storm water management facility in Phase 1.
 - iv. The development of the storm water management facility in Phase 2 and access to it shall be completed as per the Development Agreement.
 - v. The maintenance access to the storm water management facility in Phase 2 as shown on Attachment "B" Area 3 (Phase 2) Site Plan shall include a grass paving structure of sufficient strength and width to support heavy maintenance vehicles.
 - vi. A 3.0 m wide asphalt trail shall be developed within the east edge of the storm water management facility in Phase 2 as shown on Attachment "B" Area 3 (Phase 2) Site Plan.
 - vii. Additional tree plantings shall be grouped adjacent to the storm water management facility in Phase 2 to provide screening of existing residential uses.
- d. Fencing & Landscaping
- i. Notwithstanding Section 7.0 of the Land Use Bylaw, the following shall apply to Area 3 as shown on Attachment "B" Area 3 (Phase 1) Site Plan and Area 3 (Phase 2) Site Plan.
 - ii. A 2.4 m double board wood fence shall be constructed along the south boundary of Area 3 where it abuts Lot 21, Plan 4382 MC (see Attachment "B" Area 3 (Phase 1) Site Plan).
 - iii. A chain link fence shall be erected along the south boundary of Area 3 where it abuts Lot 3, Plan 6428 KS. The chain link fence shall match the existing fence on Lot 3, Plan 6428 KS (see Attachment "B" Area 3 (Phase 1) Site Plan).
 - iv. Trees and shrubs shall be planted on either side of the trail at a rate of a minimum of 1 tree and 1 shrub per 5.0 m of linear trail. Trees may be grouped to provide screening of adjacent land uses.
 - v. All trees and shrub planting shall conform to the following:
 - The proportion of the deciduous to coniferous trees shall be approximately 60:40

- Deciduous trees shall be at least 60 mm calliper.
- Coniferous trees shall have a minimum height of 2.5 m
- Deciduous shrubs shall have a minimum spread of 450 mm
- Coniferous shrubs shall have a minimum height of 450 mm.

6.5. Area 4 –Medium Density Residential

6.5.1 Purpose

The purpose of this development area is to allow for a combination of residential housing options that provide a transition in density and height from the adjacent country residential dwellings to the south. The units are intentionally oriented to the street to create an urban feel in the neighbourhood.

6.5.2 Uses

Apartment Housing
Duplex Housing
Fourplex Housing
Home Business, Minor*
Residential Sales Centre*
Semi-Detached Housing
Senior Citizen Housing
Town housing
Utility Service, Minor

6.5.3 Development Regulations

a. Setbacks

- i. The building setbacks are illustrated on Attachment "B" - Area 4 Site Plan.
- ii. The minimum building setback is 1.2 m and the maximum building setback is 6.0 m along Salisbury Way, Salisbury Lane and Ridgeway Street. The 1.2 m minimum setback creates a buffer zone to accommodate design elements (either landscape or architectural) that help transition the interface and provide a physical delineation between public and private space. Elements that may be included, but are not limited to are shrubs, planters, benches, building monument signage, all with a maximum height restriction of 0.9 m.
- iii. For buildings adjacent to the south boundary of Area 4 where it abuts Lot 16, Plan 6428KS, the minimum building setback is 10.0 m.
- iv. For buildings adjacent to the west boundary of Area 4 where it abuts Valley Avenue, the minimum building setback is 3.0 m.
- v. The minimum building setback is 3.0 m along the property boundary shared with the stormwater management facility, except it is 12.5 m along this boundary as shaded on the Area 4 Site Plan for the purpose of enhancing the land use transition between Lot 1, Plan 6426KS. This shaded area shall only be utilized for amenity space, landscaping, and/or parking.

b. Density

- i. The maximum Density shall be 40 units per net residential hectare.

c. Site Coverage

- i. The maximum site coverage is 35%.

d. Building Heights

- i. A maximum building height of 10.0 m and a minimum building height of 4.0 m for principal buildings located in the south portion of the site as shown on Area 4 Site Plan.

- ii. A maximum building height of 17.0 m and a minimum building height of 4.0 m for principal buildings located in the north portion of the site as shown on Area 4 Site Plan.
- e. Landscaping and Fencing
 - i. Site grading shall consider the preservation, where possible, of the mature tree stands on this site and in particular those trees that are located adjacent to the south boundary of Area 4 abutting Lot 16, Plan 6428KS.
 - ii. A 2.15m single board wood fence shall be built within the west boundary of Area 4 where it abuts Valley Avenue (see Attachment D).
 - iii. A 1.2 m decorative metal fence shall be built within the south property line of Area 4 where it abuts the stormwater management facility (see Attachment D).
- f. Parking Requirements
 - i. Apartments shall provide resident parking internal to the building by use of underground parking.
- g. Accessory Buildings
 - i. Accessory structures shall conform to the architectural design and finish of the principal building.
- h. Urban Design
 - i. Medium Density Residential - Semi-Detached/Town Housing units in Phase 2, Area 4 shall be located to the minimum front yard setback abutting Salisbury Way to the greatest extent possible, and these units shall be accessed by a rear garage or internal parking area.
 - ii. Contemporary architectural design is required in Phase 2, Area 4.

6.6. Area 5 – Low Density Residential

6.6.1 Purpose

The purpose of this district is to provide for single detached dwellings or semi-detached dwellings on individual lots. The district also provides for a limited range of complementary uses that are compatible with residential uses in an urban setting.

6.6.2 Uses

- Dwelling, family care*
- Dwelling, single
- Semi-detached housing
- Group home, minor
- Home business, minor*
- Home business, major*
- Residential sales centre*

6.6.3 Subdivision Regulations

- a. Dwelling, Single minimum lot width is 10.6 m, except it is 13.0 m for a corner lot.
- b. Dwelling, Semi-Detached minimum lot width is 7.6 m for each internal dwelling and 11.6 m for each corner dwelling.
- c. Lot width is measured at 9.0 m from the front property line.
- d. The minimum lot depth is 32.0 m
- e. Within this area, a minimum of 25% of the Dwelling, Single lots must be in a range of 12.2 m to 13.6 m lot widths.

6.6.4 Development Regulations

- a. Setbacks
 - i. The building setbacks are illustrated on Attachment "B" - Area 5 Site Plan.
 - ii. The minimum front yard is 5.5 m.
 - iii. The minimum side yard is 1.2 m, except it is 3.0 m from a flanking public road other than a lane. Where there is not direct vehicular access to the rear yard or to an attached garage, one side yard shall be at least 3.0 m.
 - iv. Where a common wall of semi-detached housing is located on a mutual side lot line, the side yard is 0.0 m.
 - v. If the doors of a garage face a road, they shall be setback at least 6.0 m from the lot line.
 - vi. The minimum rear yard is 7.5 m.
- b. Building Height
 - i. The maximum building height is 10.0 m.
- c. Site Coverage
 - i. The maximum site coverage is 42.5%.
- d. Density
 - i. The maximum density is 25 units per net residential hectare.

- e. Accessory Structures
 - i. Accessory structures shall conform to the architectural design and finish of the principal building.
- f. Other Regulations
 - i. There shall be a minimum of 1.83 m frontage of the first storey of a dwelling, other than a garage, exposed to the street.
 - ii. A driveway for a front attached garage should not be more than the width of the garage's façade.
 - iii. Architectural quality shall be increased by creating greater variation in design between individual units, and by consistently applying the chosen architectural theme to the units.
 - iv. The impacts of a single dwelling front attached garage on the pedestrian streetscape shall be minimized by utilizing one of the following design solutions:
 - A. A front attached garage shall not project more than 1.0 m from the front façade of the dwelling;
 - B. A habitable second storey shall cover the entirety of the width and a minimum of 75% of the total length of the portion of the front attached garage that extends beyond the front façade of the dwelling;
 - C. Despite Section 6.6.4.f.i, there shall be a minimum of 2.44 m frontage of the first storey of a dwelling, other than a garage, exposed to the street. The entirety of the frontage shall include a covered front veranda; or
 - D. An alternate solution to the satisfaction of the Development Officer.
(Bylaw 37-2016 – Sept 13, 2016)
 - v. Contemporary architectural design is required in Phase 2.

6.7. Area 6 – Medium Density Residential - Townhouse

6.7.1 Purpose

The purpose of Area 6 is medium density residential uses in the form of planned semi-detached and townhousing sites and apartment housing. All semi-detached housing, townhousing or apartment units abutting a public roadway shall be street-oriented to reinforce the area's 'urban village' character. Units may also be oriented to face the Area 3 public open space. *(Bylaw 19-2016 – Jun 21, 2016)*

6.7.2 Uses

Apartment housing
Home Business, Minor*
Town housing
Residential sales centre*
Semi-detached housing

(Bylaw 19-2016 – Jun 21, 2016)

6.7.3 Development Regulations

a. Setbacks

- i. The building setbacks are illustrated on Attachment "B" - Area 6 Site Plan.
- ii. The minimum building setback is 4.5 m along Salisbury Way.
- iii. The minimum side yard setback is 3.0 m.
- iv. The minimum rear yard setback is 3.0 m.

b. Building Heights

- i. The maximum heights for principal buildings shall be 12.0 m.

c. Site Coverage

- i. The maximum site coverage is 50%.

d. Density

- i. The minimum density is 35 units per hectare. *(Bylaw 19-2016 – Jun 21, 2016)*
- ii. The maximum density is 60 units per hectare.

e. Parking

- i. Apartments shall provide resident parking internal to the building by use of underground parking.

f. Accessory Buildings

- ii. Accessory structures shall conform to the architectural design and finish of the principal building.

g. Urban and Site Design

- i. Semi-detached housing, Town House or Apartment housing shall be sited to the greatest extent possible fronting Salisbury Way to reinforce street-oriented character of the area; *(Bylaw 19-2016 – Jun 21, 2016)*

- ii. Semi-detached housing, Town House units shall have a front door entrance located on the building's façade for units located along Salisbury Way;
(Bylaw 19-2016 – Jun 21, 2016)
- iii. Semi-detached housing, Town House units or Apartment housing with a building façade oriented toward the Municipal Reserve area shall provide: visually interesting architectural enhancements; appropriate glazing to support opportunity for providing "eyes on the park"; and, allow for walkout access from Town Housing units to the trails system; and, *(Bylaw 19-2016 – Jun 21, 2016)*
- iv. Contemporary architectural design is required in Phase 2.

6.8. Area 7 – Medium Density Residential – Semi-Detached/Townhouse**6.8.1 Purpose**

The purpose of Area 7 is for medium density residential land use that may be in the form of fee-simple street-oriented townhousing and/or semi-detached housing all with lane access. Townhousing shall be located along Salisbury Way to reinforce the area's 'urban village' character, and semi-detached housing may be utilised to provide a desirable transition between townhousing and single-detached housing.

6.8.2 Uses

Home business, minor*
Home business, major*
Residential sales centre*
Semi-detached housing
Town housing

6.8.3 Subdivision Regulations

- a. The minimum lot width for a town housing parcel with a lane is 6.0 m for an internal lot, and 9.1 m for a corner lot.
- b. The minimum lot width for a semi-detached parcel with a lane is 7.6 m, except it shall be 9.1 m for a corner lot.
- c. The minimum lot depth is 34 m.

6.8.4 Development Regulations

- a. Setbacks
 - i. The building setbacks are illustrated on Attachment "B" - Area 7 Site Plan.
 - ii. The minimum front yard is 4.5 m.
 - iii. The minimum side yard for a corner lot is 3.0 m, and for an internal lot the minimum side yard is 1.2 m.
 - iv. The minimum rear yard is 7.5 m.
 - v. Where overhead doors of a garage face a lane and they shall be a minimum 1.0 m from the rear lot line; or, where an overhead garage door faces a public roadway other than a lane they shall be a minimum 6.0 m from the front lot line.
- b. Building Height
 - i. The maximum building height is 10.0 m.
- c. Site Coverage
 - i. The maximum site coverage is 55%.
- d. Density
 - i. The minimum density is 30 units/ha.
 - ii. The maximum density is 40 units/ha.
- e. Accessory Structures
 - i. Accessory structures shall conform to the architectural design and finish of the principal building.

- f. Other Regulations
 - i. Vehicle access shall only be from a rear lane for a dwelling along Salisbury Way.
 - ii. Contemporary architectural design is required in Phase 2.

6.9. Area 8A/8B – High Density Residential

6.9.1 Purpose

This area comprises two low rise apartment sites located in close proximity to the primary commercial site and the central open space. These higher density residential nodes provide a strong urban character in the centre of the overall area, and may support limited mixed use development. Residents here will support the urban village commercial in terms of both potential employees and a local consumer market.

6.9.2 Uses

Apartment Housing
Home Business, Minor*
Laundromat
Personal Service Establishment
Retail, Convenience
Residential Sales Centre*

6.9.3 Development Regulations

a. Setbacks

- i. The building setbacks are illustrated on Attachment "B" - Area 8A and 8B Site Plan.
- ii. The minimum building setback shall be 4.5 m along Salisbury Way in Area 8A and along Tisbury Street in Area 8B, with a maximum building setback of 7.6 m for buildings along these streets.
- iii. The minimum building setback in Area 8A abutting low & medium density residential uses and in Area 8B along Wye Road is 7.5 m.
- iv. The minimum building setback is 3.0 m on all remaining borders in Area 8A and 8B not regulated above.

b. Building Heights

- i. The maximum height for principal buildings shall be 16 m.
- ii. The minimum building height is 7.5m.
- iii. Area 8A buildings shall not exceed 7.5 m in height within 15.0 m of a property line that abuts a low density residential use in Phase 2.

c. Site Coverage

- i. The maximum site coverage is 50%.

d. Density

- i. The maximum density is 125 units per hectare

e. Landscaping & Fencing

- i. Landscaping Plans for Area 8B shall include the abutting Area 3.
- ii. Fencing within the south boundary of Area 8B shall be a metal fence located within the property boundary (see Attachment D).

f. Parking Requirements

- i. Residential buildings within Areas 8A and 8B shall provide resident parking internal to the residential building either in ground-level parking garages or underground parking.

- g. Accessory Structures
 - i. Accessory structures shall conform to the architectural design and finish of the principal building.
- h. Mixed Use Within Buildings
 - i. Commercial or office or residential uses are permitted on any floor, but no floor may contain a mix of residential/commercial uses.
 - ii. No commercial/office use will be permitted above a residential floor.
 - iii. Residential uses within a mixed use building shall be separated from commercial/office uses by way of separate entrances and lobby areas.
- h. 'Main Street' Design
 - i. Developments shall encourage pedestrian activity, public interaction, and urban village character by siting buildings along the site perimeter abutting Tisbury Street in a manner that will minimize setback to the road right-of-way.
 - ii. A minimum of 30% of the length of available street frontage along Salisbury Way or Tisbury Street shall be encouraged to be fronted by buildings.
- i. Other Regulations
 - i. Projections from buildings such as awnings, sign, porticos, eaves, unenclosed balconies, shade protection, and similar architectural features shall not encroach over a property line.
 - ii. Contemporary architectural design is required in Phase 2.

6.10. Area 9 – Village Commercial

6.10.1 Purpose

The purpose of this development area is to provide a range of commercial uses for meeting the needs of the local residential community. The creation of local employment opportunities close to residential development will promote the neighbourhood goal of an interactive and sustainable mixed-use community. Building orientation and parking areas will support pedestrian friendly “main street” design and provide a view corridor and pedestrian link into the village’s major park located west of the site.

6.10.2 Uses

Animal Grooming Facility
Business Support Service
Care Centre, Intermediate
Care Centre, Major
Care Centre, Minor
Custom Workshops
Financial Service
Food Service, Restaurant
Food Service, Specialty
Gas Bar*
Government Service
Health Service, Minor
Hotel
Household Repair Service
Laundromat
Library and Exhibit

Neighbourhood Pub
Office
Personal Service Establishment
Recreation, Indoor
Retail, Alcohol*
Retail, Convenience
Retail, General
Veterinary Service, Minor
Warehouse Sale
Sign Type A, B, C, D, E, F

6.10.3 Accessory Uses

Equipment, Minor**
Convenience Vehicle Rental**

6.10.4 Specific Use Regulations

The following regulations apply to uses identified by a double asterisk:

i. Equipment, Minor	For the purposes of this district, there is no outside display of products.
ii Convenience Vehicle Rental	Surface parking spaces may be considered.
	Parking for an accessory use shall be in accordance with the parking regulations.”

6.10.5 Development Regulations

a. Setbacks

- i. The building setbacks are illustrated on Attachment “B” - Area 9 Site Plan.
- ii. The minimum building setback is 3.0 m ~~on both Salisbury Way and along the Main Street~~ along Tisbury Street and adjacent to Area 12.
- iii. The minimum building setback along Wye Road is 7.5 m, and along Mitchell Street the minimum building setback is 3.0 m.

- iv. Projections from buildings such as awnings, signs, porticos, eaves, unenclosed balconies, shade protection, and similar architectural features shall not encroach over a property line.
- b. Building Heights
 - i. The maximum height for principal buildings is 14.0 m.
 - ii. The minimum building height is 7.5 m.
- c. Site Coverage
 - i. The maximum site coverage is 55%.
- d. Accessory Structures
 - i. Accessory structures in shall conform to the regulations for non-residential buildings, and shall not exceed 4.5m in height.
 - ii. Accessory structures shall conform to the architectural design and finish of the principal building.
- e. ~~Main Street~~ Tisbury Street and Urban Design
 - i. Development abutting the ~~Main Street~~ Tisbury Street shall encourage pedestrian activity, public interaction, and urban village character by use of a combination of the following design considerations:
 - 1. Building facades should achieve a minimum of 75% frontage along the ~~Main Street~~ Tisbury Street.
 - 2. Buildings should be sited at the minimum front setback along the ~~Main Street~~ Tisbury Street; however, parts of buildings may be setback slightly line for visual interest or to accommodate outdoor social activities (outdoor cafes, patios, displays, and street furniture).
 - 3. Buildings along the ~~Main Street~~ Tisbury Street shall incorporate high standards in materials and architecture.
 - 4. Corner Buildings located along ~~Main Street~~ Tisbury Street should be treated as community focal points and be of higher design quality.
 - 5. Buildings shall front onto ~~Main Street~~ Tisbury Street, or be designed to appear to front onto ~~Main Street~~ Tisbury Street, to create an attractive public realm through the use of the following design elements:
 - a. Facades and rooflines on the sides of buildings facing ~~Main Street~~ Tisbury Street shall convey permeability to the street by use of architectural elements that may include entrances, glazing, changes in materials, building articulation and variations that will reduce perceived mass and linearity of larger buildings.
 - b. Buildings exteriors abutting ~~Main Street~~ Tisbury Street should form a continuous edge along the street with no single exterior treatment being longer than 12 metres. Longer façade lengths should be interrupted by variations in planes (recessing or extending of façade) or changes in materials.
 - c. Building exteriors should be provided with openings that are proportionate and at regular intervals to create harmony, rhythm, and balance in overall design.
 - d. Large welcoming display windows and/or well defined entryways with openings (windows, glass facades, and entryways) should cover a minimum 30% of a building façade along ~~Main Street~~ Tisbury Street.

6. Restaurants located along ~~the Main Street~~ Tisbury Street should establish patio areas or wrap around the building toward ~~the Main Street~~ Tisbury Street.
7. Commercial advertising shall be sensitive to and supportive of ~~the Main Street Tisbury Street~~ character.
- ii. Commercial buildings along ~~Salisbury Way and~~ Mitchell Street shall be sited to the greatest extent possible along the Area 9 periphery to reinforce the street-oriented character of the urban village;
- iii. Contemporary architectural design is required in Phase 2.

6.11. Area 10 – Village Commercial/Employment

6.11.1 Purpose

The purpose of this development area is to encourage and maintain the continuity of the Phase 1 commercial uses located along Wye Road. The combination of local employment opportunities in close proximity to residential development will promote the neighbourhood goal of an interactive and sustainable mixed-use community.

6.11.2 Uses

Animal Grooming Facility	Office
Business Support Service	Personal Service Establishment
Care Centre, Intermediate	Recreation, Indoor
Care Centre, Major	Retail, Alcohol*
Convenience Vehicle Rental	Retail, Cannabis*
Custom Workshops	<i>(Bylaw 16-2018 – April 24, 2018)</i>
Financial Service	Retail, Convenience
Food Service, Restaurant	Retail, General
Food Service, Specialty	Veterinary Service, Minor
Gas Bar*	Warehouse Sales
Health Service, Minor	
Government Service	
Hotel	
Household Repair Service	
Laundromat	
Library and Exhibit	
Neighbourhood Pub	

6.11.3 Accessory Uses

Equipment, Minor**

6.11.3 Specific Use Regulations

The following regulations apply to uses identified by a double asterisk:

i. Equipment, Minor	There shall be no outside display of products.
---------------------	--

6.11.4 Development Regulations

- a. Setbacks
 - i. The building setbacks are illustrated on Attachment "B" - Area 10 Site Plan.
 - ii. The minimum building setback is 4.0 m along Salisbury Way.
 - iii. The minimum building setback is 7.5 m adjacent to Wye Road.
 - iv. The minimum building setback is 3.0 m on the borders with Area 11, the Gate Station, and along the municipal reserve.
- b. Building Heights
 - i. The maximum height for a principal building in this area is 14.0 m, and the minimum height is 6.0 m.
- c. Site Coverage
 - i. The maximum site coverage is 55%.

- d. Accessory Structures
 - i. Accessory structures shall conform to the regulations for non-residential buildings, and shall not exceed 4.5m in height.
 - ii. Accessory structures shall conform to the architectural design and finish of the principal building.
- e. Urban Design
 - i. Commercial buildings shall be sited to the greatest extent possible along Salisbury Way to reinforce the street-oriented character of the urban village.
 - ii. Contemporary architectural design is required in Phase 2

6.12. Area 11 – Village Swing Site**6.12.1. Purpose**

The purpose of Area 11 is to provide a swing site for development of either medium density residential, or high density residential, or village commercial use to add flexibility in addressing future area demand. Land use in any of these three forms is compatible within the area's overall mixed use character. Whether the area develops as one of townhousing, low-rise apartments, or commercial use the part of the development that abuts a public roadway shall be street-oriented to reinforce the 'urban village' character.

6.12.2. Uses – Residential

Apartment Housing
Home Business, Minor*
Town housing
Residential sales centre*

6.12.3. Uses – Commercial

Animal Grooming Facility
Business Support Services
Care Centre, Intermediate
Care Centre, Major
Convenience Vehicle Rental
Custom Workshops
Education, Private
Education, Public
Financial Service
Flea Market
Food Service, Restaurant
Food Service, Specialty
Gas Bar
Government Service
Health Services, Minor
Hotel

Household Repair Service
Laundromat
Library and Exhibit
Neighbourhood Pub
Office
Personal Service Establishment
Private Club
Recreation, Indoor
Religious Assembly, Minor*
Retail, Alcohol*
Retail, Cannabis*
(Bylaw 16-2018 – April 24-2018)
Retail, Convenience
Retail, General
Retail, Second Hand
Veterinary Service, Minor
Warehouse Sales

6.12.4. Development Regulations**a. Setbacks**

- i. The building setbacks are illustrated on Attachment "B" - Area 11 Site Plan.
- ii. The minimum building setback is 4.0 m along Salisbury Way.
- iii. The minimum building setback is 3.0 m on the borders with Area 10, the southerly public utility lot, and along the municipal reserve.

- b. Medium Density Residential Option
 - i. Refer to Section 5.6 – Area 6 - Medium Density Residential Town House, for all applicable development regulations, excepting setbacks, where this area is developed exclusively for Town Housing.
- c. High Density Residential Option
 - i. Refer to Section 5.8 – Area 8A/8B - High Density Residential, for all applicable development regulations, excepting setbacks, where this area is developed exclusively for Apartments.
- d. Commercial Option
 - i. Refer to Section 5.10 – Area 10 – Village Commercial/Employment, for all applicable development regulations, excepting setbacks, where this area is developed exclusively for commercial use.

6.13. Area 12 –Mixed-Use Commercial/Residential**6.13.1 Purpose**

The purpose of this development area is to provide opportunities for residential apartment development, commercial development or mixed-use development consisting of a combination of residential and commercial uses. Building orientation and parking areas will support pedestrian- friendly “main street” design and a pedestrian link will be provided from this development area into the park located west of the site.

6.13.2 Uses

Animal Grooming and Care
 Business support service
 Care centre, intermediate
 Care centre, major
 Care centre, minor
 Congregate housing
 Dwelling, apartment
 Financial service
 Food service, restaurant
 Food service, specialty
 Government service
 Health service, minor
 Home business, minor*
 Home office
 Household repair service

Laundromat
 Neighbourhood pub
 Office
 Personal service establishment
 Retail, alcohol*
 Retail, convenience
 Retail, general
 Retail, second-hand
 Veterinary service, minor

6.13.3 Fundamental Use Criteria

- a. The commercial components within a mixed-use building shall be designed and located to minimize any impacts on the residential component of the development related to noise, traffic circulation or loss of privacy.

6.13.4 Development Regulations

- a. Setbacks
 - i. The building setbacks are illustrated on Attachment “B” - Area 12 Site Plan.
 - ii. The minimum building setback is 3.0 m along Mitchell Street, Salisbury Way, Tisbury Street and adjacent to Area 9.
 - iii. Buildings should be sited along Tisbury Street or Salisbury Way at the minimum front setback where possible to a maximum of 12 metres from the property line.
 - iv. Projections from buildings such as awnings, signs, porticos, eaves, unenclosed balconies, shade protection, and similar architectural features shall not encroach over a property line.
- b. Density
 - i. The maximum Density shall be 140 units per net residential hectare.

c. Site Coverage

- i. The maximum site coverage is 65%.

d. Building Heights

- i. The maximum building height shall be a maximum 24.0 metres.

e. Parking Requirements

- i. Resident and employee parking shall be provided through underground, stacked, or on-street parking or a combination thereof.
- ii. An internal private street may be created within the site to provide additional on-street parking. The internal private street shall:
 1. Be limited to parallel and/or angle parking;
 2. Have marked pedestrian crossings that are located in a manner that provides continuous pedestrian connectivity of sidewalks and to primary building entrances;
 3. Include a minimum 1.2m wide sidewalk along both sides of the entire internal private street;
 4. Include a minimum 1.2 m wide landscaped area abutting the entirety of all sidewalks;
 5. Provide wheel stops for every parking space along the internal private street, where a minimum 1.2 m wide landscaped area is not located between the sidewalk and the internal private street, to prevent vehicular encroachment onto the sidewalks;
 6. Locate required benches, trash receptacles, bicycle parking, and lighting within the landscaped area; and
 7. Locate all signage outside the required 1.2 m sidewalk.
- iii. The Development Officer may, at their discretion, vary the residential parking regulations if the developer demonstrates, to the satisfaction of the Development Officer, a reduced demand for parking through the introduction of a travel demand management program, which includes effective strategies, such as, a car share program and access to transit service within 30.0 m of this development, or a parking study prepared by a qualified professional.
- iv. Parking should be setback from the street at the rear of buildings or interior of sites and be designed with landscaped areas.
- v. Loading and storage areas shall be located at the rear or sides of the building(s) and shall be screened from view from any adjacent sites or public roadways.

f. Accessory Buildings

- i. Accessory structures shall conform to the architectural design and finish of the principal building, and shall not exceed 4.5m in height.
- ii. Accessory structures shall have a setback of 3.0 metres from the property line or principal building.

g. Urban Design

- i. Development abutting Tisbury Street and/or Salisbury Way shall encourage pedestrian activity, public interaction, and urban village character by use of a combination of the following design considerations:
 1. Building facades should achieve a minimum of 75% frontage along Tisbury Street and Salisbury Way.
 2. Buildings along Tisbury Street or Salisbury Way shall conform to Section 5.1 of this Bylaw.

3. Corner Buildings should be treated as community focal points and shall conform to Section 5.1 of this Bylaw.
4. Buildings shall front onto Tisbury Street and/or Salisbury Way, or be designed to appear to front onto Tisbury Street and/or Salisbury Way, to create an attractive public realm through the use of the following design elements:
 - a. Facades and rooflines on the sides of buildings facing Tisbury Street shall convey permeability to the street by use of architectural elements that may include entrances, glazing, changes in materials, building articulation and variations that will reduce perceived mass and linearity of larger buildings.
 - b. Buildings exteriors should form a continuous edge along the street with no single exterior treatment being longer than 12 metres. Longer façade lengths should be interrupted by variations in planes (recessing or extending of façade) or changes in materials.
 - c. Building exteriors should be provided with openings that are proportionate and at regular intervals to create harmony, rhythm, and balance in overall design.
 - d. Large welcoming display windows and/or well defined entryways with openings (windows, glass facades, and entryways) should cover a minimum 30% of a building façade.
5. Restaurants should establish patio areas or wrap around the building.
6. Commercial advertising shall be sensitive to and supportive of Street character.
7. On-site walkways shall provide connectivity to neighbourhood sidewalks, trails and site amenities from building entrances.

6.13.5 Definitions

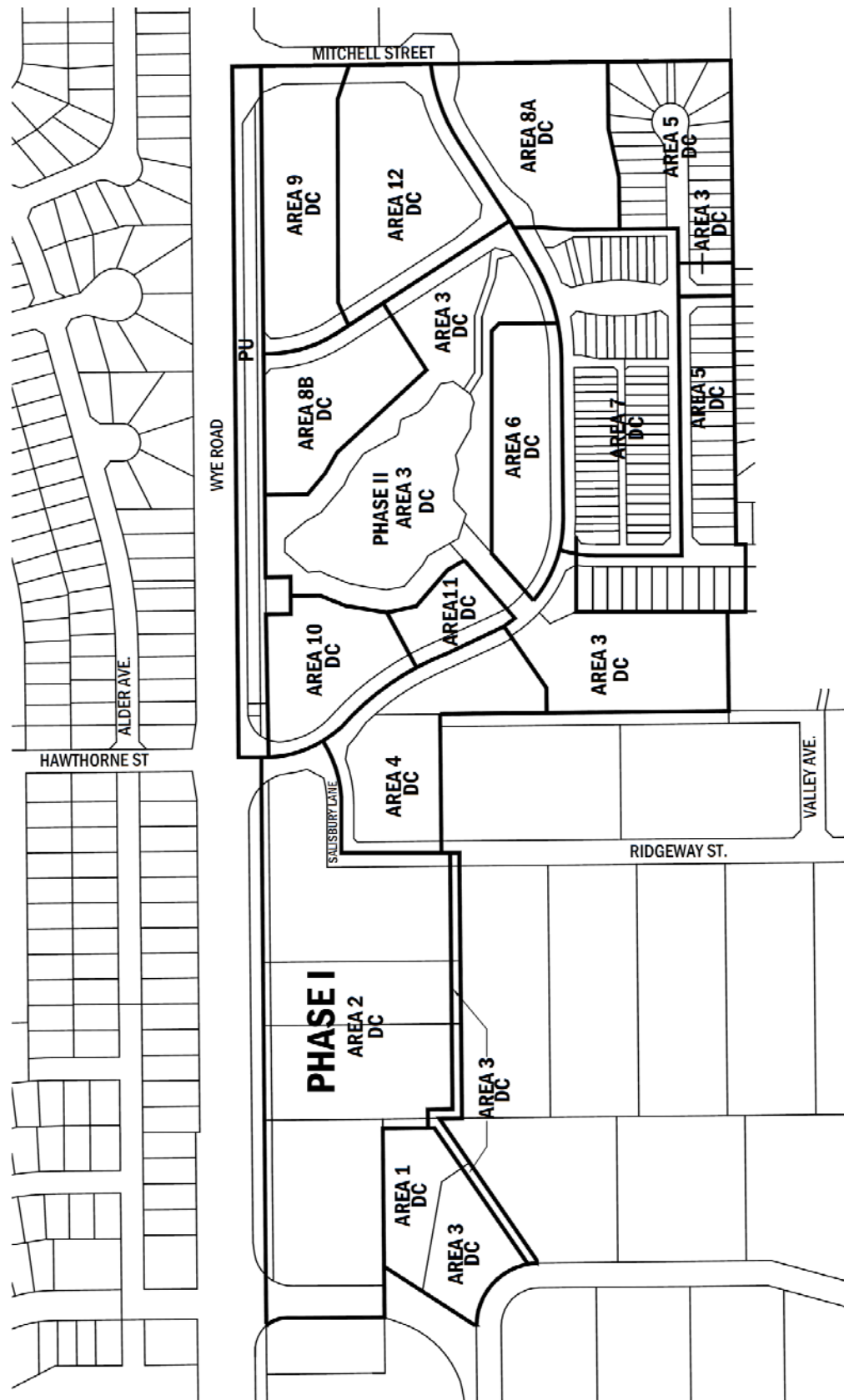
For the purpose of Salisbury Village Zoning District Area 12, an INTERNAL PRIVATE STREET means a privately owned and operated vehicular transportation connection, which resembles a public street with pedestrian facilities on both sides and is located on a privately owned lot

7.0 Other Regulations

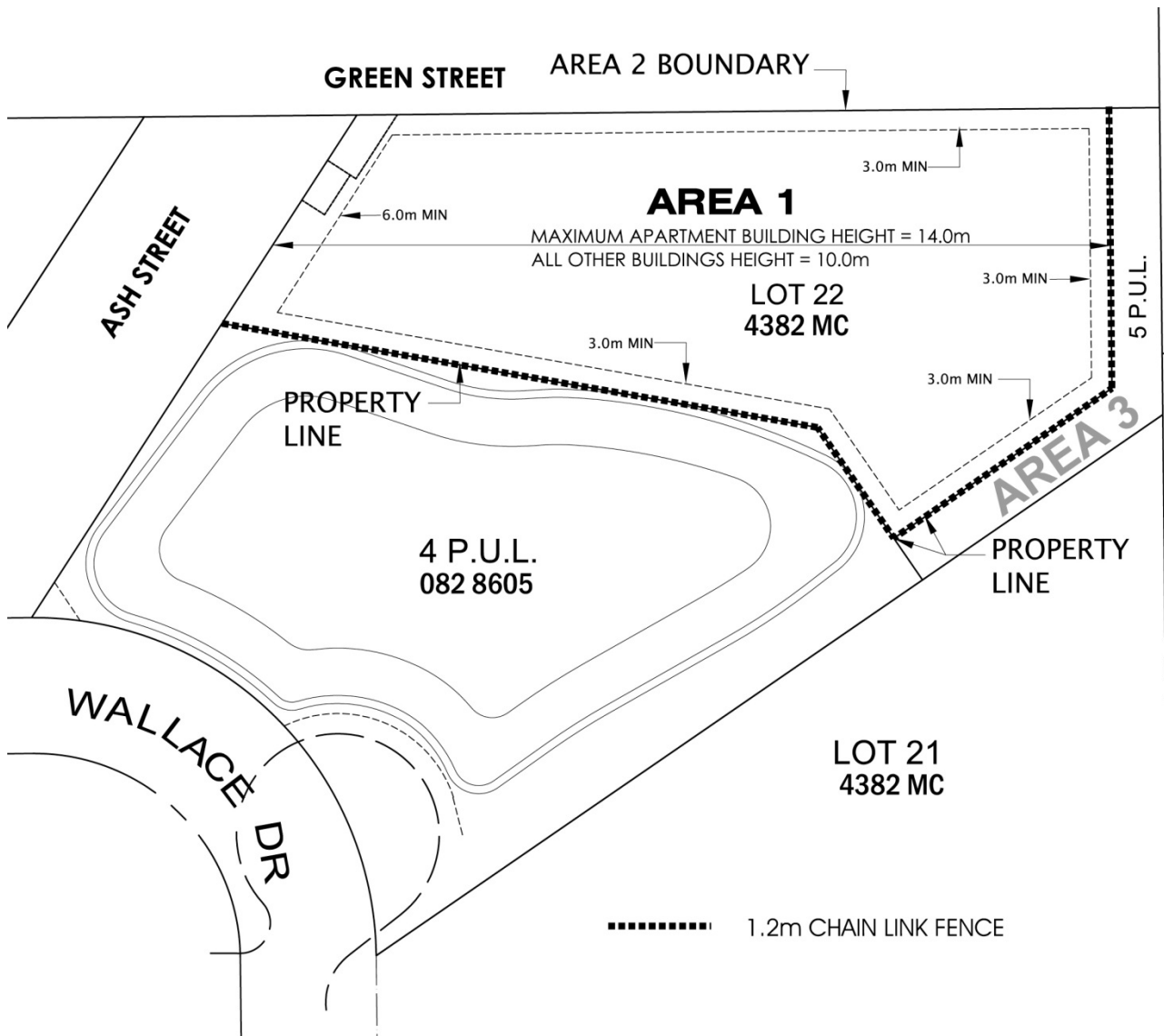
- 7.1 In addition to the regulations listed in the district, permitted and discretionary uses are subject to the applicable regulation contained within this Bylaw, unless such regulation is specifically excluded or modified by the Urban Village Zoning District.
- 7.2 A Development Officer shall consider and decide upon all development permit applications within this District.

ATTACHMENT "A"

SPECIFIC DEVELOPMENT AREAS

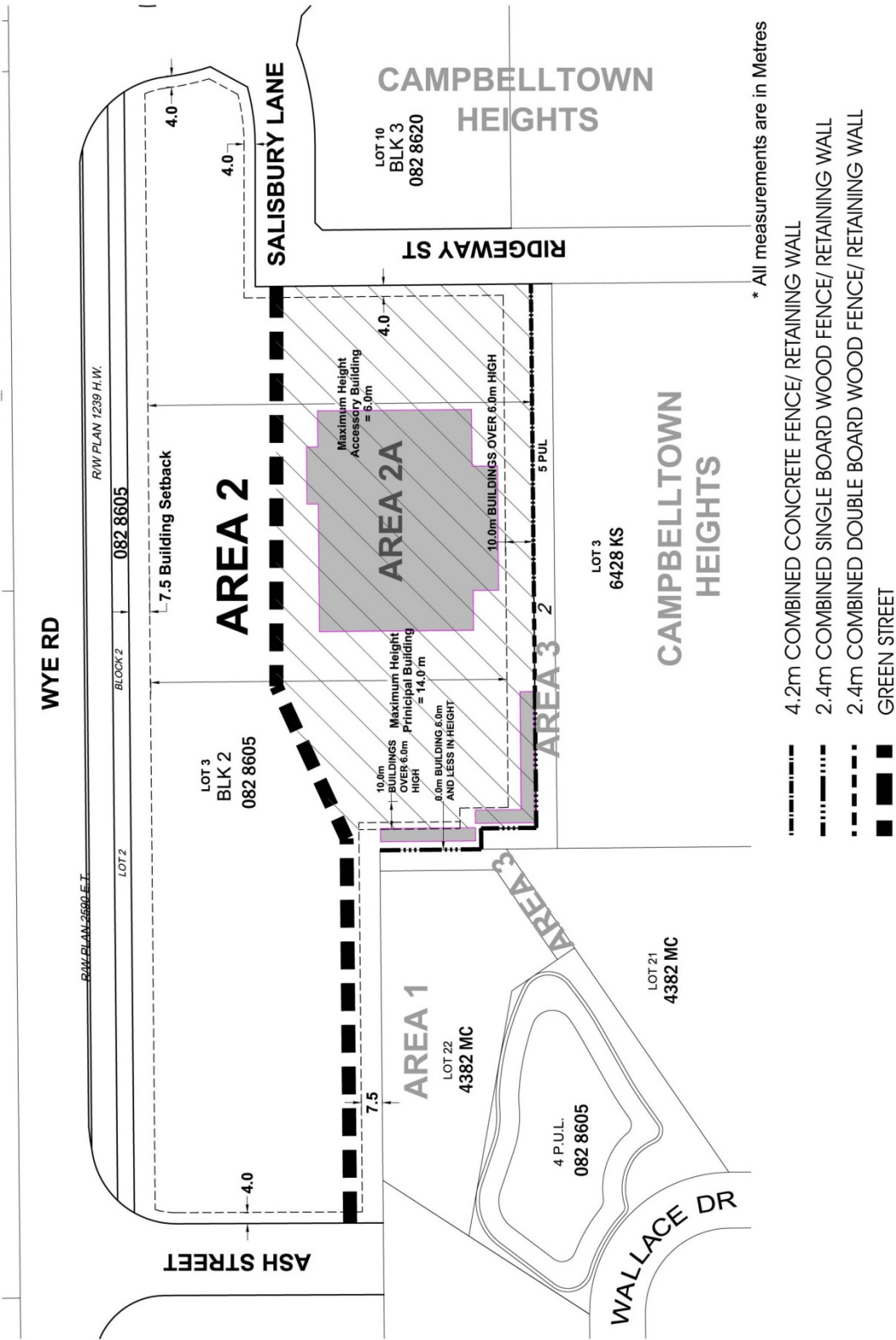


AREA 1 SITE PLAN

ATTACHMENT "B"
Page 1 of 15

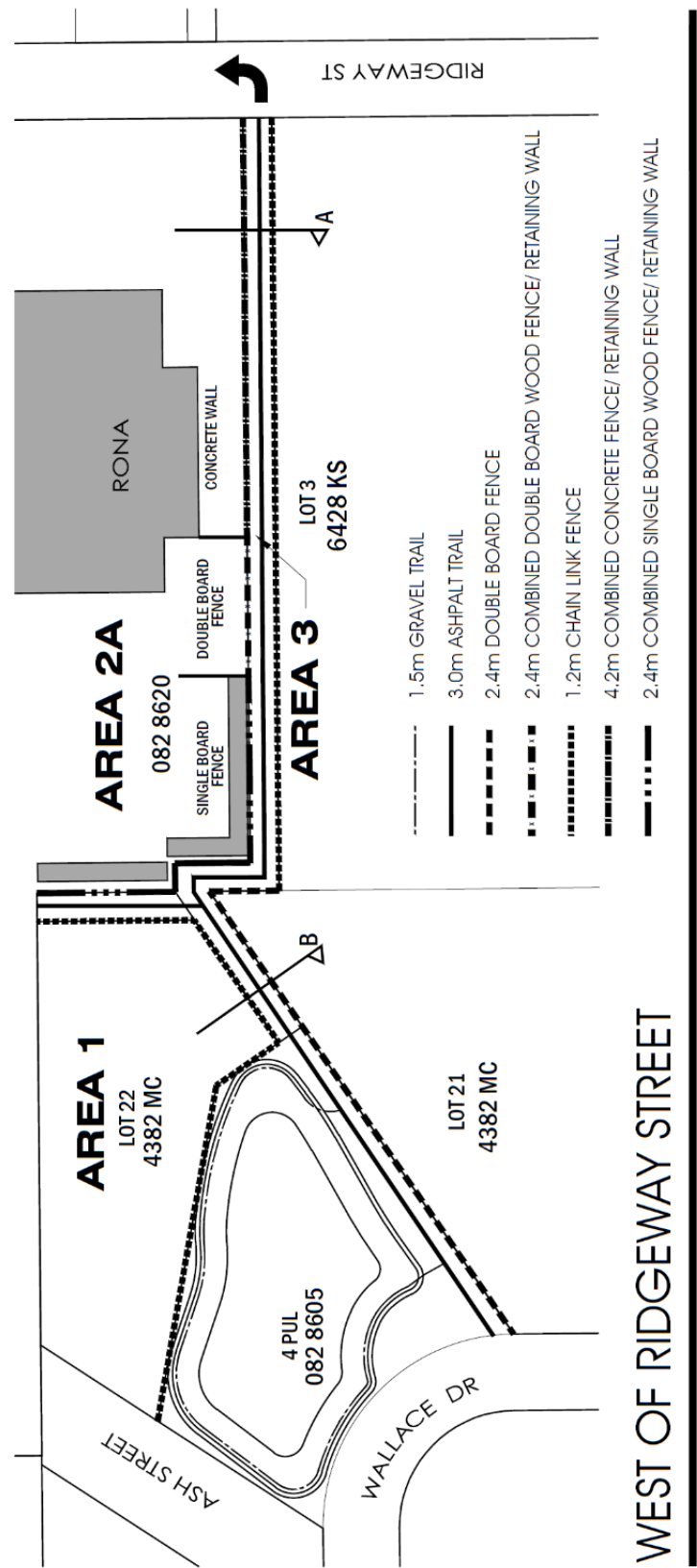
AREA 2 SITE PLAN

ATTACHMENT "B"
Page 2 of 15



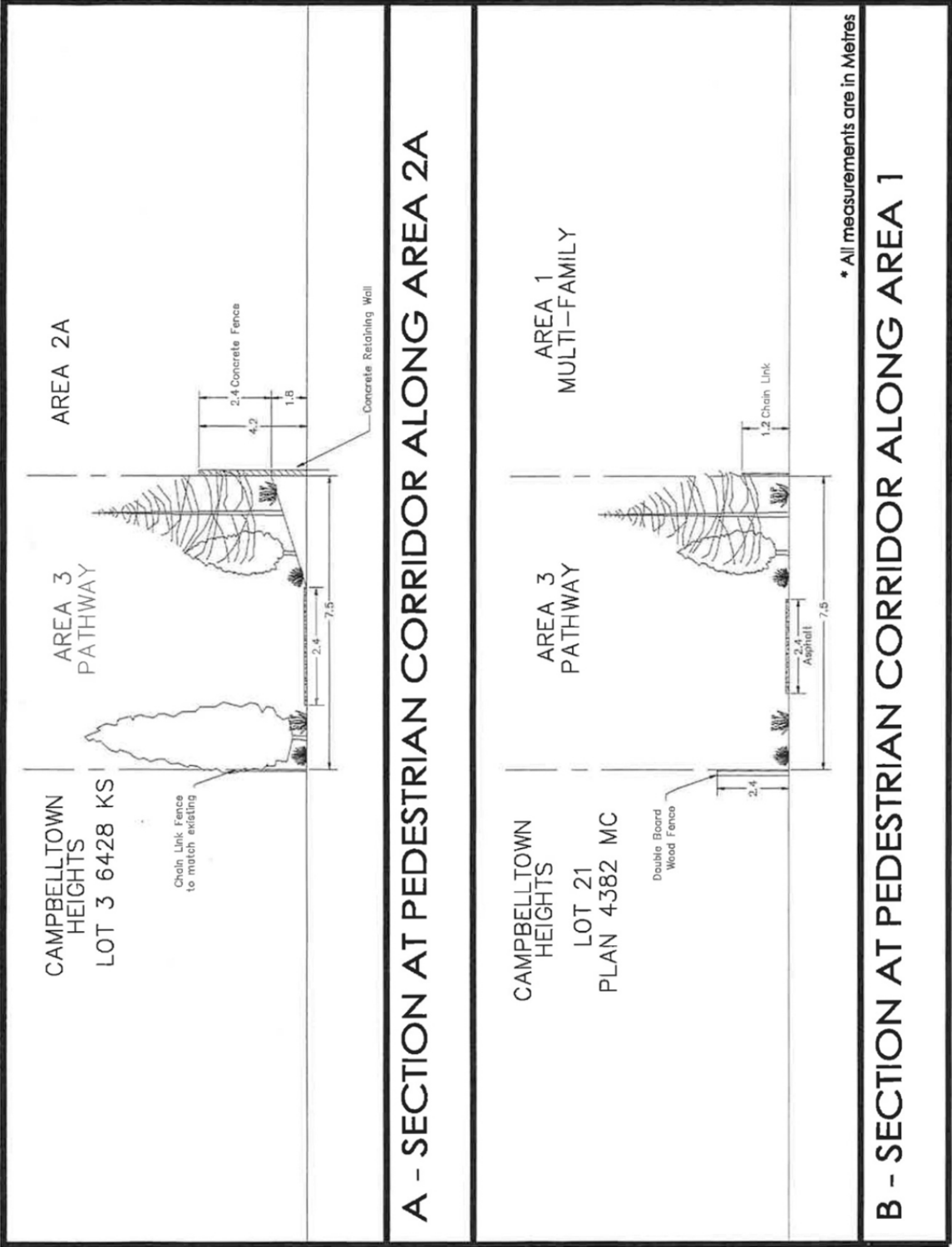
AREA 3 (Phase 1) SITE PLAN

ATTACHMENT "B"
Page 3 of 15



AREA 3 (PHASE 1) SECTIONS

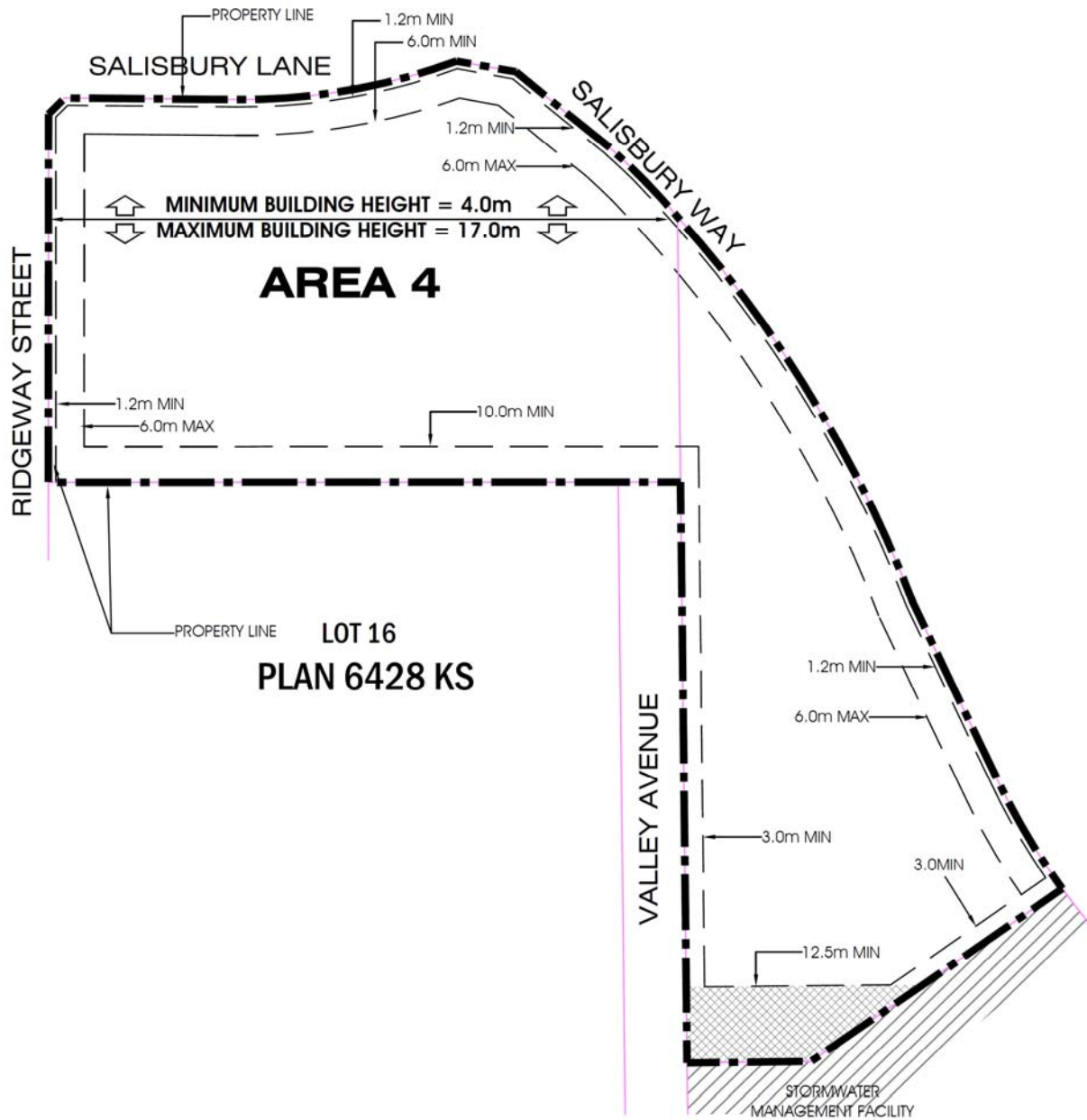
ATTACHMENT "B"
Page 4 of 15



ATTACHMENT "B"
Page 5 of 15

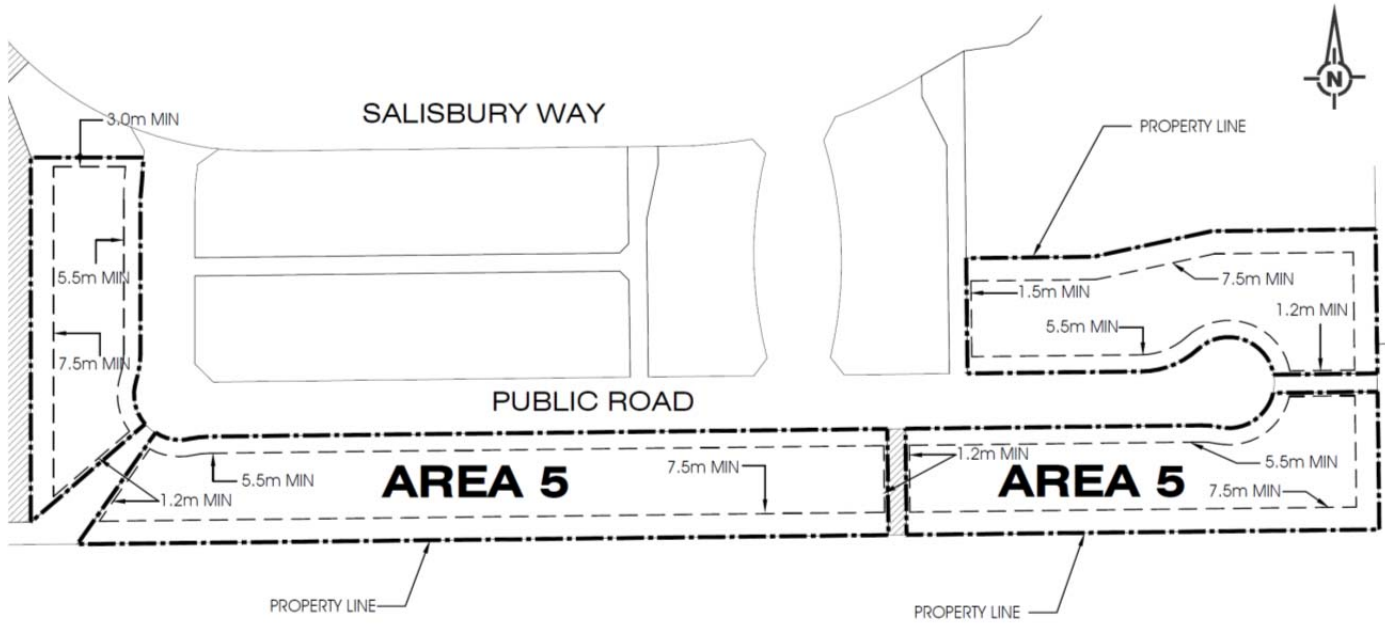


AREA 4 PLAN

ATTACHMENT "B"
Page 6 of 15

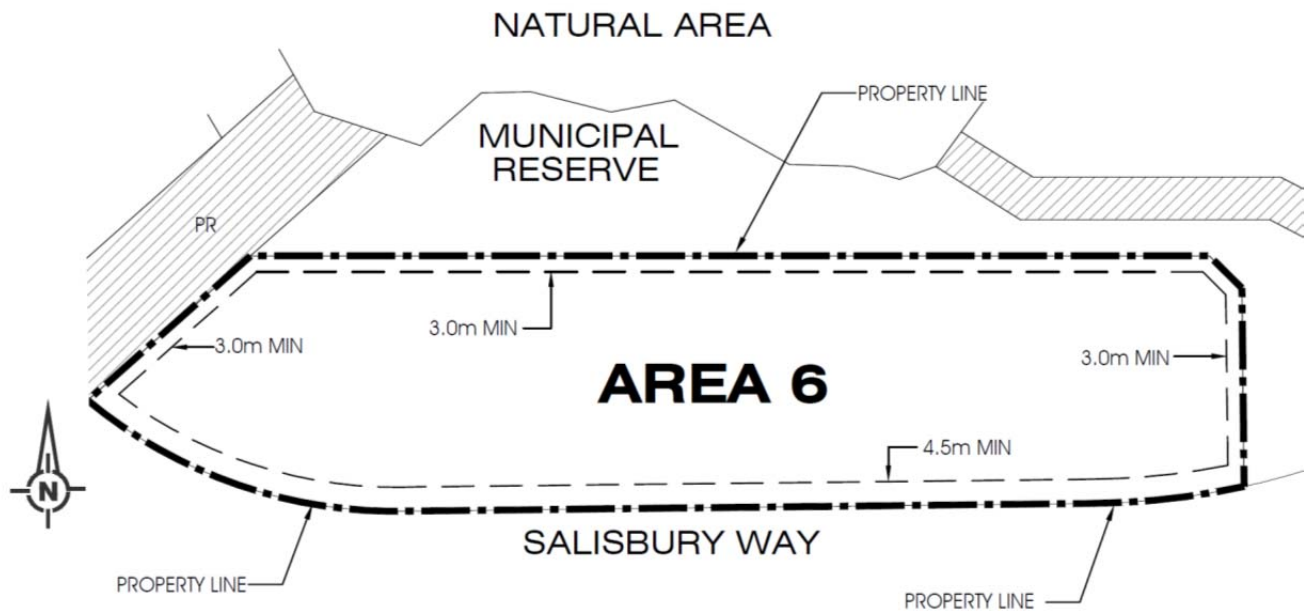
AREA 5 SITE PLAN

ATTACHMENT "B"
Page 7 of 15



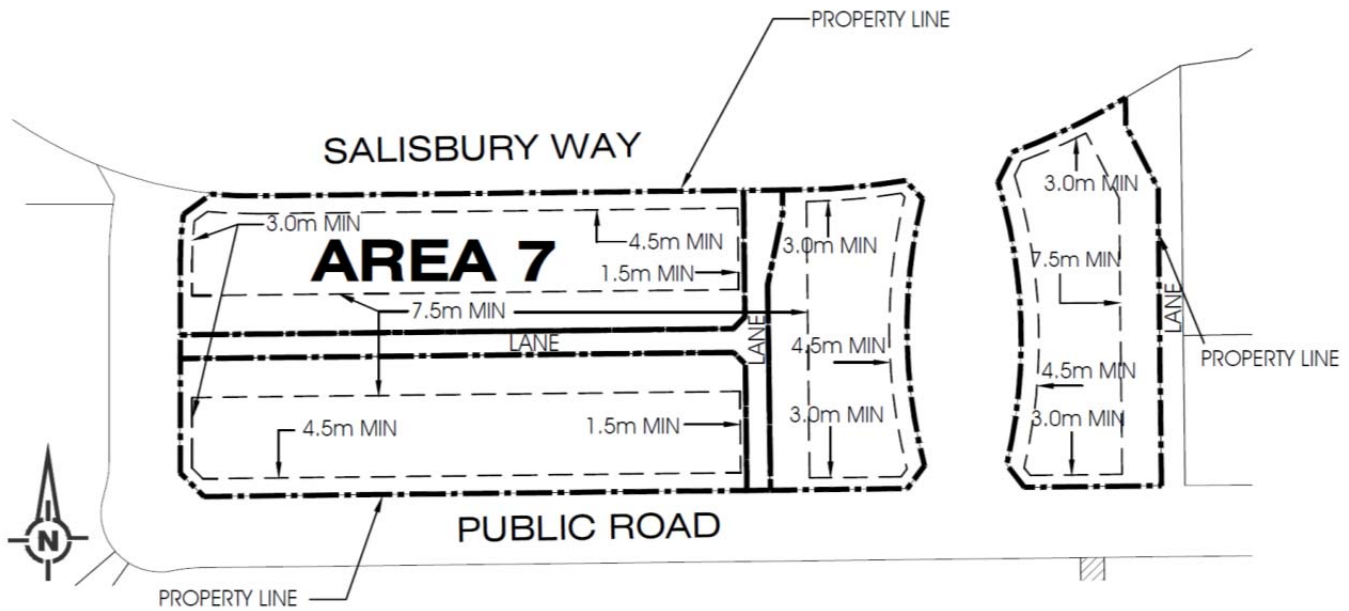
AREA 6 SITE PLAN

ATTACHMENT "B"
Page 8 of 15

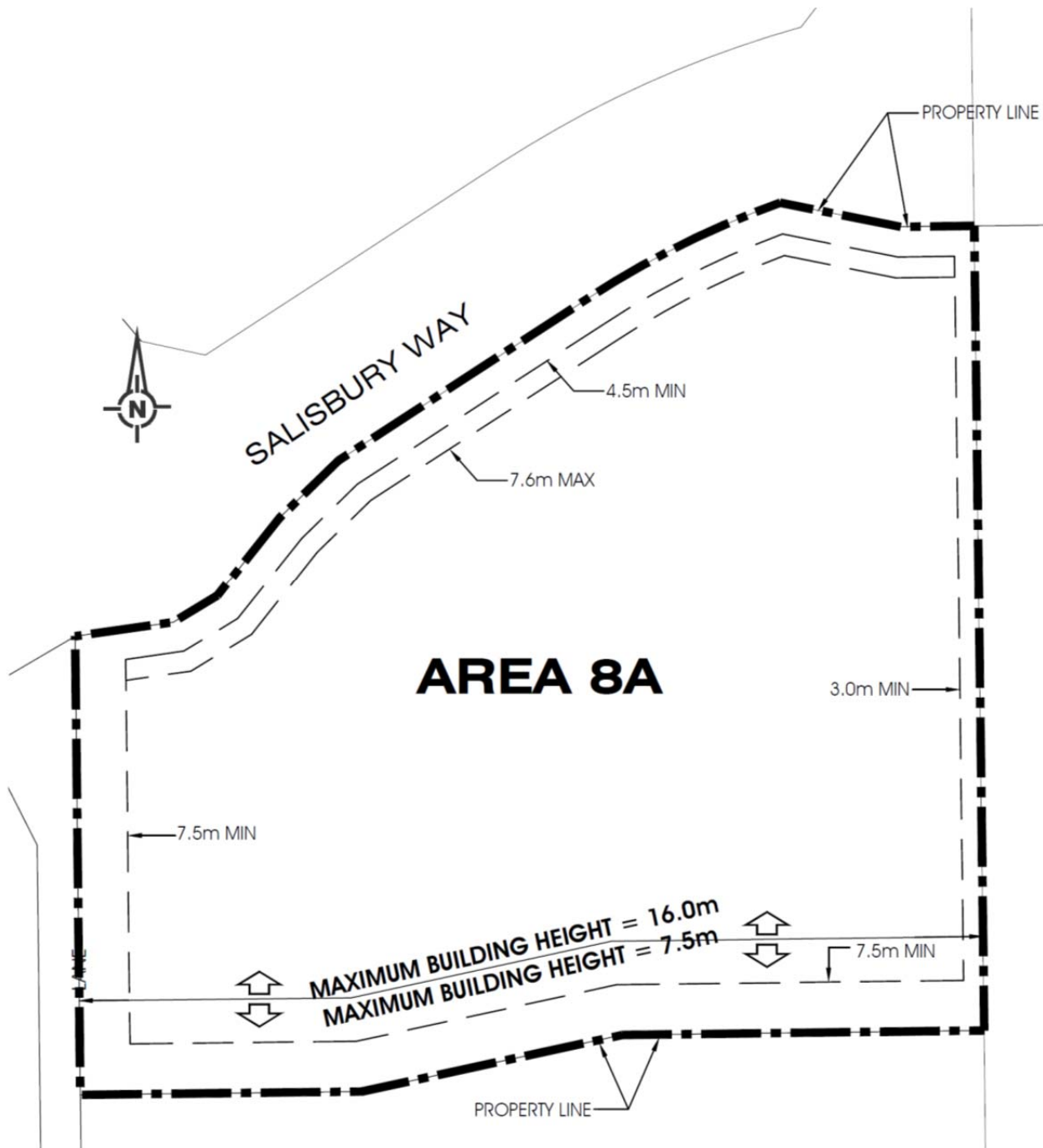


AREA 7 SITE PLAN

ATTACHMENT "B"
Page 9 of 15



AREA 8A SITE PLAN

ATTACHMENT "B"
Page 10 of 15

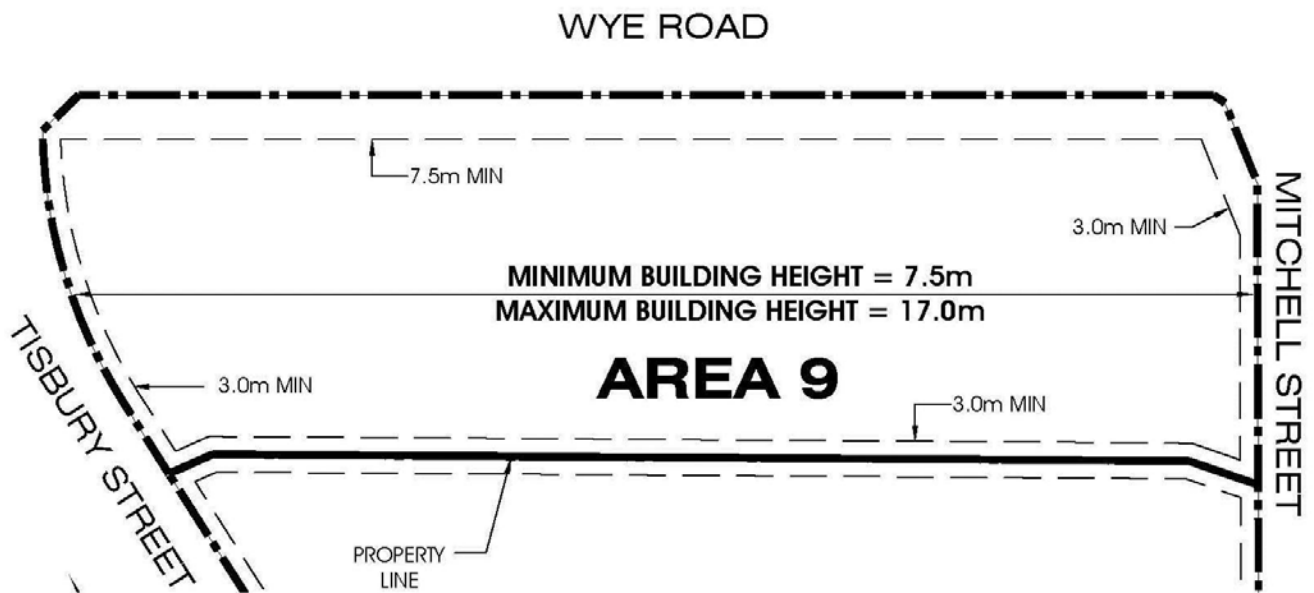
AREA 8B SITE PLAN

ATTACHMENT "B"
Page 11 of 15



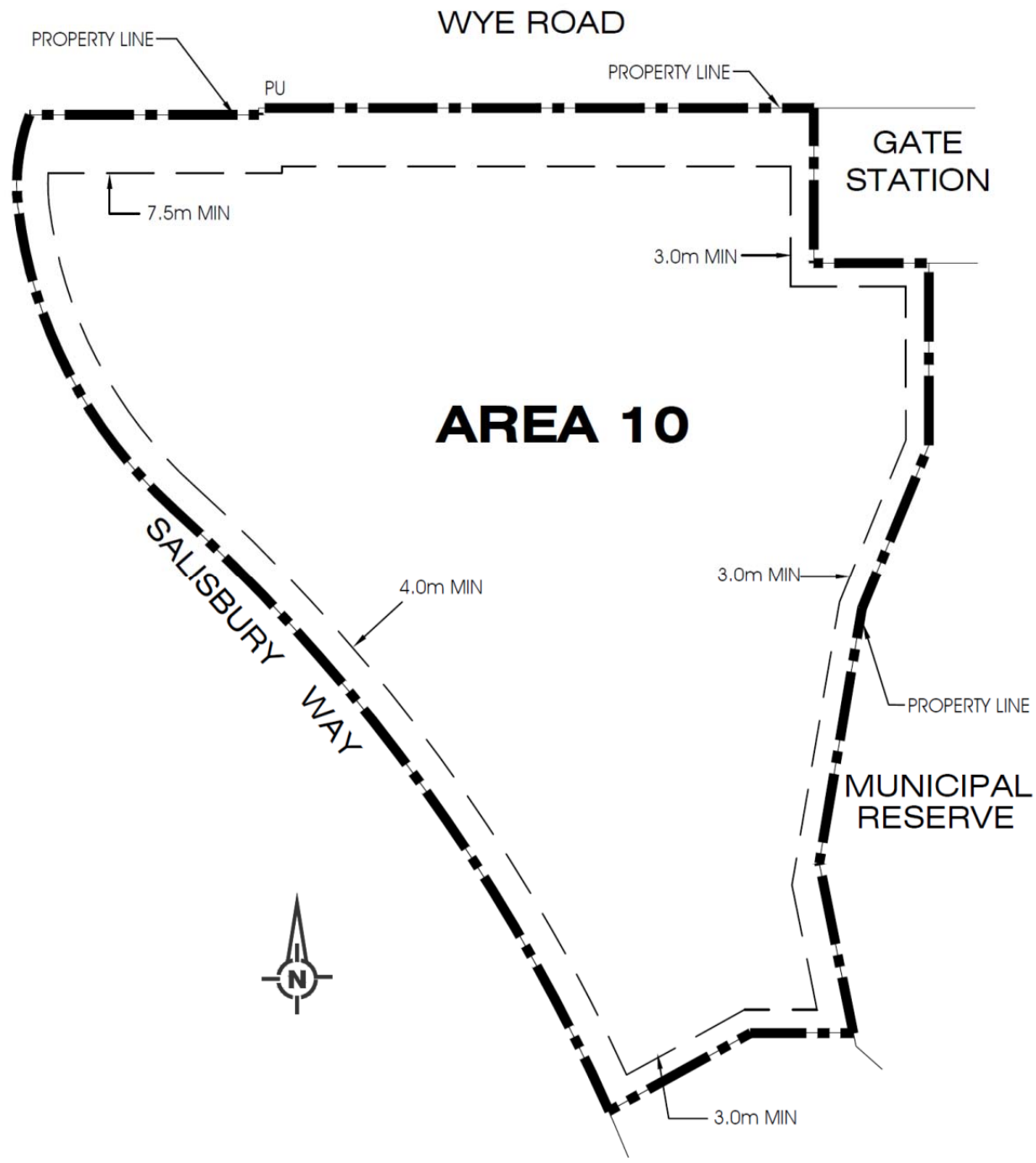
AREA 9 SITE PLAN

ATTACHMENT "B"
Page 12 of 15



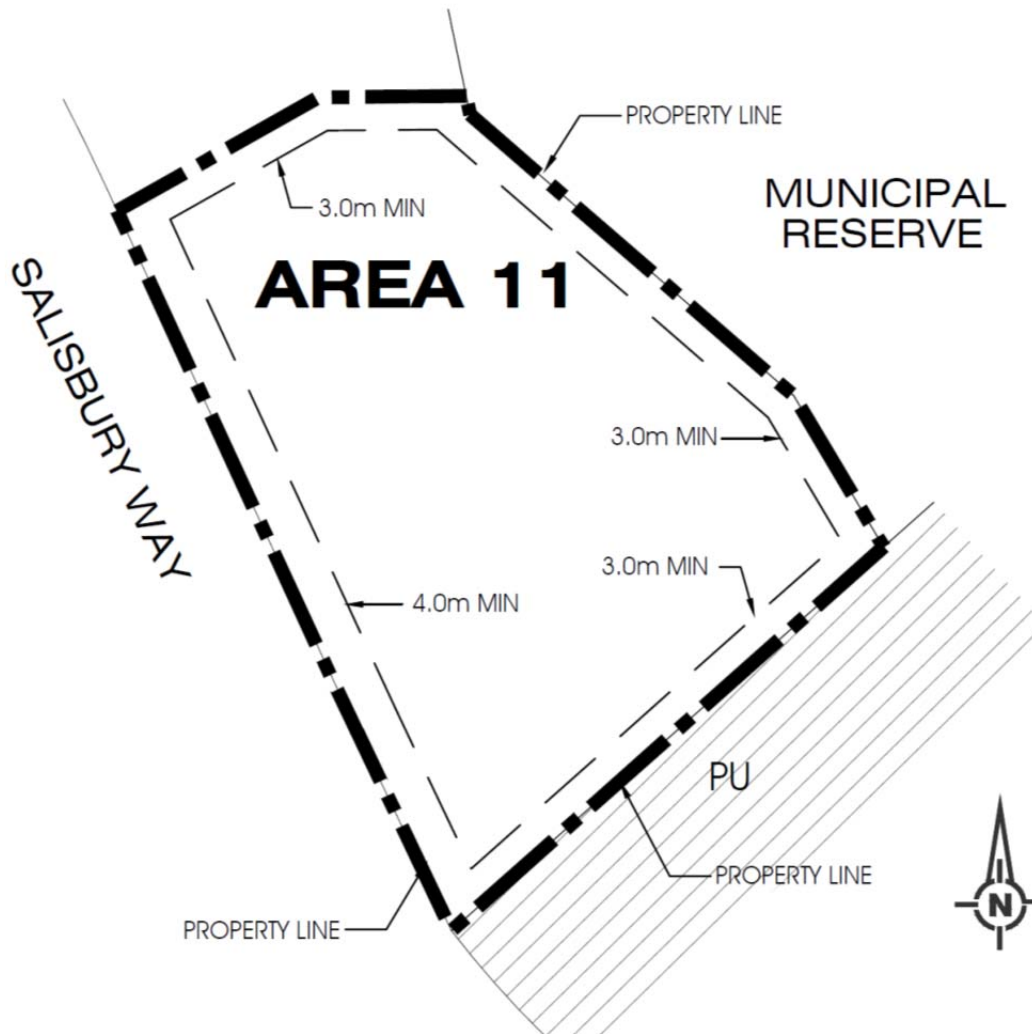
AREA 10 SITE PLAN

ATTACHMENT "B"
Page 13 of 15



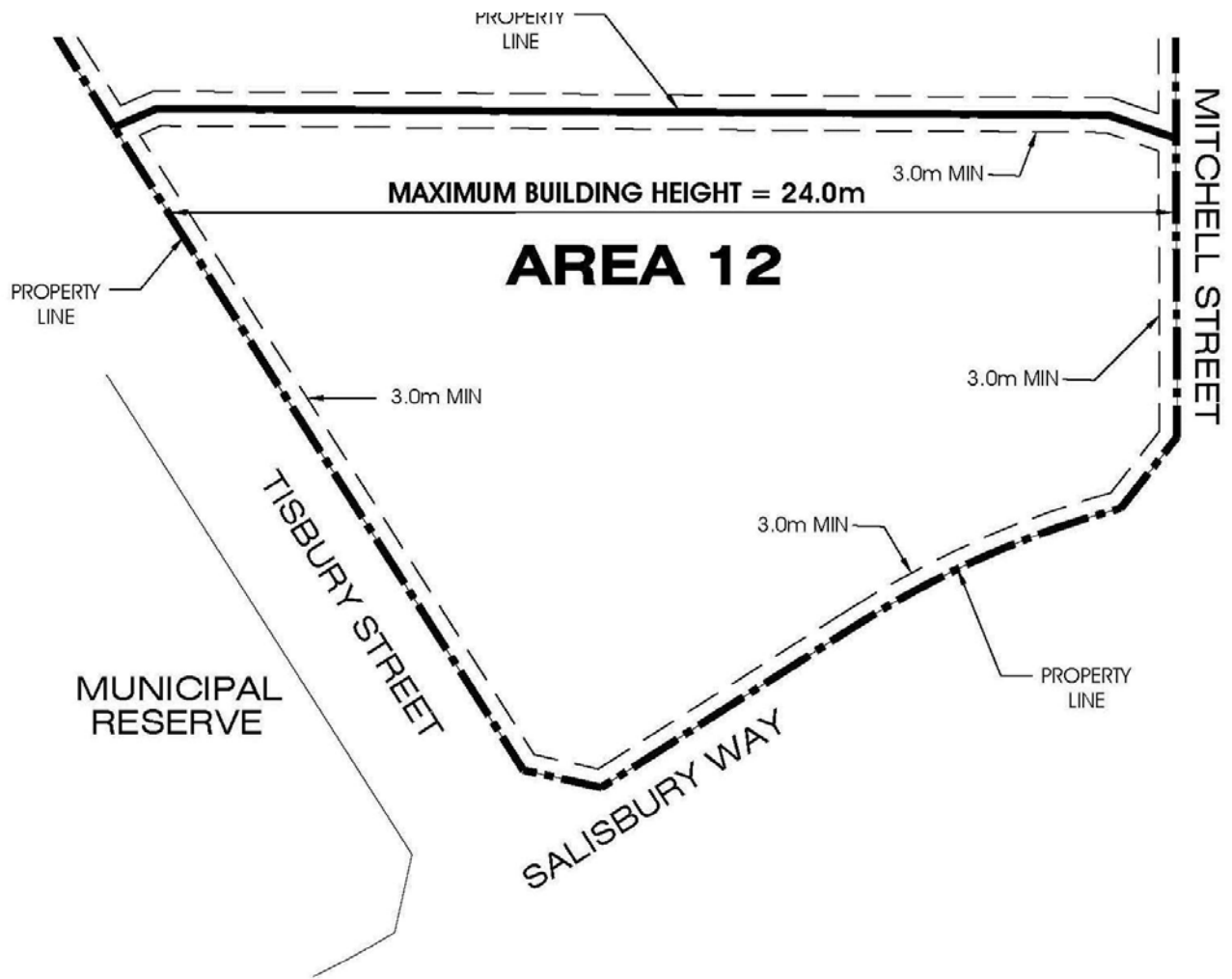
AREA 11 SITE PLAN

ATTACHMENT "B"
Page 14 of 15

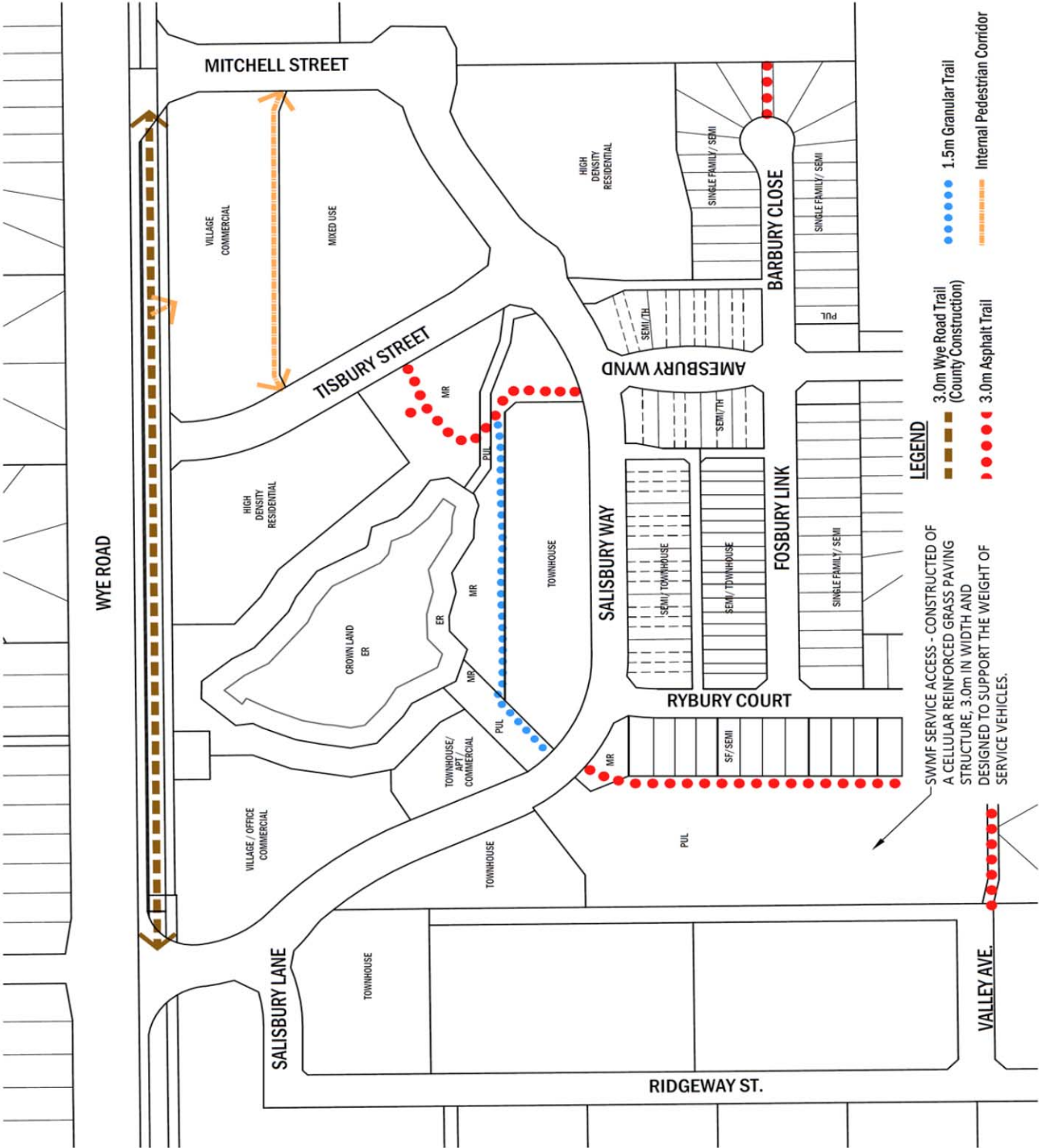


AREA 12 SITE PLAN

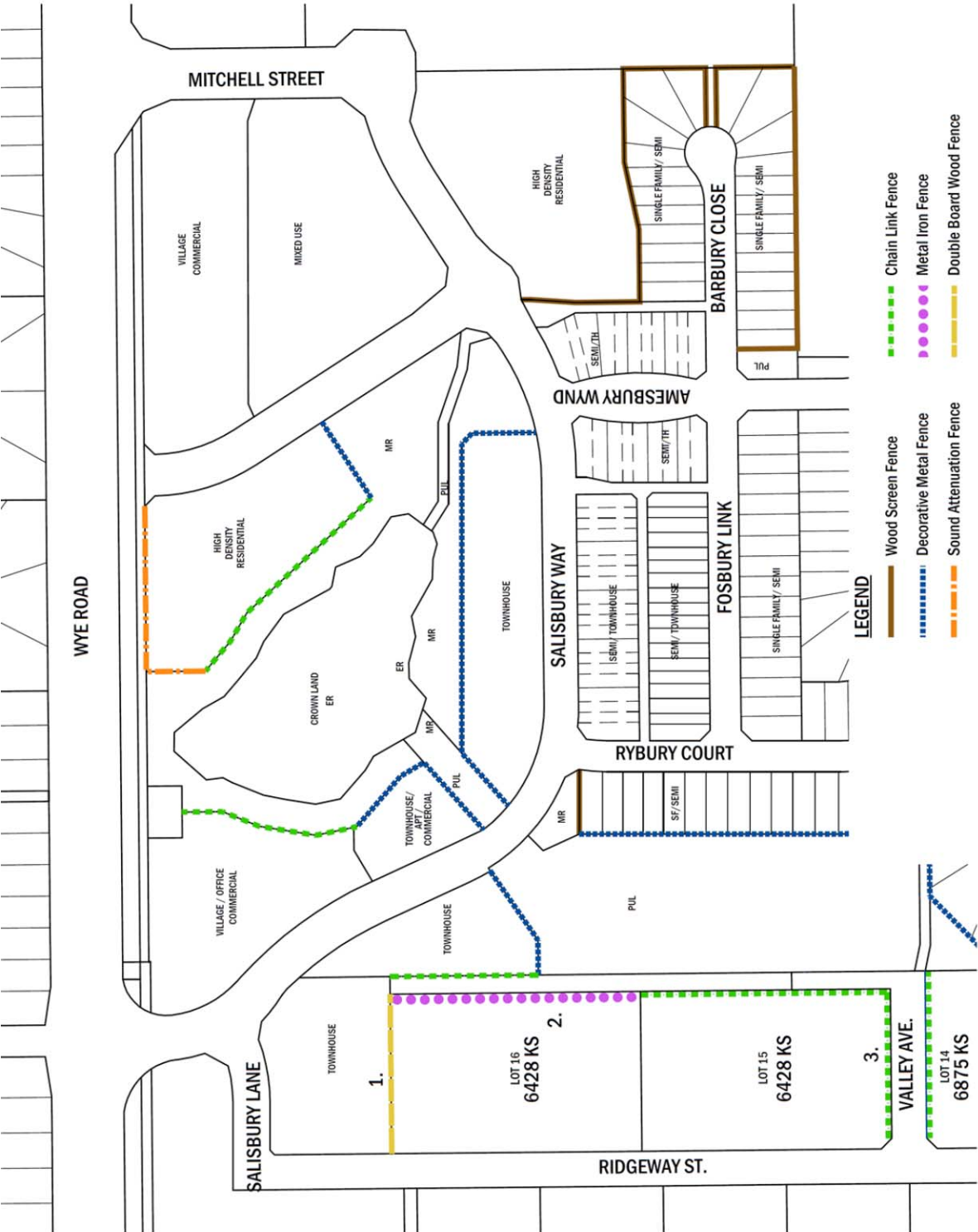
ATTACHMENT "B"
Page 15 of 15



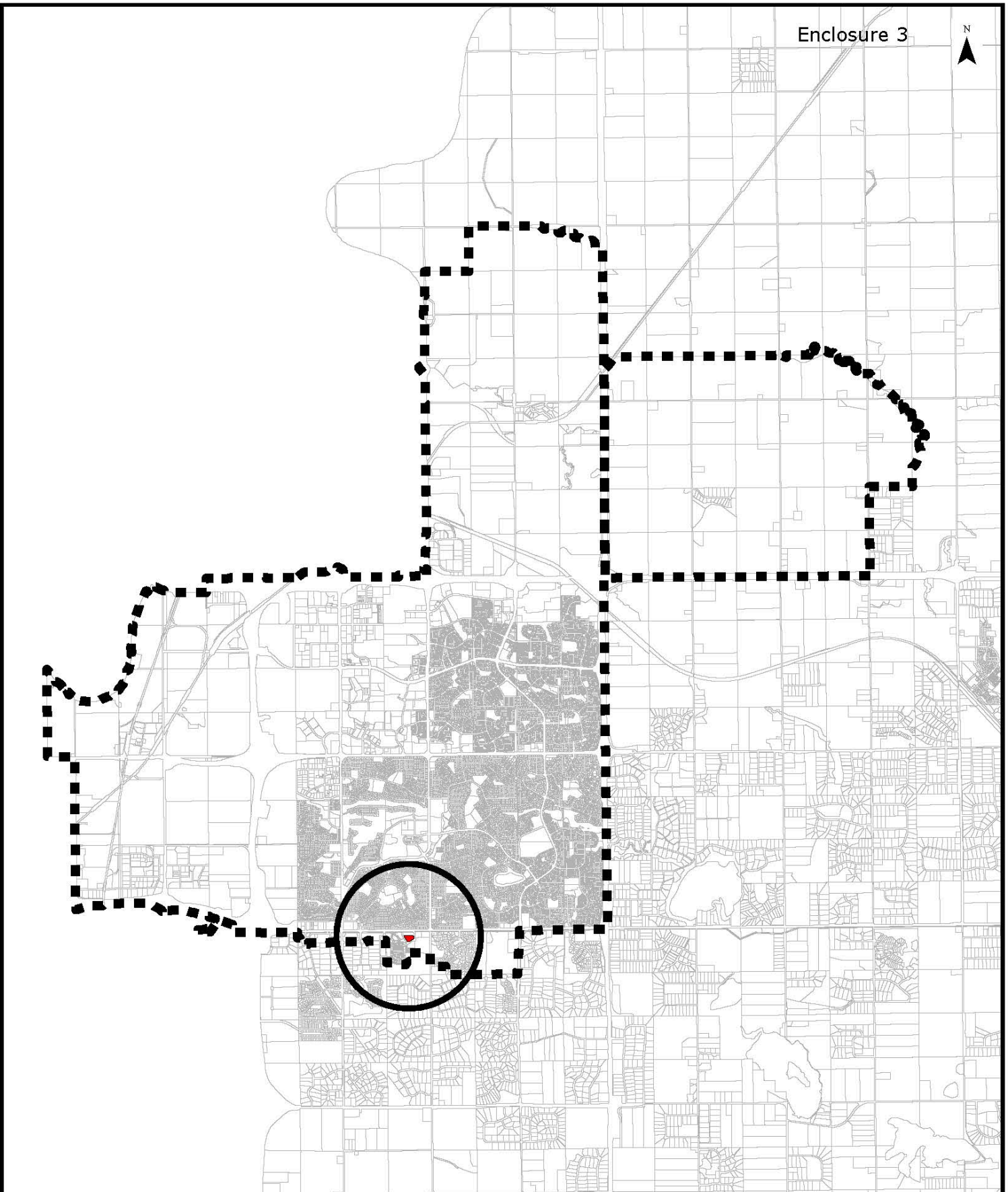
ATTACHMENT "C"
TRAIL PLAN



ATTACHMENT "D"
FENCING PLAN



- 1 - The Developer shall install a 7.0 ft double board wood fence along the north boundary of Lot 16, Plan 6428KS
- 2 - The Developer shall install a 5.0 ft high metal iron fence along the east boundary of Lot 16, Plan 6428KS
- 3 - The Developer shall install a 6.0 ft chain link fence along the east and south boundaries of Lot 15, Plan 6428KS and along the north boundary of Lot 14, 6875KS

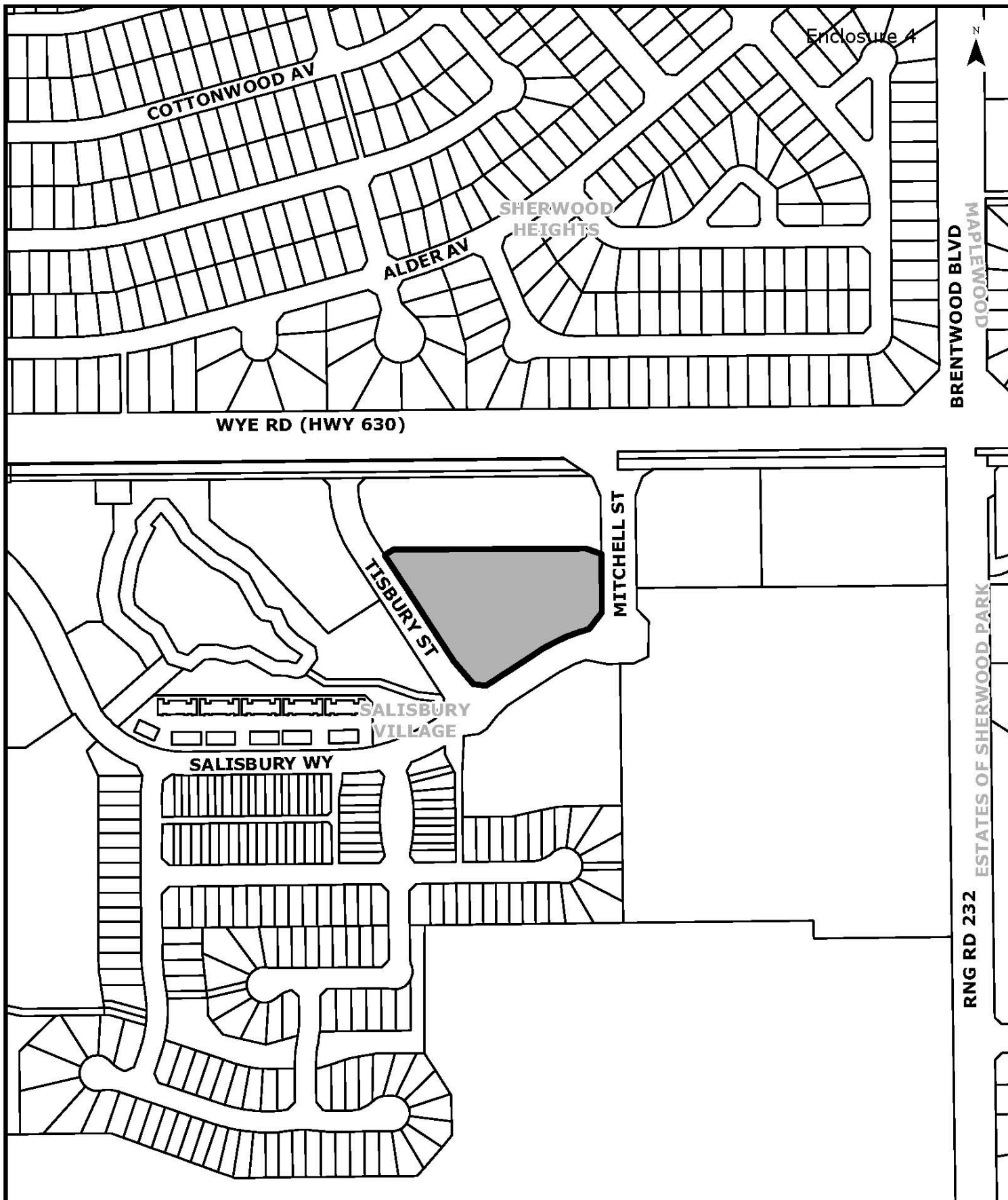


URBAN LOCATION MAP
LOT 2, BLOCK 6, PLAN 192 3184

 **TITLED AREA**

FILE NUMBER: 4070-2019A011

 **STRATHCONA
COUNTY**
 DATE DRAWN: Sep 10, 2019



LOCATION MAP

LOT 2, BLOCK 6, 192 3184

 TITLED AREA

FILE NUMBER: 4070-2019A011

 STRATHCONA
COUNTY
DATE DRAWN: Sep 10, 2019



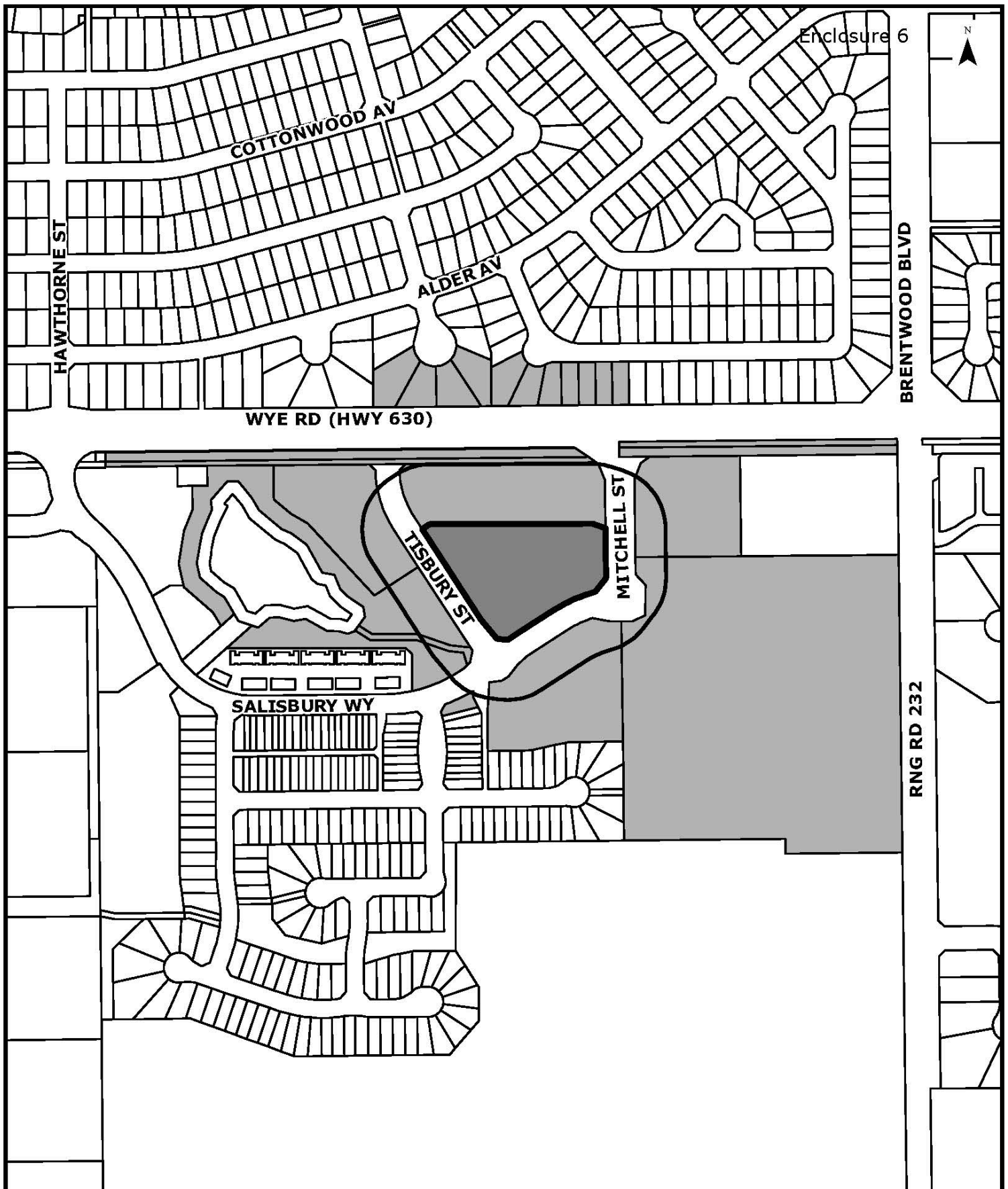
AIRPHOTO MAP

LOT 2, BLOCK 6, PLAN 192 3184

 AREA OF PROPOSED REZONING

FILE NUMBER: 4070-2019A011

 STRATHCONA
COUNTY
DATE DRAWN: Oct 11, 2019



NOTIFICATION MAP

LOT 2, BLOCK 6, PLAN 192 3184

TITLED AREA

60M NOTIFICATION AREA

NOTIFICATION AREA

FILE NUMBER: 4070-2019A011

STRATHCONA COUNTY
DATE DRAWN: Sep 10, 2019

Councillor Request Report

Req #	Req type	Elected Official Name	Request Title	Request	Resp Dept	2nd Dept	Response	Meeting date	Due date	Reponse date	Status
34-2019	Information	FRANK Rod	Work Tango Summary of Employee Comments	Please provide the Work Tango summary of themed employee comments from the 2019 Employee Engagement Survey to all of Council.	Human Resources		An email was provided to Council with the response to this request. Please see attached.	2019-11-19	2019-12-03	2019-12-09	Complete

Councillor Request Inquiry # 34-2019

2019

Please provide the Work Tango summary of themed employee comments from the 2019 Employee Engagement Survey to all of Council.

Good morning Council,

The information below is for the Information Request regarding the Work Tango Summary of Employee Comments as requested at the November 19, 2019 Council Meeting.

Please find attached the summary of themed comments as prepared by Work Tango. The 2019 employee engagement survey saw an increase in participation of 6% with 1332 of the 1996 eligible employees participating. As indicated in the October 22, 2019 presentation to Priorities Committee, the six theme arising from the survey (reinforced by the verbatims) are: leadership, career growth, recognition, staff and resources, communication and, diversity and inclusion.

Debra Smith
Director, Human Resources

Highlights from Open-Ended Questions

Open-Ended Questions

- Employees were asked the following optional open-ended questions at the end of the survey:
 - To improve your department, what one suggestion would you offer to your department's management team?
 - If you could change one thing to make Strathcona County a better place to work, what would it be?
 - Do you have any other feedback you would like to share?
- This was an opportunity for employees to add anything that they believe did not get communicated through answering the other questions
- WorkTango has defined each comment using a positive, neutral or negative sentiment for each category; the following pages highlight key comments by theme and sentiment
- The information may be of use in helping to further understand what employees believe is working well and what could be improved

Open Ended Comments

"To improve your department, what one suggestion would you offer to your department's management team?"

WorkTango Category	Sentiment	WorkTango Category	Sentiment
Autonomy & Empowerment	Positive 2 Neutral 17 Negative 18	Recognition & Rewards	Positive 1 Neutral 26 Negative 17
Career Growth	Positive 1 Neutral 14 Negative 8	Work/Life Balance	Positive 1 Neutral 7 Negative 9
Change Management	Positive 3 Neutral 16 Negative 6	Nature of the Job	Positive 1 Neutral 7 Negative 3
Diversity & Inclusion	Positive 0 Neutral 18 Negative 20	Physical Surroundings	Positive 0 Neutral 6 Negative 3
Goals & Alignment	Positive 1 Neutral 27 Negative 22	Innovation	Positive 1 Neutral 5 Negative 2
Direct Manager/Leader/Supervisor	Positive 0 Neutral 10 Negative 18	Relationship with Co-workers	Positive 1 Neutral 23 Negative 6
Learning & Development	Positive 1 Neutral 29 Negative 6	Wellness	Positive 0 Neutral 3 Negative 2
Mission & Purpose	Positive 0 Neutral 5 Negative 2	Staffing & Resources	Positive 0 Neutral 37 Negative 38
Communication	Positive 0 Neutral 94 Negative 41	Intraorganization Coordination	Positive 0 Neutral 11 Negative 7

Open Ended Comments

"If you could change one thing to make Strathcona County a better place to work, what would it be?"

WorkTango Category	Sentiment	WorkTango Category	Sentiment
Autonomy & Empowerment	Positive 0	Recognition & Rewards	Positive 1
	Neutral 6		Neutral 55
	Negative 21		Negative 33
Career Growth	Positive 1	Work/Life Balance	Positive 0
	Neutral 20		Neutral 27
	Negative 12		Negative 15
Change Management	Positive 0	Nature of the Job	Positive 0
	Neutral 2		Neutral 7
	Negative 10		Negative 10
Diversity & Inclusion	Positive 0	Physical Surroundings	Positive 0
	Neutral 13		Neutral 11
	Negative 21		Negative 8
Goals & Alignment	Positive 0	Innovation	Positive 0
	Neutral 5		Neutral 1
	Negative 22		Negative 2
Direct Manager/Leader/Supervisor	Positive 1	Relationship with Co-workers	Positive 0
	Neutral 6		Neutral 14
	Negative 30		Negative 11
Learning & Development	Positive 0	Wellness	Positive 0
	Neutral 8		Neutral 22
	Negative 3		Negative 6
Mission & Purpose	Positive 0	Staffing & Resources	Positive 0
	Neutral 2		Neutral 32
	Negative 2		Negative 34
Communication	Positive 0	Intraorganization Coordination	Positive 0
	Neutral 35		Neutral 24
	Negative 36		Negative 20

Open Ended Comments

"Do you have any other feedback you would like to share?"

WorkTango Category	Sentiment	WorkTango Category	Sentiment
Autonomy & Empowerment	Positive 2 Neutral 0 Negative 10	Recognition & Rewards	Positive 1 Neutral 9 Negative 18
Career Growth	Positive 2 Neutral 1 Negative 2	Work/Life Balance	Positive 1 Neutral 3 Negative 7
Change Management	Positive 2 Neutral 2 Negative 9	Nature of the Job	Positive 1 Neutral 0 Negative 1
Diversity & Inclusion	Positive 0 Neutral 4 Negative 18	Physical Surroundings	Positive 0 Neutral 2 Negative 3
Goals & Alignment	Positive 0 Neutral 0 Negative 7	Innovation	Positive 1 Neutral 0 Negative 1
Direct Manager/Leader/Supervisor	Positive 5 Neutral 2 Negative 31	Relationship with Co-workers	Positive 1 Neutral 3 Negative 3
Learning & Development	Positive 0 Neutral 4 Negative 6	Wellness	Positive 0 Neutral 3 Negative 3
Mission & Purpose	Positive 0 Neutral 0 Negative 0	Staffing & Resources	Positive 3 Neutral 6 Negative 27
Communication	Positive 3 Neutral 6 Negative 8	Intraorganization Coordination	Positive 1 Neutral 2 Negative 4

Expenditure of Council Priority Funds

Friends of the Pioneers 2020 Council Priority Funds Application

Recommendation

THAT an expenditure of \$7,982.47 from Council Priority Funds as follows:

Mayor Rod Frank	\$1,900.00
Councillor Robert Parks	\$2,782.47
Councillor Dave Anderson	\$500.00
Councillor Brian Botterill	\$500.00
Councillor Bill Tonita	\$500.00
Councillor Paul Smith	\$300.00
Councillor Linton Delainey	\$500.00
Councillor Glen Lawrence	\$1,000.00

for the purpose of providing funds to the Friends of the Pioneers for costs associated with flooring replacements at Clover Bar Pioneer Court, be approved.

Enclosure

Encl 1 Friends of the Pioneers 2020 Council Priority Funds application

Cheque Payable to: Friends of the Pioneers

Vendor: 31246

6 Mission Street
Sherwood Park, AB T8A 0V3

Council Priority Funds – Application

(Page 2 of 2)

PRIORITY FUND INFORMATION – Completed by ApplicantOrganization Name The Friends of the PioneersAddress 6 Mission Street

Street and number

Subdivision if rural

City or town Sherwood ParkProvince AlbertaPostal code T8A 0V3Contact person Sandy LennoxTelephone 780 467-8206Email address (optional) pioneer courtmanager@shaw.caProject Type ☐ Event ☒ Project ☐ ExpenseAmount Requested \$ 7982.47

Brief description of request

Two important areas in Clover Bar Pioneer Court are the library on the third floor and the games room on the second floor. The carpets in the library and games room have become worn, discoloured and malodorous after many years of use. Thorough cleaning no longer restores them to an acceptable state. Funds are requested to remove the carpet and existing baseboards and to install vinyl flooring and baseboards. Three estimates are included: Sherwood Flooring (\$3704.61 + \$4277.86 = \$7982.47); Nufloors (\$3675.77 + \$4530.13 = \$8205.90); Install Group Ltd. (\$7597.01).

Sherwood Flooring has done extensive and excellent work in the building during the past few years, and the company has been supportive of the residents, such as donating turkeys for the Christmas dinner.

SANDY LENNOX

Print name

Signature DEC 13, 2019

Date

Please remember to attach a proposed budget and request letter to this request.Number of attached pages 10**Collection and use of personal information**

Personal information is collected under the authority of section 33(c) of the *Freedom of Information and Protection of Privacy Act* and will be used to manage and administer Council Priority Funds. Please be aware that information provided may be made public. If you have questions regarding the collection, use or disclosure of this information, contact Vicky Cushman at 780-464-8098.

Clover Bar Pioneer Court

To: Office of the Elected Officials
From: Sandy Lennox, Manager

Date: 13 December 2019
Re: Council Priority Funds Application

Please find attached an application from The Friends of the Pioneers for funding to replace the flooring in the library and games room of Clover Bar Pioneer Court.

Three estimates for materials and labour have been obtained and are also attached: Sherwood Flooring ($\$3704.61 + \$4277.86 = \$7982.47$); Nufloors ($\$3675.77 + \$4530.13 = \8205.90); Install Group Ltd. ($\$7597.01$).

As indicated in the application, Sherwood Flooring has done extensive and excellent work in the building in the past, and the company has been supportive of the residents, such as donating turkeys for the Christmas dinner. Consequently, that is the preferred option.

Also attached is a document describing the history and operation of the organization.

The budget will match the description provided in the estimates.



#105, 108 Provincial Ave
 Sherwood Park AB T8H 0Z7
 (780)467-0082
 info@sherwoodflooring.ca
 www.sherwoodflooring.ca

Estimate

ADDRESS
 Lennox, Sandy

ESTIMATE # DATE
 20040 11/14/2019

DESCRIPTION	QTY	RATE	AMOUNT
GAMES ROOM #1			
Remove & Dispose Existing Carpet	480	0.40	192.00
Remove & Install New Baseboards	80	1.10	88.00
Manipulate Furniture	1	0.00	0.00
Install Vinyl Click Flooring	540	2.00	1,080.00
SPC Click - TBD	540	3.68	1,987.20
4" coved base	80	1.25	100.00
Cap and Channel - Pinless Color#TBD	9	3.00	27.00
Delivery Of All Materials	540	0.10	54.00
Felt Pads	1	0.00	0.00
		SUBTOTAL	3,528.20
		GST @ 5%	176.41
		TOTAL	\$3,704.61

Accepted By

Accepted Date



#105, 108 Provincial Ave
 Sherwood Park AB T8H 0Z7
 (780)467-0082
 info@sherwoodflooring.ca
 www.sherwoodflooring.ca

Estimate

ADDRESS
 Lennox, Sandy

ESTIMATE # DATE
 20041 11/14/2019

DESCRIPTION	QTY	RATE	AMOUNT
LIBRARY			
Remove & Dispose Existing Carpet	515	0.40	206.00
Remove & Install New Baseboards	77	1.10	84.70
Manipulate Furniture	1	0.00	0.00
Install Vinyl Click Flooring	540	2.00	1,080.00
Install Hardboard on Staircase Opening	1	350.00	350.00
 SPC Click - TBD	 540	 3.68	 1,987.20
4" coved base	77	1.25	96.25
Cap and Channel - Pinless Color#TBD	9	5.00	45.00
Delivery Of All Materials	540	0.10	54.00
Felt Pads	1	50.00	50.00
Vinyl Nosing	24	4.00	96.00
Veneer - White	1	25.00	25.00
		SUBTOTAL	4,074.15
		GST @ 5%	203.71
		TOTAL	\$4,277.86

Accepted By

Accepted Date

Nufloors
 | Sherwood Park
 192, 2181 Premier Way
 Sherwood Park, AB
 T8H 2V1

celebrating
 over
10
 years
 in business

Estimate

Date	Estimate #
11/6/2019	20215

Name/ Address
Clover Bar Pioneer Court 6 Mission Street Sherwood Park, AB T8A 0V3

Ship To
2nd Floor Lounge



Quote Valid for 30 Days	Salesperson	P.O. No.	Customer Phone	e-mail info@nufloorssherwoodpark.ca	
	AGB		780-467-8206	or firstname@nufloorssherwoodpark.ca	
Description	Qty	U/M	Rate	Total	
Beaulieu Seaside Luxury Vinyl Plank (Color TBD)	518.7	Sq ft	2.75	1,426.43	
Labour - LVP Installation	518	Sq ft	1.80	932.40	
Labour - Carpet Rip-out & Removal	518	Sq ft	0.35	181.30	
Labour - Floor Prep	518	Sq ft	0.70	362.60	
UZIN Adhesive - 3 Gallon	1	Ea	140.00	140.00	
Supply & Install 4" Rubber Base	120	lf	2.15	258.00	
Labour - Furniture R&R	1	Ea	200.00	200.00	
GST on sales			5.00%	175.04	
Accepted by;		Find us on Facebook		Total \$3,675.77	
Terms: 100% Custom or supply only orders, 50% deposit, balance due on completion of installation orders, All Custom orders are final sale/no returns.		Phone #	Fax #	Web Site	
		780-449-4860	780-449-4899	www.Nufloorssherwoodpark.ca	

Nufloors
 Sherwood Park
 192, 2181 Premier Way
 Sherwood Park, AB
 T8H 2V1

celebrating
 OVER
10
 YEARS
 in business

Estimate

Date	Estimate #
11/6/2019	20216



Name/ Address

Clover Bar Pioneer Court
 6 Mission Street
 Sherwood Park, AB
 T8A 0V3

Ship To

3rd Floor Lounge



Quote Valid for 30 Days	Salesperson	P.O. No.	Customer Phone	c-mail info@nufloorssherwoodpark.ca	
	AGB		780-467-8206	or firstname@nufloorssherwoodpark.ca	
Description	Qty	U/M	Rate	Total	
Beaulieu Seaside Luxury Vinyl Plank (Color TBD)	622.44	Sq ft	2.75	1,711.71	
Labour - LVP Installation	622	Sq ft	1.80	1,119.60	
Labour - Carpet Rip-out & Removal	622	Sq ft	0.35	217.70	
Labour - Floor Prep	622	Sq ft	0.70	435.40	
UZIN Adhesive - 3 Gallon	1	Ea	140.00	140.00	
Supply & Install 4" Rubber Base	100	Lf	2.15	215.00	
Vinyl Nosing & Cap for opening around stairwell	5	Ea	30.00	150.00	
Labour - Install Plank around stairwell opening	25	Lf	5.00	125.00	
Labour - Furniture R&R	1	Ea	200.00	200.00	
GST on sales			5.00%	215.72	
Accepted by:		  Find us on Facebook		Total \$4,530.13	
Terms: 100% Custom or supply only orders, 50% deposit, balance due on completion of installation orders, All Custom orders are final sale/no returns.		Phone #	Fax #	Web Site	
		780-449-4860	780-449-4899	www.Nufloorssherwoodpark.ca	

INSTALL GROUP LTD.**Flooring Bid Proposal (Clover Bar Pioneer Court)**

6 Mission Street, Sherwood Park, AB. T8A 0V3

Sandra Lennox
 Clover Bar Pioneer Court
 6 Mission St. Sherwood Park, AB
 (587)341-9133
pioneercourtmanager@shaw.ca

Sherry Martins
 Operations Manager
 Install Group Ltd
 50 Mission St. Sherwood Park, AB
 (780) 996-4131
theinstallgroupltd@gmail.com

Scope

Based on the site visit on November 13, 2019, we have developed this proposal. We understand that Clover Bar Pioneer Court is looking to replace the existing carpet with luxury vinyl plank in both the library and rec room. Our total cost for this project will be \$7,597.01. Please see the breakdown below.

Supplied Materials

- Vinyl cove base & adhesive
- Signature XP Luxury Vinyl Plank & flooring adhesive
- Vinyl stair nosing & carpet to LVP transitions

Labour

- Removal of existing cove base and installation of new cove base
- Removal of existing glue down carpet & carpet tile
- Installation of vinyl stair nosing and transitions (carpet to LVP)
- Installation of LVP in Rec Room & Library and wall kickplate & 1 step
- Garbage disposal (bin to be set up on property)

Costs

Materials supplied	
Labour *Floor prep (if needed) is not included in quote	\$4006.50
GST (5%)	\$3228.75
	\$361.76
Total Cost:	\$7597.01

Install Group Ltd is a professional flooring installation company with over 20 years of experience. We pride ourselves in the best customer service, top notch quality with attention to detail, competitive prices and no hidden costs.

WCB# 8421727
 GST# 705934321

Contact me directly for further information or for any questions:

Sherry Martins
 Operations Manager
 (780) 996-4131
theinstallgroupltd@gmail.com
Installgroupltd.com

Clover Bar Pioneer Court
A Brief History

Location

Clover Bar Pioneer Court
 6 Mission Street
 Sherwood Park, Alberta
 T8A 0V3

Condominium Plan No. CDE 1579

Description

Clover Bar Pioneer Court is a three-story affordable condominium for residents who are at least 60 years of age. The building has been described as similar in design to the condominiums of ancient Rome. 36 of the 42 units in the building open onto a centre court under an acrylic plastic dome that allows daylight to maintain a summer-like atmosphere all year. The units have brick and concrete walls and floors, and they are heated by hot water controlled by individual thermostats. The kitchen-café, basement workshop, library and laundry areas provide access to all residents, and the design of the building encourages social interactions while still providing privacy in the units. Residents raise funds for social events and for the Hope Mission and local charities by raffling quilts made in the building and other items.

Clover Bar Pioneer Court represents an important, but relatively unrecognized model in the continuum of affordable housing in Alberta. Functionally independent individuals who do not choose to maintain a single-family residence are able to live in a supportive and friendly setting for many years without serious erosion of their capital. Since most are living on a fixed income, it is essential to provide housing that is within their means. Other communities in Alberta might consider the creation of such facilities if they are made aware of the model's success.

History

Clover Bar Pioneer Court was established in 1970 by the local United Church to provide affordable housing for local people who were reaching the age when maintaining a house was difficult, and for people whose property was being expropriated due to development. The 42-suite building was registered as a condominium under the Condominium Properties Act of Alberta. Residents of the building are at least 60 years of age, and are capable of independent living. When they are no longer able to manage their lives in a safe and appropriate manner, they move to facilities that provide the necessary level of care. Clover Bar Pioneer Court is managed by a non-profit volunteer board known as "The Friends of the Pioneers", incorporated under the Societies Act of Alberta, and the church has no financial or management role in it. The mission statement reads as follows: "The Friends of the Pioneers provide safe affordable housing for seniors. We provide a therapeutic environment that encourages socialization. We work in conjunction with an owners' board."

Governance

The affairs of Clover Bar Pioneer Court are governed by two boards, one composed of the owners of the units and the other being the Friends of the Pioneers.

Owners Board:

Voluntary representatives of the owners are elected to meet monthly with the manager to discuss and approve major expenditures from the operating and reserve funds, highlight necessary maintenance issues, raise concerns, suggest social events and outings and consider any other aspects of ongoing operations. Requests for partial funding of expenses can be forwarded to the Friends of the Pioneers. All decisions are made in accordance with the bylaws of the condominium.

The Friends of the Pioneers:

The "Friends" board employs three individuals: a part-time onsite manager, bookkeeper and cleaner and is responsible for purchasing and selling of the suites, overall operation, major purchases, structural repairs, renovations, general administration, legal matters and staff procurement. The voluntary board members also contribute their time and effort to organize and conduct some fund-raising and social activities, and occasional help with snow clearing and maintenance of the grounds. An accountant is hired to perform an annual audit. Finances for major repairs and purchases are derived from a levy on suite turnovers. All decisions are made in accordance with provincial Societies Act bylaws.

Board members, apart from a representative of the owners, are relatives of current or past residents, and members of the local community who can bring a broader range of skills to the board.

Ownership

The ownership of the building is divided among the owners according to shares. The number of shares is determined by the size of each unit: small = 189; medium = 257; large = 320. Of the 10,000 shares, the Friends of the Pioneers own 567 (3 small rental units); the remaining 9,433 shares are owned by the residents. When purchasing a unit, residents either pay the entire amount or arrange mortgages for the purchases, as they would when purchasing a house.

Purchase and rental:

Owners and renters must be 60 years of age or older. The age of the current residents ranges from 62 to 98 years. Some require walkers and some are visually impaired. Potential residents who require wheelchairs are welcome, although the doorways may not accommodate all sizes of wheelchairs.

All units are purchased from the Friends of the Pioneers at which time the purchaser signs an option to repurchase agreement to sell the unit back to the Friends. The agreement is registered as a caveat on the property with Land Titles.

The current basic selling and rental prices are as follows:

16 Small units:	\$112,750	\$710 to \$711 per month*
20 Medium units:	\$125,560	\$860 to \$888 per month*
6 Large units:	\$148,625	\$1051 per month

*Prices vary according to the level of the unit in the building. Selling prices are adjusted slightly according to plumbing, electrical aspects, condition, etc.

When a unit is sold a percentage is paid to the Friends of the Pioneers: 6% of the first \$100,000 and 3% of the balance.

Condominium fees are based on the size of the units:

Small units	\$253 to 255 per month
Medium units	\$345 to \$353 per month
Large units	\$430 per month

The condominium fees have been increased during each of the past three years in order to maintain the reserve fund at a level that will protect against most unexpected expenses. \$2400 per month is currently deposited into the reserve fund. In addition, residents are responsible for paying for parking (when available), power, insurance and property taxes.

A unit forms part of the owner's estate in the same way as any other property but the heir(s) must comply with the bylaws upon receiving ownership of the property. An owner may manage a unit and lease it to tenants or sign a two-year renewable agreement to have the Friends of the Pioneers lease the unit to suitable tenants and manage the property for a fee of \$45 per month.

The parking lot has been leased from the adjacent Salisbury United Church until 2023.

Community support

Recent efforts to obtain financial support from the community have resulted in financial assistance to purchase a snow blower for residents to use, upgraded fire alarm system, and an automated external defibrillator (AED). Local church groups have provided entertainment. Strathcona County Council has been very supportive.

Every effort is made to maintain the affordability of the units for the residents, many of whom are on fixed incomes. Consequently, the availability of both financial and staff resources is limited. The manager and bookkeeper each work 15 hours per week.

Transportation is currently provided to residents at a rate subsidized by the Friends of the Pioneers.

Expenditure of Council Priority Funds

Jean Vanier Catholic School 2020 Council Priority Fund Application

Recommendation

THAT an expenditure of \$8,000.00 from Council Priority Funds as follows:

Councillor Robert Parks	\$2,000.00
Councillor Dave Anderson	\$3,000.00
Councillor Brian Botterill	\$1,000.00
Councillor Bill Tonita	\$2,000.00

for the purpose of providing funds to Jean Vanier Catholic School for costs associated with the replacement of the school playground, be approved.

Enclosure

Encl 1 Jean Vanier Catholic School 2020 Council Priority Fund application

Cheque Payable to: Jean Vanier Catholic School

Vendor: 43466

109 Georgian Way
Sherwood Park, AB T8A 3K9

Council Priority Funds – Application

(Page 2 of 2)

PRIORITY FUND INFORMATION – Completed by ApplicantOrganization Name Jean Vanier Catholic SchoolAddress 109 Georgian Way

Street and number

Subdivision if rural

City or town Sherwood ParkProvince ABPostal code T8A 3K9Contact person Leanne DoetzelTelephone 780-910-9462Email address (optional) ledoetzel@hotmail.comProject Type ☐ Event ☒ Project ☐ ExpenseAmount Requested \$ 8000

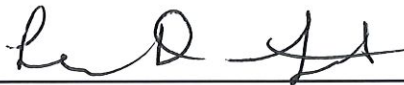
Brief description of request

The wooden playground structure at Jean Vanier Catholic School is set to be replaced according to Strathcona County's schedule of playgrounds. While the County is very generous with their funding for the new playground, the Parent Council at Jean Vanier has been asked to fundraise an extra \$20,000 to assist with the costs. The Jean Vanier Catholic School family takes great pride in being able to provide a quality and top-ranked playground for not only the students, but for the Glen Allen community and all of Sherwood Park as well.

Leanne Doetzel

Print name

Signature

December 4, 2019

Date

Please remember to attach a proposed budget and request letter to this request.Number of attached pages 3**Collection and use of personal information**

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EO 3513-D 2019-02-19

December 4, 2019

Office of the Elected Officials
2001 Sherwood Drive
Sherwood Park, AB T8A 3W7

To Whom It May Concern:

RE: Council Priority Funds Application

Please accept this letter in regards to an application for Council Priority Funds on behalf of Jean Vanier Catholic School and the Parent Council.

According to the schedule by Strathcona County, the wooden playground structure at Jean Vanier is set to be replaced. While the County is generous with their funding, the school has been given the opportunity to fundraise an extra \$20,000 to help with the project. The \$8000 ask from the Council Priority Funds would take us halfway to our fundraising goal, but any amount is greatly appreciated. The Parent Council has also planned two fundraisers for the coming months, and we will plan more if needed as we take this opportunity very serious.

The Jean Vanier Catholic School family takes great pride in providing an outstanding and top-ranked playground for not only the students of the school, but for the Glen Allen community and all of Sherwood Park. The extra funding will give us the ability to put that extra special touch on the playground with equipment that wouldn't otherwise be included in the replacement cost provided by the County. This equipment would include, but not be limited to, unique climbers, one-of-a-kind slides or adding in an element of nature play. Our plan is to visit as many playgrounds as possible in Sherwood Park and the Edmonton area to see what is popular, but also see what no other playground has and what would make the Jean Vanier playground unique. We also want to incorporate extra benches and picnic tables to provide more opportunities for students to visit outside with their peers, for classes to take learning outside and have somewhere to work, and provide a welcoming space for families and groups in the community to visit the park and have a picnic and enjoy time together.

We will work closely with the students, the County, the equipment company, and the community to come up with the best design possible that we can all be proud of.

Thank you for your time and consideration,



Leanne Doetzel
Playground Fundraising Chair and proud mom of two students



BUDGET

Please note, this is an approximate budget as we are in the planning stage for the playground right now. This list is an example of items the Parent Council for Jean Vanier will be looking at to add on to the playground with the money we raise to make it that much more special. These are actual prices from Blue Imp, a playground building company local to Alberta with an office in Edmonton.

ITEM	COST
Monkey Climber	\$2348
Abstract Climber	\$5424
Plastic Wave Slide	\$5039
Twisted Log (Nature Play)	\$8898
Triple Treetop (Nature Play)	\$7298
Log Steps (Nature Play)	\$1250
Regular Bench	\$579
Rainbow Buddy Bench	\$1134
Square Picnic Table	\$1498
Regular Picnic Table, single post	\$1282
Wheelchair Ramp	\$12,000

