

COUNCIL MEETING REVISED AGENDA

Date: March 1, 2016
Open Session: 9:00 a.m.
Location: Council Chambers

| | Pages |
|---|--------------|
| 1. CALL TO ORDER | |
| 2. ADDITIONS / DELETIONS / CHANGES TO AGENDA | |
| 3. ADOPT AGENDA (Motion) | |
| 4. CONSENT AGENDA (Motion) | |
| 5. PROCLAMATIONS | |
| 6. COUNCIL PRIORITIES | |
| 6.1 Motion following Notice of Motion | 3 |
| Signage for Potential School Sites | |
| 7. FINANCIAL SERVICES | |
| 7.1 2015 Reserve Transactions | 4 - 39 |
| To present the 2015 reserve transactions for Council's approval. | |
| 8. LEGISLATIVE AND LEGAL SERVICES | |
| 8.1 GOV-002-032 Ward Boundary Review Policy | 40 - 72 |
| To receive direction from Council on the electoral system options presented at the January 26, 2016 Priorities Committee Meeting. | |
| 9. ASSESSMENT AND TAXATION | |
| 9.1 Bylaw 11-2016 (2016 Supplementary Assessment) | 73 - 74 |
| To give three readings to a bylaw authorizing a supplementary assessment for the 2016 taxation year. | |
| 9.2 Urban Service Area – Farm Tax Cancellation | 75 - 76 |

To authorize partial cancellation of 2016 property taxes on farm buildings and farm residences located in the Urban Service Area, in order to maintain equity with farm properties in the Rural Service Area.

10. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST) AND NOTICES OF MOTION

10.1 Councillor Request Report 77 - 78

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.

10.2 Expenditure of Council Priority Funds Report 79 - 82

Antler Lake Stewardship Committee

10.3 Expenditure of Council Priority Funds Report 83 - 86

Ardrossan Strathcona Figure Skating Club

11. CHIEF COMMISSIONER'S OFFICE

"Reason for Addendum" Addition to the agenda

11.1 *Amendment to the 2015 Q4 Strathcona Community Investment Program (SCIP) Fund Allocations* 87 - 89

To inform Council of changes in the circumstances surrounding the 2015 Q4 application for SCIP funds by the Rescue 100 Horses Foundation.

"Reason for Addendum" Addition to the agenda

12. IN CAMERA SESSION

12.1 *Regional Transit Matter*

FOIP Section 21, harmful to intergovernmental relations

12.2 *Development Levies*

FOIP Section 24, advice from officials

13. ADJOURNMENT (Motion)

Motion following Notice of Motion

Signage for Potential School Sites

THAT Administration provide a report, by April 26, 2016, that will:

a. outline the requirements to prepare and install signs at visible locations on the following sites, indicating that they are potential sites for future schools:

- Clarkdale Meadows
- Summerwood
- Heritage Hills, both north and south of Heritage Drive
- The Ridge /Foxboro (Florian Park), and

b. include recommendations for a policy regarding placement of signage at future potential school sites.

Background

On February 23, 2016 Councillor Howatt served Notice of Motion to be presented for debate at the March 1, 2016 Council Meeting.

2015 Reserve Transactions**Report Purpose**

To present the 2015 reserve transactions for Council's approval.

Recommendations

1. THAT the transfer of \$15,604,769 to reserve in the amounts of \$11,913,208 to Municipal Projects reserve (1.3773), \$621,578 to Municipal Infrastructure Lifecycle, Maintenance and Replacement reserve (1.3800), \$216,546 to Utilities Rate Stabilization and Contingency reserve (11.4425), and \$2,853,437 to Utilities Infrastructure Lifecycle, Maintenance and Replacement reserve (11.4440), in accordance with the 2015 annual operating surplus for tax purposes allocation, be approved.
2. THAT the re-designation of a project savings in the amount of \$100,000 from the Municipal Year-End Carry Forwards reserve (1.3769) to the Municipal Projects reserve (1.3773), as set out in Enclosure 2 to the March 1, 2016 Financial Services report, be approved.
3. THAT the 2015 Reserve Transaction Report (unaudited), as set out in Enclosure 3 to the March 1, 2016 Financial Services report, be ratified.

Council History

December 9, 2014 – Council approved the 2015 Operating and Capital Budgets.

December 8, 2015 – Council approved the 2016 Operating and Capital Budgets.

January 19, 2016 – Council approved the FIN-001-024: Financial Reserves Policy, as revised.

February 23, 2016 – Council approved the additional recommended allocations of the 2015 municipal operating surplus.

Strategic Plan Priority Areas

Economy: Reserves support the strategic management, investment, and planning for sustainable municipal infrastructure.

Governance: Reserves contribute to good governance and strong fiscal management.

Social: Reserves provide funding for projects that support community health and well-being.

Culture: Reserves provide funding for projects that support cultural assets and activities.

Environment: Reserves provide funding for projects that contribute to the sustainability of our environment and resources.

Other Impacts

Policy: FIN-001-008: Allocation of Year-End Municipal Operating Surplus; FIN-001-024: Financial Reserves

Legislative/Legal: *Municipal Government Act, R.S.A. 200, c. M-26*

Interdepartmental: All departments

Summary

Allocation of Surplus to Reserves

The 2015 annual operating surplus for tax purposes additional allocations were presented to Council, and approved February 23, 2016. The corresponding transfers to reserve include the following:

| Amount | Description | Reserve Title | Reserve # |
|----------------------|---|--|-----------|
| \$ 11,023,427 | Centre in the Park (CITP) Underground Parkade alternative financing | Municipal Projects | 1.3773 |
| \$ 400,000 | River Valley Alliance trails to match external funding sources to complete connector trails | Municipal Projects | 1.3773 |
| \$ 489,781 | WCB Partnerships in Injury Reduction rebate to be used for future OHS initiatives | Municipal Projects | 1.3773 |
| \$ 325,000 | Community Hall lifecycle funding and installation of Automated External Defibrillators in public spaces including Community Halls | Municipal Infrastructure Lifecycle, Maintenance, and Replacement | 1.3800 |
| \$ 296,578 | Road project deficiency holdback and asphalt penalties for future road maintenance | Municipal Infrastructure Lifecycle, Maintenance, and Replacement | 1.3800 |
| \$ 216,546 | Self-Sustaining allocation | Utilities Rate Stabilization and Contingency | 11.4425 |
| \$ 2,853,437 | Self-Sustaining allocation | Utilities Infrastructure Lifecycle, Maintenance, and Replacement | 11.4440 |
| <u>\$ 15,604,769</u> | | | |

Re-designation of Reserve Funds

A re-designation is needed when reserve funds are no longer required for their original intended purpose. The recommended re-designation of \$100,000 from the Municipal Carry Forwards reserve is provided in Enclosure 2.

2015 Reserve Transactions

Summaries of the unaudited 2015 Reserve Transactions in Enclosure 3 include the surplus allocations and the re-designation as described above.

Optimal Balances

The Optimal Reserve Balances have been updated as at December 31, 2015 and align with the approved 2016 budget; as such the calculated results are representative of a point in time. The outstanding Annual Capital Programs review, Utility Financial Policy development, and Land Strategy may result in further impact on these calculations.

Enclosures

- 1 Policy FIN-001-024: Financial Reserves (Document: 8369575)
- 2 2015 Year End Re-designation of Reserve Accounts (Document: 8374871)
- 3 2015 Reserve Transaction Report (unaudited) (Document: 8369989)
- 4 PowerPoint Presentation (Document: 8376514)

Financial Reserves

Date of Approval by Council: 08/29/90; 09/05/95
02/15/2000; 07/02/02; 02/21/06; 11/04/08; 07/08/2014

Resolution No: C94/90; 715/95
70/2000; 575/2002; 87/2006; 589/2008; 266/2014

Lead Role: Chief Commissioner

Replaces: 40-43-004

Last Review Date: January 19, 2016

Next Review Date: 07/2017

Administrative Responsibility: Chief Financial Officer

Policy Statement

A Reserve Policy is a prudent business practice that will enhance Strathcona County's financial strength, flexibility, cash flow management, and ability to achieve the Council Vision and the Strategic Plan priorities.

A Reserve Policy is required to establish, maintain and manage Reserve funds that:

- maintain and improve Strathcona County's working capital requirements;
- provide for future funding requirements; and
- provide stabilization for fluctuations in operating and capital activities.

The purpose of this policy is to maintain consistent standards and guidelines for the management of Reserves and execution of Reserve Transactions, and to ensure that all Reserve Transactions are approved by Council and carried out in accordance with Council's approval.

Definitions

Committed Balance

Funding approved as per FIN-001-024: Financial Reserves policy to be applied towards specific expenditures.

Designated Balance

Funding designated to Reserves for a specific purpose, which has not yet been approved by Council to be applied towards specific expenditures.

Infrastructure Lifecycle, Maintenance and Replacement Reserves

A Reserve roll up category for reporting which captures all Reserves that tie to Infrastructure Lifecycle, Maintenance and Replacement of Strathcona County tangible capital assets.

Optimal Balance

Where applicable, Reserves will require a minimum or maximum recommended balance for the Reserve. These recommendations will be a formula based on adequate levels to maintain services as determined by departments, endorsed by Executive Team, and approved by Council. Schedule "A" of the policy will provide a listing of the Reserve Descriptions and their recommended formulas, if applicable.

Projects Reserves

A Reserve roll up category for reporting which captures all Reserves that tie to the non-cyclical Reserve needs of departments including operating and capital projects.

Redesignation of Reserve Funds

The process to change the purpose of Reserved funds from one Reserve to another.

Release of Reserve Funds

Reserve funds for which the purpose has been fulfilled or changed and is consequently closed. Any funding resulting from the release of a Reserve will be identified for redesignation to another Reserve or general surplus.

Reserve

Reserves are created when funds are set aside (designated) for a future purpose. Funds within a Reserve are restricted and will be applied as outlined in the approved Reserve Description.

Reserve Description

A listing of Reserve Descriptions is found in Schedule “B” of this policy. Each Reserve Description contains the following:

- the overall purpose of the Reserve;
- the source of the Reserve funds;
- when the Reserve can be accessed (the application);
- a reference to Schedule “A” for the Optimal Balance formula, if applicable;
- the duration; and
- interest entitlement.

Reserve Transaction

The following activity is considered a Reserve Transaction:

- contributions to the Reserve from internal or external sources
- withdrawals from the Reserve to fund expenditures
- Redesignation of the Reserve Funds
- Release of the Reserve Funds

Special Purpose Reserves

A Reserve roll up category for reporting which captures unique Reserves that have a one to one relationship with the Reserve Description. For these Reserves, a policy is in place as referenced in the Reserve Description, or external influences are a factor.

Stabilization and Contingency Reserves

A Reserve roll up category for reporting which captures all Reserves that maintain funds to aid in stabilizing and smoothing the temporary impact of unforeseen events, or planned fluctuations in activity.

Guidelines

1. All Reserve Transactions will be ratified by Council.
2. All Reserves will be administered by the Chief Financial Officer or his/her designate in accordance with current municipal policies and the Public Sector Accounting Standards.
3. All Reserves must fall under an approved Reserve Description. The establishment of a new Reserve, which will require a new Reserve Description, must be approved by Council.
4. Reserves will be funded from internal or external sources as defined in the Reserve Descriptions.
5. Funding to and from the Reserve will be approved through Council via:
 - existing municipal policies;

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- the annual budget process;
 - the year end Reserve request and approval process;
 - the approved Reserve Description; or
 - Council resolution.
6. If Reserve Transactions have not been approved through any of the above means, approval must be obtained prior to a transaction occurring from:
 - The Chief Commissioner, based on the recommendation of an Associate Commissioner, for projects totalling \$50,000 or less;
 - Council for projects greater than \$50,000.
 7. As part of the year end Reserve request and approval process, any potential Release of Reserve Funds or Redesignation of Reserve Funds will be identified.
 8. As part of the year end process for Reserves that have Optimal Balances, an assessment will be made between the actual designated Reserve balance and the recommended Optimal Balance. Reserves which are lower than their established Optimal Balance will be considered in the distribution of the annual operating surplus. Reserves which exceed their established Optimal Balance will be considered for Redesignation. Strategies to maintain the Optimal Balance will be addressed through the business plan and budget cycles. Schedule "A" details the formula calculations to be used in determining the Optimal Balance for the reserves that have been identified to require an Optimal Balance.
 9. Interest earnings will be applied to the Reserves which have been deemed interest bearing as indicated in the Reserve Description.
 10. Reporting
 - Regular reporting on the Reserves will occur through the quarterly management report. The quarterly reporting will indicate the total of Reserves as grouped in the four Reserve roll up categories, and will include the current balance, segregated between Committed Balance and Designated Balance.
 - The Consolidated Financial Statements of the County report Reserves within accumulated surplus, along with equity in tangible capital assets and unrestricted surplus (deficit).
 11. Roles and Responsibilities
 - Departments
It is the responsibility of departments to be in compliance with the Municipal Reserves Policy and the related Reserve Administrative Procedures. Departments will need to partner with Financial Services annually to confirm Reserve structure and Optimal Balances.
 - Financial Services
It is the responsibility of Financial Services to administer Strathcona County's Reserves, and to partner with departments to ensure on-going compliance with the Municipal Reserves Policy. Financial Services will provide guidance to departments in complying with the intent of the policy by developing administrative procedure guidelines to support the Municipal Reserves Policy.

ATTACHMENTS:

Schedule "A" Optimal Balance Formulas

Schedule "B" Reserve Descriptions

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SCHEDULE A
Strathcona County Financial Reserves

Optimal Balance Formulas

| Reserve Description | Optimal Balance Formula |
|--|--|
| | |
| Municipal Reserves | |
| R1) Stabilization Reserve | Equivalent 1% tax revenue base increase |
| R2) Contingency Reserve | 4% of prior year's municipal operating expenses |
| R3) Year End Carry Forwards – Municipal Reserve | Not applicable |
| R4) Municipal Projects Reserve | Part a) Specific project allocations (current balance) Part b) Capital projects (historical percentage of capital projects funded from capital projects reserve applied to the five year capital forecast). Part c) Operating projects (five year historical average funded from fiscal projects allowance). |
| R5) Municipal Infrastructure Lifecycle, Maintenance and Replacement Reserve | Five year average of the capital forecast for annual program related projects |
| R6) Council Priority Funds | Not applicable |
| R7) Strathcona Community Investment Program Reserve | As per Policy GOV-002-030 Strathcona Community Investment Program – the maximum is 200% of the annual allocated amount |
| R8) Public Reserve Trust | Not applicable |
| R9) General Land | 50% of the 5 year capital forecast for land acquisitions |
| R10) Municipal Levy Debt Repayment Reserve | Not applicable |
| R11) Major Recreation Facility Debt Repayment Reserve | Not applicable |
| R12) Cultural Development Fund | To be determined |
| R13) Internal Financing | To be determined |
| R14) Secondary Approaches | Not applicable |
| R15) Broadmoor Golf Course | To be determined |
| | |
| Utilities Reserves | |
| RU1) Utility Rate Stabilization and Contingency | 5% of prior year's Utility operations expenses |
| RU2) Year End Carry Forwards – Utilities Reserve | Not applicable |
| RU3) Utilities Projects Reserve | To be determined |
| RU4) Utilities Infrastructure Lifecycle, Maintenance and Replacement Reserve | 5% of Utilities current asset replacement value |
| RU5) Utility Levy Debt Repayment Reserve | Not applicable |
| | |
| Library Reserves | In accordance with the Library Reserve policy FI02 |

SCHEDULE B
Strathcona County Financial Reserves**Reserve Descriptions****Municipal Reserves**

Stabilization and Contingency Reserves

- R1) Stabilization Reserve
- R2) Contingency Reserve

Projects Reserves

- R3) Year End Carry Forwards – Municipal Reserve
- R4) Municipal Projects Reserve

Infrastructure Lifecycle, Maintenance and Replacement Reserves

- R5) Municipal Infrastructure Lifecycle, Maintenance and Replacement Reserve

Special Purpose Reserves

- R6) Council Priority Funds
- R7) Strathcona Community Investment Program Reserve
- R8) Public Reserve Trust
- R9) General Land
- R10) Municipal Levy Debt Repayment Reserve
- R11) Major Recreation Facility Debt Repayment Reserve
- R12) Cultural Development Fund
- R13) Internal Financing
- R14) Secondary Approaches
- R15) Broadmoor Golf Course

Utilities Reserves

Stabilization and Contingency Reserves

- RU1) Utility Rate Stabilization and Contingency

Projects Reserves

- RU2) Year End Carry Forwards – Utilities Reserve
- RU3) Utilities Projects Reserve

Infrastructure Lifecycle, Maintenance and Replacement Reserves

- RU4) Utilities Infrastructure Lifecycle, Maintenance and Replacement Reserve

Special Purpose Reserves

- RU5) Utility Levy Debt Repayment Reserve

Library Reserves

The Library Reserves are maintained by Library administration and approved by the Strathcona County Library Board in accordance with the Library Reserve policy FI02.

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| Financial Reserves – Description R1 | |
|-------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Stabilization and Contingency Reserves |
| Name: | Stabilization Reserve |
| Purpose: | To provide funds to smooth the future property tax dollar increases in periods of high inflation, to stabilize fluctuations in operating and capital activity, and to address the risk of revenue or expenditure volatility. |
| Source of Funding: | a) Budgeted transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve will be used for stabilizing periods of high inflation or other items that would result in volatility of future property tax dollar requirements. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council: | 07/08/14 11/26/13 |

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| Financial Reserves – Description R2 | |
|-------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Stabilization and Contingency Reserves |
| Name: | Contingency Reserve |
| Purpose: | To provide funds to stabilize the temporary impact of unforeseen, non-recurring, emergent, one-time expenditures or losses of revenue; and to ensure the orderly provision of services to citizens. Examples of these contingencies would include, but not be limited to, Unforeseen Climatic Conditions and Protective Services Extraordinary Circumstances. |
| Source of Funding: | <ul style="list-style-type: none"> a) Budgeted transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve will be used for stabilizing unbudgeted impacts resulting from unanticipated events. Examples are unforeseen increases in emergency response costs, unforeseen climatic conditions, reductions in the carrying cost of investments, losses incurred due to assessment changes, extraordinary events, insurance premiums and/or deductible payment fluctuations, or other items that would result in an overall deficit to the municipal operation. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council: | 07/08/14 |

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| Financial Reserves – Description R3 | |
|-------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Projects Reserves |
| Name: | Year End Carry Forwards – Municipal Reserve |
| Purpose: | To carry the funding for specific operating programs and projects where the service or acquisition was not completed or received by year end, but will occur in the following year, to eliminate the requirement to re-budget or cancel partially completed projects. |
| Source of Funding: | The funding required to complete a specific program or project which was previously approved by Council in the operating budget and will need to continue into the following year. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve will be used to fund expenditures for the intended purpose as included in the budget approved by Council. |
| Duration: | <ul style="list-style-type: none"> a) Projects or programs not completed in the fiscal year they were budgeted will be carried forward as part of the annual Reserve request and approval process. b) Any project that has not been completed within one year of being carried forward will be automatically released unless decided otherwise at the direction of the Chief Commissioner. |
| Interest Bearing: | No |
| Approved by Council: | 07/08/14 02/13/96 |

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| Financial Reserves – Description R4 | |
|-------------------------------------|---|
| Type: | Municipal |
| Roll up Category: | Projects Reserves |
| Name: | Municipal Projects Reserve |
| Purpose: | To provide funding for operating and capital multi-year projects that will be undertaken in the future, to build funding for non-annual programs, and to assist in meeting future funding requirements for projects |
| Source of Funding: | <ul style="list-style-type: none"> a) Annual budget transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Proceeds received from the sale of disposed assets by virtue of this Reserve Description are authorized to be transferred to this Reserve d) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used to fund expenditures relating to the specific projects as originally presented to Council, or approved through the budget. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council: | 07/08/14 02/17/09 |

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| Financial Reserves – Description R5 | |
|-------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Infrastructure Lifecycle, Maintenance and Replacement Reserve |
| Name: | Municipal Infrastructure Lifecycle, Maintenance and Replacement Reserve |
| Purpose: | <p>To provide funds for Infrastructure Lifecycle, Maintenance and Replacement projects including, but not limited to:</p> <ul style="list-style-type: none"> a) Meeting future municipal requirements for existing assets b) The scheduled replacement, refurbishment and maintenance of Strathcona County's vehicle and transit fleet. c) The overlay and construction of arterial roads in the Urban Services Area and the reconstruction of roads to attain the objectives of the Sustainable Rural Roads Master Plan (SRRMP) d) Annual Transportation and Agricultural Services programs e) Annual equipment replacement programs |
| Source of Funding: | <ul style="list-style-type: none"> a) Budgeted transfers as approved by Council b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008 c) Proceeds received from the sale of disposed infrastructure lifecycle assets by virtue of this Reserve Description are authorized to be transferred to this Reserve d) Other sources as approved by Council |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used to fund the replacement, refurbishment and maintenance of the Strathcona County's infrastructure assets as approved through the budget, or as presented to Council to smooth out fluctuation impacts in annual costs. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council Revised: | 07/08/14 02/17/09 02/13/96 |

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| Financial Reserves – Description R6 | |
|-------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Council Priority Funds |
| Purpose: | To assist with the management of Council Priority Funds in accordance with Policy GOV-001-032 Council Priority Fund Expenditures. |
| Source of Funding: | This Reserve is funded in accordance with Policy GOV-001-032 Council Priority Fund Expenditures. By virtue of this Reserve Description, unused portions of the current operating budget which was previously approved by Council are authorized to be transferred to the Council Priority Funds Reserve. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve will be expended in accordance with the Policy GOV-001-032 Council Priority Fund Expenditures guidelines and must be approved by Council resolution prior to the expenditures being made (policy guideline 4). |
| Duration: | In accordance with Policy GOV-001-032 Council Priority Fund Expenditures guideline 9, at the end of each term all uncommitted Council Priority Funds will be returned to general revenue. |
| Interest Bearing: | No |
| Approved by Council: | 07/08/14 02/19/13 |

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| Financial Reserves – Description R7 | |
|-------------------------------------|---|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Strathcona Community Investment Program |
| Purpose: | To assist with the management of the Strathcona Community Investment Program in accordance with Policy GOV-002-030 Strathcona Community Investment Program. |
| Source of Funding: | This Reserve is funded in accordance with Policy GOV-002-030 Strathcona Community Investment Program. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve will be expended in accordance with the Policy GOV-002-030 Strathcona Community Investment Program guidelines. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council: | New |

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| Financial Reserves – Description R8 | |
|-------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Public Reserve Trust |
| Purpose: | To set aside proceeds from the sale of public reserve lands as dictated by the Municipal Government Act, Sections 671-677. |
| Source of Funding: | As per Municipal Policy SER-012-005 Disposal of Public Reserve Lands, this Reserve is funded through: a) Proceeds from the sale of public reserve lands as approved by Council b) Cash received in lieu of reserve on subdivisions as approved by the Subdivision Approving Authority. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve can be applied to parks, recreation or for school purposes as dictated by the Municipal Government Act, Section 671-677. |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: Revised: | 07/08/14 02/23/10 02/13/96 |

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| Financial Reserves – Description R9 | |
|-------------------------------------|---|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | General Land |
| Purpose: | To set aside funds for future expenditures on land, as per Municipal Policy SER-012-002 General Land Reserve. |
| Source of Funding: | <p>This Reserve is funded in accordance with Municipal Policy SER-012-002 General Land Reserve, specifically through:</p> <ul style="list-style-type: none"> a) Proceeds from the sale of general land and considerations paid for the granting of easements across such land. b) Budgeted transfers as approved by Council. c) Surplus proceeds (including accumulated interest) from the sale of tax recovery property in accordance with the Municipal Government Act. d) Other funding as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | <p>As per Municipal Policy SER-012-002, the General Land Reserve may be used to fund:</p> <ul style="list-style-type: none"> a) The acquisition of general land. b) Servicing cost of general land, which may include but not be limited to: sewer, water, roads, electrical, offsite levies and gas; c) Payments on debentures which have been issued for the acquisition of general land. d) Direct costs associated with the acquisition or disposal of general land, which may include but not be limited to: advertising, land survey, appraisals, real estate commissions, legal costs, subdivision fees and offsite levies. e) The cost of improvements to general land, excluding buildings or structures, which may include but not be limited to: fencing, brushing and clearing of land, demolition of buildings, installation of an approach, or any other expenditure which maintains or increases the value of the land asset. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council: | 07/08/14 02/13/96 |

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| Financial Reserves – Description R10 | |
|--------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Municipal Levy Debt Repayment Reserve |
| Purpose: | To set aside funds for the repayment of approved municipal levy supported debentures. |
| Source of Funding: | This Reserve will be funded from off-site developer levy revenues for approved levy debt. By virtue of this Reserve Description, municipal levy developer revenue is authorized to be transferred to the Municipal Levy Debt Repayment Reserve in accordance with approved capital project funding, municipal levy debt bylaws or to repay interim financing. |
| Optimal Balance: | See Schedule A |
| Application: | <p>This Reserve will be used to repay the principal and interest of outstanding approved levy debentures over the term of the debt, in accordance with approved municipal levy debt (borrowing) bylaws.</p> <p>Transition: This reserve results from a change in accounting treatment for off-site developer levy revenue. To allow for this transition, it may be necessary to interim finance some levy funded capital projects due to timing differences between collection of developer levy funds and approved expenditures. By virtue of this reserve description, Municipal Levy Debt Repayment Reserve funds are authorized to provide interim financing for those levy funded capital projects that are approved up to February 25, 2014, as required. If interim financing is provided, as municipal developer levy revenue is collected, these funds will be transferred to the Municipal Levy Debt Repayment Reserve to repay any interim financing as a first priority.</p> |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: | 07/08/14 02/25/14 |

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| Financial Reserves – Description R11 | |
|--------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Major Recreation Facility Debt Repayment Reserve |
| Purpose: | To set aside funds for the repayment of approved debentures applied towards the construction of major recreation facilities in accordance with Policy SER-008-013 Major Recreation Facility Funding. |
| Source of Funding: | This Reserve may be funded from Major Recreation Facility contributions. By virtue of this Reserve Description, Major Recreation Facility contribution revenues are authorized to be transferred to the Major Facility Debt Repayment Reserve in accordance with approved capital project funding and municipal levy debt bylaws. . |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used to repay the principal and interest of outstanding debentures applied towards the construction of Major Recreation Facilities over the term of the debt. |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: | 07/08/14 02/25/14 |

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| Financial Reserves – Description R12 | |
|--------------------------------------|---|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Cultural Development Fund |
| Purpose: | To provide funds that will assist in the delivery of cultural services by community organizations and Recreation, Parks & Culture. |
| Source of Funding: | <ul style="list-style-type: none"> a) Budgeted transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Donations and fund raising d) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used to provide funding assistance for the delivery of cultural services toward the arts, culture and heritage development of our community, and to fund the Public Art program. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council: Revised: | 07/08/14 02/08/05 02/13/96 |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description R13 | |
|--------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Internal Financing |
| Purpose: | To provide funds for internal financing of approved projects. |
| Source of Funding: | a) Budgeted transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used as a source of funds for the internal funding of operating and capital projects as approved by Council, in accordance with Policy FIN-001-025 Debt Management Policy, guideline 5. |
| Duration: | Ongoing |
| Interest Bearing: | No |
| Approved by Council: Revised: | 07/08/14 02/23/10 02/13/96 |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description R14 | |
|--------------------------------------|--|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Secondary Approaches |
| Purpose: | To provide funds for the maintenance of approved secondary approaches to Rural Roads or Country Residential Subdivision Roads, where the secondary approach culvert requires general maintenance including blockage removal or culvert replacement at the end of its life. |
| Source of Funding: | a) Resident application fees paid for secondary approaches to private property. b) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used to fund expenses required to maintain the approved secondary approaches which will include, but is not limited to, culvert maintenance and replacement. |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: | 07/08/14 02/22/11 |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description R15 | |
|--------------------------------------|---|
| Type: | Municipal |
| Roll up Category: | Special Purpose Reserves |
| Name: | Broadmoor Public Golf Course |
| Purpose: | To set aside annual operating results at year end to support the financial sustainability of Broadmoor Public Golf Course. |
| Source of Funding: | a) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. b) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used to fund the Broadmoor Public Golf Course operations, equipment replacement and course improvements and other priorities or to fund any annual operating shortfalls. |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: Revised: | 07/08/14 02/17/09 02/13/96 |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description RU1 | |
|--------------------------------------|---|
| Type: | Utilities |
| Roll up Category: | Stabilization and Contingency Reserves |
| Name: | Utility Rate Stabilization and Contingency |
| Purpose: | To stabilize solid waste, water, and wastewater rates in the event of unforeseen, non-recurring, emergent expenditures or losses of revenue; to stabilize fluctuations in operating and capital activity; and to address the risk of revenue or expenditure volatility. |
| Source of Funding: | a) Budgeted transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve will be used to smooth the impact of utility rate increases within the annual operating budget, and for stabilizing unbudgeted impacts resulting from the unanticipated events. |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: | 07/08/14 02/21/06 |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description RU2 | |
|--------------------------------------|--|
| Type: | Utilities |
| Roll up Category: | Projects Reserves |
| Name: | Year End Carry Forwards – Utilities Reserve |
| Purpose: | To carry the funding for specific operating programs and projects where the service or acquisition was not completed or received by year end, but will occur in the following year, to eliminate the requirement to re-budget or cancel partially completed projects. |
| Source of Funding: | The funding required to complete a specific project or program which was previously approved by Council in the operating budget and will need to continue into the following year. |
| Optimal Balance: | See Schedule A |
| Application: | Funds from this Reserve will be used to fund expenditures for the intended purpose as included in the budget approved by Council. |
| Duration: | <ul style="list-style-type: none"> a) Projects or programs not completed in the fiscal year they were budgeted will be carried forward as part of the annual Reserve request and approval process. b) Any project that has not been completed within one year of being carried forward will be automatically released into the Utilities Infrastructure Lifecycle, Maintenance and Replacement Reserve, unless decided otherwise at the direction of the Chief Commissioner. |
| Interest Bearing: | No |
| Approved by Council: | 07/08/14 02/13/96 |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description RU3 | |
|--------------------------------------|---|
| Type: | Utilities |
| Roll up Category: | Projects Reserves |
| Name: | Utilities Projects Reserve |
| Purpose: | To provide funding for operating and capital multi-year projects that will be undertaken in the future, to build funding for non-annual programs, and to assist in meeting future funding requirements for projects |
| Source of Funding: | a) Budgeted transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | This Reserve will be used to fund expenditures relating to the specific projects as originally presented to Council, or approved through the budget. |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: | new |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description RU4 | |
|--------------------------------------|---|
| Type: | Utilities |
| Roll up Category: | Infrastructure Lifecycle, Maintenance and Replacement Reserves |
| Name: | Utilities Infrastructure Lifecycle, Maintenance and Replacement Reserve |
| Purpose: | <p>To provide funds to assist in meeting future requirements for the expansion, replacement, refurbishment and maintenance of tangible capital assets managed by Utility Operations.</p> <p>These requirements include, but are not limited to:</p> <ul style="list-style-type: none"> a) water transmission and distribution systems; b) wastewater collection, trunk and storm systems; c) solid waste systems; and d) community (district) energy systems. e) related supplemental works as may be required from time to time |
| Source of Funding: | <ul style="list-style-type: none"> a) Budgeted transfers as approved by Council. b) Allocation of the Year-End Operating surplus as approved by Council in accordance with Policy FIN-001-008. c) Release of Reserve balances not used in the Year End Carry Forwards – Utilities Reserve. d) Proceeds received from the sale of disposed infrastructure lifecycle assets by virtue of this Reserve Description are authorized to be transferred to this Reserve e) Other sources as approved by Council. |
| Optimal Balance: | See Schedule A |
| Application: | Reserve funds will be used to provide for operating and capital projects required to meet the customer service delivery objectives and other costs associated with Utilities Infrastructure Lifecycle, Maintenance and Replacement as identified and approved in the Utility annual budget and capital plan. |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: | 07/08/14 02/20/07 |

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Strathcona County
Municipal Policy Handbook

| Financial Reserves – Description RU5 | |
|--------------------------------------|--|
| Type: | Utilities |
| Roll up Category: | Special Purpose Reserves |
| Name: | Utility Levy Debt Repayment Reserve |
| Purpose: | To set aside funds for the repayment of approved utility levy supported debentures. |
| Source of Funding: | This Reserve is funded from off-site developer levy revenues for approved levy debt. By virtue of this Reserve Description, utility levy developer revenue is authorized to be transferred to the Utility Levy Debt Repayment Reserve in accordance with the approved capital project funding, utility levy debt bylaws or to repay interim financing. |
| Optimal Balance: | See Schedule A |
| Application: | <p>This Reserve will be used to repay the principal and interest of outstanding approved levy debentures over the term of the debt, in accordance with approved utility levy debt (borrowing) bylaws.</p> <p>Transition: This reserve results from a change in accounting treatment for off-site developer levy revenue. To allow for this transition, it may be necessary to interim finance some levy funded capital projects due to timing differences between collection of developer levy funds and approved expenditures. By virtue of this reserve description, Municipal Levy Debt Repayment Reserve funds are authorized to provide interim financing for those levy funded capital projects that are approved up to February 25, 2014, as required. If interim financing is provided, as municipal developer levy revenue is collected, these funds will be transferred to the Municipal Levy Debt Repayment Reserve to repay any interim financing as a first priority.</p> |
| Duration: | Ongoing |
| Interest Bearing: | Yes |
| Approved by Council: | 07/08/14 02/25/14 |

STRATHCONA COUNTY
2015 Year End Re-designation of Reserve Accounts
Year Ended December 31, 2015

| | From Municipal Reserve: | To Municipal Reserve: | Amount | Details |
|----------|--|-------------------------------------|----------------|--|
| 1 | Year End Carry Forwards - Municipal Reserve (1.3769) | Municipal Projects Reserve (1.3773) | \$ 100,000 | Year End Carry Forward for Document Management Program development no longer required as Capital project captures all necessary project costs. |
| | | | <u>100,000</u> | |

Strathcona County
Reserve Transaction Report (unaudited)

| | Opening Balance Jan 1, 2015 | 2015 Contributions to Reserve | Interest Earned | Transfer between reserves | 2015 Funding from Reserve | Closing Balance Dec 31, 2015 |
|---|-----------------------------------|-------------------------------------|--------------------|---------------------------------|------------------------------|------------------------------------|
| Stabilization and Contingency | | | | | | |
| R1 - Stabilization | 1,800,000 | - | - | - | - | 1,800,000 |
| R2 - Contingency | 7,716,881 | - | - | - | - | 7,716,881 |
| Total Stabilization and Contingency | 9,516,881 | - | - | - | - | 9,516,881 |
| Projects | | | | | | |
| R3 - Year End Carry Forwards - Municipal | 4,101,777 | 5,227,861 | - | (504,217) | (2,004,005) | 6,821,415 |
| R4 - Municipal Projects | 50,949,008 | 24,793,977 | - | (867,257) | (12,248,188) | 62,627,539 |
| Total Projects | 55,050,784 | 30,021,838 | - | (1,371,475) | (14,252,193) | 69,448,954 |
| Infrastructure Lifecycle, Maintenance and Replacement | | | | | | |
| R5 - Municipal Infrastructure Lifecycle, Maintenance and Replacement | 46,983,426 | 32,871,242 | - | 1,562,371 | (18,566,435) | 62,850,605 |
| Total Infrastructure Lifecycle, Maintenance and Replacement | 46,983,426 | 32,871,242 | - | 1,562,371 | (18,566,435) | 62,850,605 |
| Special Purpose | | | | | | |
| R6 - Council Priority Funds | 305,837 | 7,772 | - | (62,077) | (31,015) | 220,516 |
| R7 - Strathcona Community Investment Program | | | | 62,077 | | 62,077 |
| R8 - Public Reserve Trust | 802,726 | - | 15,022 | - | - | 817,748 |
| R9 - General Land | 7,966,846 | 431,000 | - | - | (33,038) | 8,364,808 |
| R10 - Municipal Levy Debt Repayment | 16,285,136 | 487,948 | 297,371 | - | (2,647,065) | 14,423,390 |
| R11 - Major Recreation Facility Debt Repayment | 955,462 | - | 12,742 | - | (935,776) | 32,428 |
| R12 - Cultural Development Fund | 963,475 | 25,000 | 18,162 | - | - | 1,006,637 |
| R13 - Rural Subdivision Approaches - moved to R6 | 187,390 | - | 3,507 | (190,897) | - | - |
| R13 - Internal Financing | 2,493,058 | 786,173 | - | - | - | 3,279,232 |
| R14 - Secondary Approaches | 32,482 | 33,650 | 608 | - | - | 66,740 |
| R15 - Broadmoor Golf Course | (39,827) | (24,455) | (718) | - | - | (65,000) |
| Total Special Purpose | 29,952,585 | 1,747,088 | 346,694 | (190,897) | (3,646,895) | 28,208,576 |
| Total Municipal Reserves | 141,503,677 | 64,640,168 | 346,694 | (0) | (36,465,523) | 170,025,016 |
| Utilities | | | | | | |
| RU1 - Utility Rate Stabilization and Contingency | 887,494 | 216,546 | 16,609 | - | - | 1,120,649 |
| RU2 - Year End Carry Forwards - Utilities | 7,125 | - | - | (3,775) | (3,350) | (0) |
| RU2 - Utilities Projects Reserve | | | | | | - |
| RU3 - Utilities Infrastructure Lifecycle, Maintenance and Replacement | 39,073,632 | 6,201,373 | 731,419 | 3,775 | (2,663,052) | 43,347,147 |
| RU4 - Utility Levy Debt Repayment | 6,055,371 | 372,866 | 103,591 | - | (1,748,577) | 4,783,250 |
| Total Utilities | 46,023,622 | 6,790,785 | 851,619 | - | (4,414,979) | 49,251,047 |
| Library | 3,943,327 | 180,744 | 60,449 | - | (95,609) | 4,088,910 |
| Total Library | 3,943,327 | 180,744 | 60,449 | - | (95,609) | 4,088,910 |
| Total Reserves | 191,470,626 | 71,611,697 | 1,258,762 | (0) | (40,976,111) | 223,364,973 |

As at December 31, 2015

| Committed | Designated | Optimal Balance | Variance |
|------------|-------------|--------------------|--------------|
| - | 1,800,000 | 2,090,538 | (290,538) |
| - | 7,716,881 | 10,019,423 | (2,302,542) |
| - | 9,516,881 | 12,109,961 | (2,593,080) |
| 6,821,415 | - | - | - |
| 44,041,081 | 18,586,458 | 21,561,840 | (2,975,381) |
| 50,862,496 | 18,586,458 | 21,561,840 | (2,975,381) |
| 25,089,370 | 37,761,235 | 33,724,951 | 4,036,284 |
| 25,089,370 | 37,761,235 | 33,724,951 | 4,036,284 |
| - | 220,516 | 220,516 | - |
| | 62,077 | 200,000 | (137,923) |
| (26,486) | 844,234 | 844,234 | - |
| 93,553 | 8,271,255 | 4,310,965 | 3,960,290 |
| 14,423,390 | - | - | - |
| 32,428 | - | - | - |
| 20,000 | 986,637 | 986,637 | - |
| | - | - | - |
| 554,670 | 2,724,562 | 2,724,562 | - |
| (1,072) | 67,812 | 67,812 | - |
| 275,457 | (340,457) | (340,457) | - |
| 15,371,940 | 12,836,636 | 9,014,269 | 3,822,367 |
| 91,323,806 | 78,701,211 | 76,411,021 | 2,290,190 |
| (311,956) | 1,432,605 | 2,691,133 | (1,258,528) |
| - | (0) | - | (0) |
| - | - | - | - |
| 3,330,563 | 40,016,584 | 73,800,000 | (33,783,416) |
| 4,783,250 | - | - | - |
| 7,801,857 | 41,449,189 | 76,491,133 | (35,041,944) |
| (118,514) | 4,207,425 | 4,207,425 | - |
| (118,514) | 4,207,425 | 4,207,425 | - |
| 99,007,149 | 124,357,824 | 157,109,578 | (32,751,754) |

Notes: Where no optimal balance formula is required, the designated balance is portrayed as the optimal balance
 Committed includes the approved commitments in place less the budgeted contributions to the reserve

2015 RESERVE TRANSACTIONS

Strathcona County
Council Presentation
March 1, 2016

Reserves

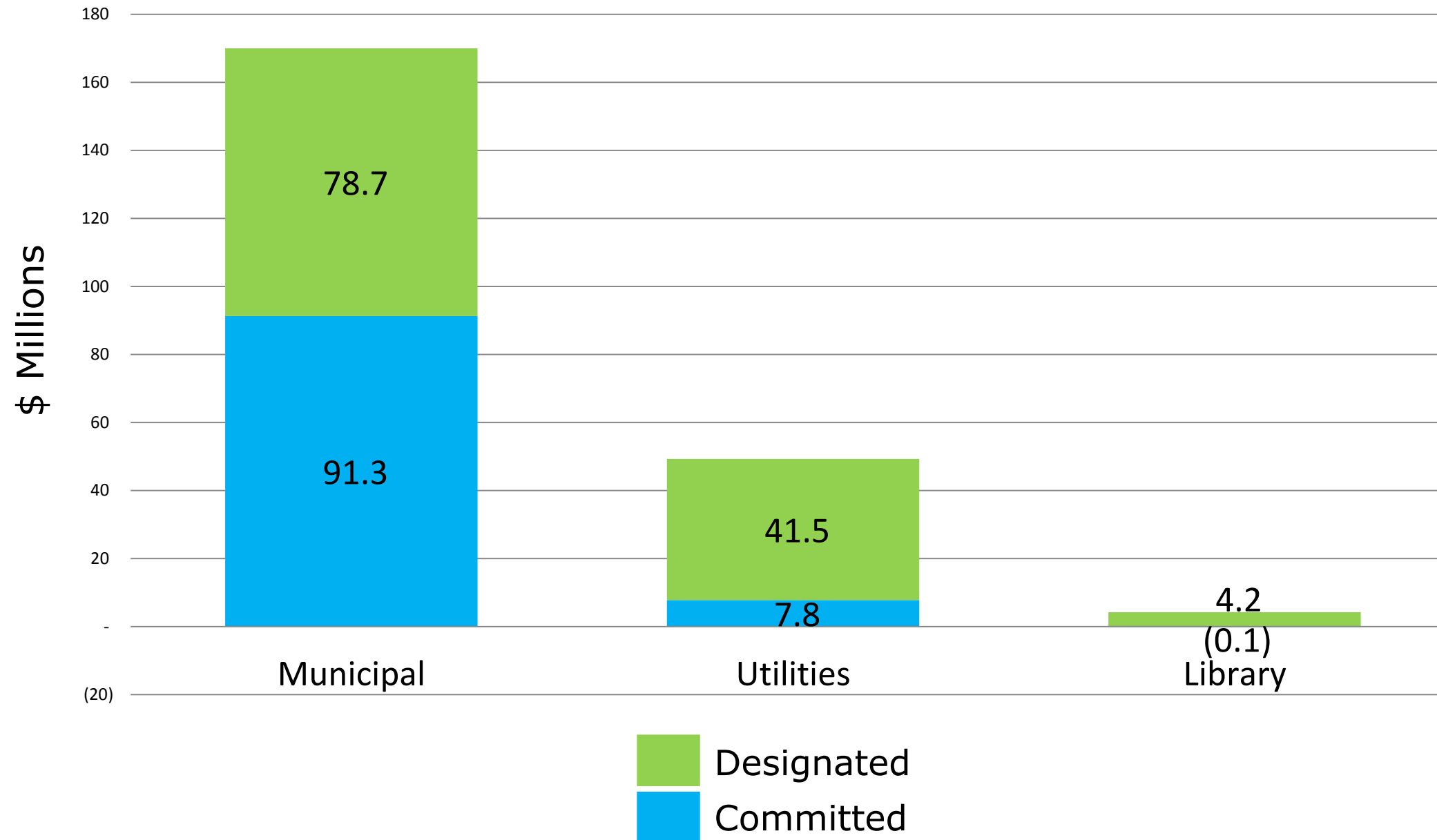
- Are a prudent business practice to:
 - Maintain and enhance financial strength
 - Provide for future funding
 - Provide stabilization for fluctuations in operating and capital requirements
 - Smooth market fluctuations
- Help achieve the Council Vision and Strategic Plan priorities.

Reserve Balances

- **Designated** = Funding designated to reserves for a specific purpose, which has not yet been approved by Council to be applied towards specific expenditures.
- **Committed** = Funding approved as per FIN-001-024: Financial Reserves policy to be applied towards specific expenditures.
- **Optimal Balance** = Where applicable, Reserves will require a minimum or maximum recommended balance for the Reserve. These recommendations will be a formula based on adequate levels to maintain services as determined by departments, endorsed by Executive Team, and approved by Council.

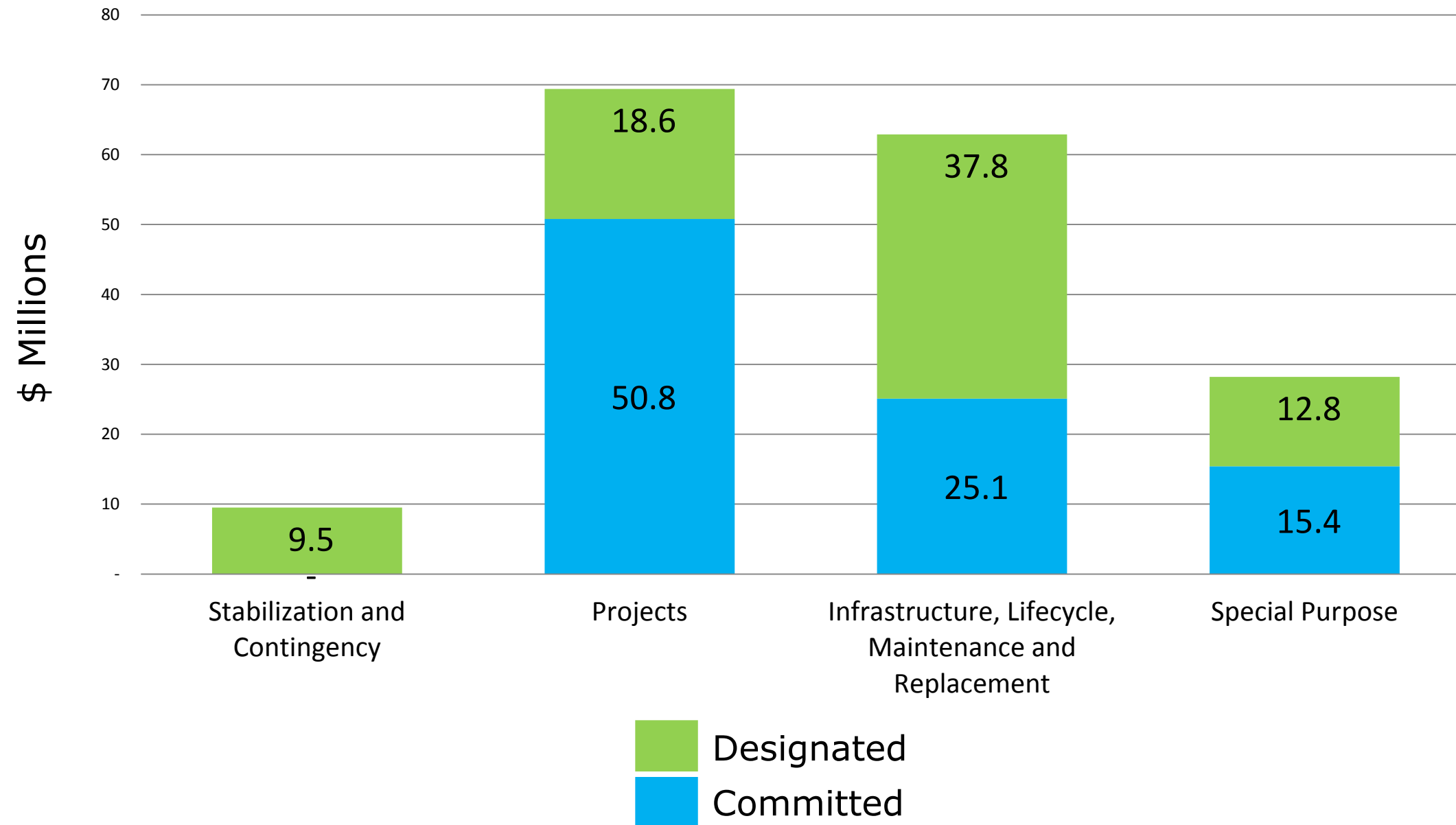
2015 Reserve Balances

December 31, 2015 Reserve Balance is \$223.4 Million (Enclosure 3)



2015 Municipal Reserve Balances

December 31, 2015 Municipal Reserve Balance is \$170.0 Million (Enclosure 3)



Reserve Transactions

Surplus Allocation

- \$15,604,769 to Municipal and Utility reserves in accordance with the 2015 annual operating surplus for tax purposes allocations previously approved by Council.

Redesignation

- \$100,000 from the Year End Carry Forwards - Municipal Reserve (1.3769) to the Municipal Projects Reserve (1.3773).

**GOV-002-032 Ward Boundary Review Policy
Request for Additional Information****Report Purpose**

To receive direction from Council on the electoral system options presented at the January 26, 2016 Priorities Committee Meeting.

Recommendation

THAT Administration prepare, for Council's consideration, a Ward Boundary Policy for presentation at the March 22, 2016, Council Meeting.

Council History

On March 25, 2003, Council approved the Ward Boundary Objectives and Guiding Principles.

On December 12, 2006, Council passed Bylaw 59-2006, a bylaw to establish the municipal ward boundaries and number of Councillors.

On October 13, 2015, the Priorities Committee passed Motion 2015/P48: THAT Administration bring a report forward to the Priorities Committee considering the Committee's comments on GOV-002-032: Ward Boundary Review Policy by the end of the first quarter of 2016.

On January 26, 2016, the Priorities Committee passed Motion 2016/P4: THAT the January 26, 2016 Legislative and Legal Services Ward Boundary Review Policy Request for Further Information be referred to Council for discussion and debate on March 1, 2016.

Strategic Plan Priority Areas

Economy: n/a

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

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

Culture: n/a

Environment: n/a

Other Impacts

Policy: n/a

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

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

Summary

Author: Kelly Kruger

Director(s): Mavis Nathoo, Legislative & Legal Services

Associate Commissioner: Darlene Bouwsema, Corporate Services

Lead Department: Legislative and Legal Services

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

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

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

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

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

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

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

Enclosures

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

Types of Electoral Systems

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

1. Ward-Based System

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

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

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

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

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

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

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

2. At-Large System

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

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

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

3. Mixed or Partial Ward System

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

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

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

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

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

History of Strathcona County's Division/Ward Boundaries

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

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

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

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

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

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

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

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

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

Consultation with Other Municipalities

1. Approach

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

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

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

The 37 municipalities surveyed included:

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

Municipalities Utilizing a Ward-Based Electoral System

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

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

Municipalities Utilizing a Mixed Electoral System

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

Municipalities Utilizing an At-Large Electoral System

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

2. How Are Ward Boundary Reviews Conducted?

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

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

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

Legal Time Constraints and Administrative Considerations

Legal Time Constraints

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

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

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

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

Administrative Considerations

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

Guiding Principles of Ward Boundary Reviews

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

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

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

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

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

Guiding Principles from other Municipal Ward Boundary Reviews in Alberta

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

Ward Boundary Objectives and Guiding Principles

Approved by Council in 2003

WARD BOUNDARY OBJECTIVES

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

GUIDING PRINCIPLES

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

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



CITY POLICY

POLICY NUMBER: C469A

REFERENCE:

City Council
11 October 1994

ADOPTED BY:

City Council
17 February 2009

SUPERSEDES:

C469

PREPARED BY: Corporate Services Department

DATE: 28 January 2009

TITLE: **Ward Boundary Design Policy**

Policy Statement:

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

The purpose of this policy is to:

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

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



CITY PROCEDURE

POLICY NUMBER: C469A

AUTHORITY: City Council

EFFECTIVE DATE: 17 February 2009

TITLE: **Ward Boundary Design Policy**

PAGE: Page 1 of 3

1. DEFINITIONS

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

2. CRITERIA

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

2.01 Population vs. Number of Electors

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

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

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

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

2.02 Future Growth

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



CITY PROCEDURE

POLICY NUMBER: C469A

AUTHORITY: City Council

EFFECTIVE DATE: 17 February 2009

TITLE: **Ward Boundary Design Policy**

PAGE: Page 2 of 3

2.03 Respecting Community League Boundaries

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

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

2.04 Communities of Interest and Diversity Within Wards

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

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

2.05 Easily Identifiable Boundaries

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

2.06 Least Number of Changes

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

2.07 Block-Shaped Wards

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



CITY PROCEDURE

POLICY NUMBER: C469A

AUTHORITY: City Council

EFFECTIVE DATE: 17 February 2009

TITLE: Ward Boundary Design Policy

PAGE: Page 3 of 3

3. PROCEDURE

3.01 City Council will:

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

3.02 Returning Officer will:

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



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

Policy Number: **CC017**

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

Approved by: **Council**

Effective Date: **1993 May 3**

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

BACKGROUND

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

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

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

PURPOSE

The purpose of this policy is:

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

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

POLICY

CRITERIA

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

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

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

PROCEDURE

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

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

Major Revisions

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

Minor Reviews

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

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

Adjustments

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

WARD BOUNDARY COMMISSION

Membership

The Commission shall consist of four members as follows:

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

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

Appointment

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

Commission Chair

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

Remuneration

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

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

Ad Hoc Commission

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

Input Members of Council/School Boards

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

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

Public Consultation

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

Report Deadlines

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

Minor Review Steps

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

Advertised Bylaw

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

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

Responsibilities

City Council:

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

Commission:

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

Returning Officer:

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

AMENDMENTS

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

2016 Ward Boundary Review

Request for Additional Information

Background

- 2003: Council approved Ward Boundary Objectives and Guiding Principles
- 2006: Bylaw 59-2006, a bylaw to establish municipal ward boundaries and to specify the number of Councillors, was passed which increased the total number of wards to eight: five urban wards and three rural wards
- 2015: Priorities Committee directed Administration to provide additional information on electoral system options to assist the Committee in providing direction on GOV-002-032: Ward Boundary Review Policy
- 2016: Priorities Committee referred the GOV-002-032: Ward Boundary Review Policy Request for Additional Information report to Council for discussion and debate.

Electoral System Options

- What type of electoral system would most effectively represent Strathcona County's urban/rural blend?
 - Ward-Based
 - At-Large
 - Mixed or Partial Ward-Based

If Ward-Based

- How will Strathcona County complete the review?
 - Returning officer and internal resources
 - External consultant
 - Ward Boundary Commission or Committee
 - with Council making the final decision
 - with the Commission or Committee making the final decision

If Ward-Based

- What criteria or principles should guide the Ward Boundary Review?
- Should we develop a Ward Boundary Review Policy to outline the timing, criteria and guiding principles and roles and responsibilities?

Timing Considerations

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

Next Steps



- Upon receiving direction from Council, Administration will proceed with the necessary steps to ensure that the chosen electoral system is implemented for the 2017 Municipal Election.

Bylaw 11-2016 (2016 Supplementary Assessment)**Report Purpose**

To give three readings to a bylaw authorizing a supplementary assessment for the 2016 taxation year.

Recommendation

1. THAT Bylaw 11-2016, a bylaw that authorizes a supplementary assessment, be given first reading.
2. THAT Bylaw 11-2016 be given second reading.
3. THAT Bylaw 11-2016 be considered for third reading.
4. THAT Bylaw 11-2016 be given third reading.

Council History

Council has passed a supplementary assessment bylaw annually since 1985.

Strategic Plan Priority Areas

Economy: Supplementary assessment is a significant source of annual tax revenue.

Governance: Provides equitable taxation between existing and new properties.

Social: n/a

Culture: n/a

Environment: n/a

Other Impacts

Policy: n/a

Legislative/Legal: Section 313 of the Municipal Government Act gives Council the authority to pass a supplementary assessment bylaw annually, before May 1 of that year.

Interdepartmental: n/a

Summary

A supplementary assessment bylaw is required to levy property tax on buildings or machinery and equipment completed, or in operation during 2016. Supplementary assessment maintains assessment and tax equity between new and existing properties, during the current tax year.

Five year historical municipal tax revenue (approximate) generated from supplementary tax, as follows:

- 2015 - \$2,800,000
- 2014 - \$845,000
- 2013 - \$875,000
- 2012 - \$419,000
- 2011 - \$12,900,000

Communication Plan

Supplementary Assessment and Tax Notice

Enclosure

- 1 Supplementary Assessment Bylaw 11-2016 (Document: 8346200)

BYLAW 11-2016

**A BYLAW OF STRATHCONA COUNTY IN THE PROVINCE OF ALBERTA TO AUTHORIZE
A SUPPLEMENTARY ASSESSMENT FOR THE 2016 TAX YEAR.**

WHEREAS a municipality may authorize a supplementary assessment on all improvements, in order to levy supplementary property taxes; and

WHEREAS a supplementary assessment bylaw applies only to the year in which it is passed; and

WHEREAS it is deemed advisable for Strathcona County to have in place a supplementary assessment bylaw for the year 2016; and

NOW THEREFORE, the Council of Strathcona County, duly assembled, pursuant to the authority conferred upon it by the *Municipal Government Act, RSA 2000, Chapter M-26* and amendments thereto, enacts as follows:

1. That Strathcona County is hereby authorized to implement a Supplementary Assessment on all improvements for the 2016 taxation year.
2. That this Bylaw comes into effect after third reading and upon being signed.

Read a first time this ____ day of _____, 2016.

Read a second time this ____ day of _____, 2016.

Read a third and final time this ____ day of _____, 2016.

Mayor

Director, Legislative & Legal Services

Date Signed

Urban Service Area – Farm Tax Cancellation**Report Purpose**

To authorize partial cancellation of 2016 property taxes on farm buildings and farm residences located in the Urban Service Area, in order to maintain equity with farm properties in the Rural Service Area.

Recommendation

THAT the partial cancellation of property taxes on farm buildings and farm residences in the Urban Service Area for the 2016 tax year be approved.

Council History

2006 to 2015 Tax Years – Council approved the cancellation of property taxes on farm buildings and farm residences in the Urban Service Area to the same extent as they are exempt in the Rural Service Area.

Strategic Plan Priority Areas

Economy: For the 2016 tax year (seven properties affected), cancelled property taxes will total approximately \$4,400.

Governance: Provides equitable taxation of both urban and rural farm properties.

Social: n/a

Culture: n/a

Environment: n/a

Other Impacts

Policy: n/a

Legislative/Legal: Section 347 of the *Municipal Government Act* allows Council to consider a reduction, cancellation or deferral of taxes on a year by year basis and only where Council considers it equitable to do so.

Interdepartmental: n/a

Summary

Order in Council (761/95) established Strathcona County as a specialized municipality and defined the Urban Service Area (USA) and Rural Service Area (RSA). The Matters Relating to Assessment and Taxation Regulation (220/2004) specifies that farm properties in the USA are to be assessed and taxed in the same manner as urban municipalities.

For the 2016 tax year, there will be seven farm properties in the USA that have a farm residence and/or farm buildings. Unless Section 347 of the Municipal Government Act (MGA) is used to cancel taxes as recommended, all seven properties will experience an increase in their 2016 property taxes and an inequitable level of taxation, compared to similar properties in the RSA.

Two separate Alberta Urban Municipalities Association resolutions (2010 and 2012) on property assessment and taxation have been presented to the Minister of Municipal Affairs as part of the MGA review. These resolutions deal with the issue of inequitable taxation of urban farm residences and farm buildings. The final round of amendments for the MGA review is scheduled for 2016.

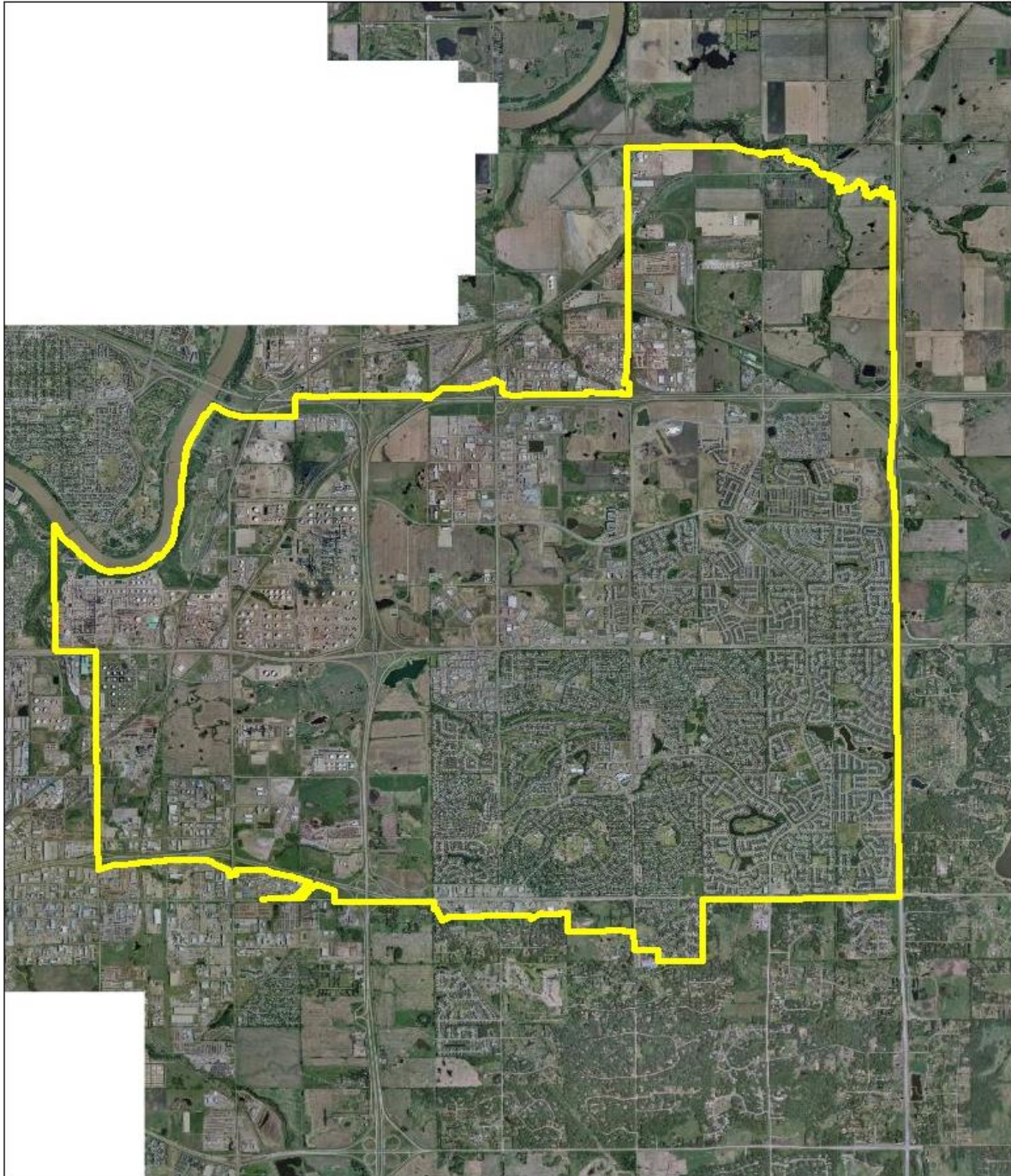
Communication Plan

Letter

Enclosure

1 Urban Service Area – Boundary Map (Document: 8340737)

Urban Service Area (USA) - Boundary Map



Councillor Request Report

March 1, 2016

| # | Elected Official Name | Subject | Req type | Meeting date | Due date | Resp Dept | 2nd Dept | Request | Reponse date | Reponse | Status |
|-----|-----------------------|--|-------------|--------------|------------|-----------|----------|---|--------------|---|-------------|
| 3 | CARR Roxanne | Online Voting Records | Information | 05/11/2013 | 11/15/2013 | LLS | | Research other municipalities best practices regarding online voting records. | | LLS is currently looking into an electronic meeting management system. Online voting records will be part of this initiative. | In Progress |
| | | | | 23/09/2014 | 03/10/2014 | LLS | | Please provide and update on the status of online voting. | | Commencing January 2015, Strathcona County will start rolling out modules of the electronic meeting management software (eScribe) that we purchased. The electronic voting module is anticipated to be rolled out in March. Prior to March, LLS will provide Council with different options on how we can display our voting records online. | |
| 28 | CARR Roxanne | Alberta Community Partnership Program | Information | 11/03/2014 | 3/21/2014 | CPIA | | Please provide a report on actions taken by Administration to create applications to the Alberta Community Partnership Program at the May 13, 2014 Priorities Committee Meeting. | | | Outstanding |
| | | | | | | | | Further dialogue will be required regarding this request. To be discussed at the June 17th Priorities Committee meeting when the request for Community Group Collaboration Fund (Councillor Smith) is discussed. | | | |
| 33 | SMITH Paul | Community Group Collaboration Fund | Program | 22/04/2014 | 5/13/2014 | RPC | FCS | Create parameters and budget for a fund that would facilitate and enable community organizations to work together for success and viability. The outcome would be a system that would enable joint initiatives with access to funds, facilities, expertise and training. This request has been directed to Community Services Division- FCS & RPC | | | In Progress |
| | | | | | | | | Please bring this program request back for discussion to the June 17, 2014 Priorities Committee Meeting. (The request was to be brought forward to the May 13, 2014 PCM however Councillor Smith will not be in attendance for the May 13, 2014 PCM) | | | |
| 35 | BIDZINSKI Victor | Community Halls Renovation/ Replacement Plan | Information | 06/05/2014 | 5/16/2014 | FAS | | Provide information on ways we could augment the costs that will be associated with the renovation/replacement of Strathcona County's Community Halls in the future. (Was stated that 19 million dollars will be required) | | | Outstanding |
| *44 | BIDZINSKI Victor | Offsite Levies & Unfinished Land Maintenance | Information | 08/07/2014 | 7/18/2014 | PDS | | Please provide status update on the resident request listed: A) Paid excess offsite levies to Strathcona County when they built their establishment to augment future growth in the area. How do they recover over payment? B) Land behind their establishment owned by them was worked on by the County. Has not been resolved properly and is the County going to repair, restore or purchase the land? | 28-Aug-14 | A) The only financial obligation that was assessed to Lot 47B, Block 2, Plan 9926667 (previously Lot 47, Block 2, Plan 882222) as part of the Development Agreement dated July 1999, was a Local Improvement charge dating back to the 1988 construction of infrastructure, which was identified within the ARP South of Wye Road Area-71-86. It is noted that draft versions of the 1999 Development Agreement refers to a levy component, however the final signed version only refers to a Local Improvement charge which was a requirement for both Lot 47A and Lot 47B. There is no indication in our planning files, or within the Development Agreement, for payment of any levies or oversize charges to the County, nor any reference to cost sharing or recoveries which may have been negotiated between the two properties. B) Strathcona County had discussions with Danley Ventures Inc. (Expert Lock Services) via Mr. Dan Kuefler with respect to work done on the land behind the Expert Lock Services establishment. The issue we're aware of is that the restoration of the easement area where the work was performed, is not acceptable to Mr. Kuefler. An acceptable cash settlement was verbally agreed upon between Mr. Kuefler and Strathcona County however was a concern with the format of release agreement and a settlement has not yet been reached. Planning and Development Services will follow up with Mr. Kuefler on resolving this concern. | In Progress |
| | | | | | | | | 10/02/2014 | | Please provide an updated report. | |

Councillor Request Report

March 1, 2016

| # | Elected Official Name | Subject | Req type | Meeting date | Due date | Resp Dept | 2nd Dept | Request | Reponse date | Reponse | Status |
|----|-----------------------|---|-------------|--------------|------------|-----------|----------|---|--------------|--|-------------|
| 86 | BIDZINSKI Victor | Spray Decks | Information | 9/29/2015 | 10/9/2015 | RPC | | Please provide information regarding the status update and maintenance/ revitalization plan report on spray decks in Strathcona County. | 10/05/2015 | <ul style="list-style-type: none">• Strategy phase of outdoor aquatics planning is projected to take place in Q1-Q2 2016.• This strategy will look at outdoor aquatics as a whole, throughout Strathcona County.• Additional public engagement and assessment of community needs will be included in the study.• Study will look at both the older, existing spray decks as well as strategic options for future sites as identified on Page 8 of the 5-year Open Space Recreation Facility Strategy (OSRFS) update, outdoor aquatic infrastructure strategy/concept stages to be completed within the 2014-2018 timeframe.• Based on this timeline, RPC will be in a position to make strategy recommendations and move into the concept/design stages as early as the 2017 budget cycle. | In Progress |
| 92 | CARR Roxanne | Promotion of Local Businesses | Information | 01/19/2016 | 01/29/2016 | EDT | | What does Strathcona County do to promote local business? Please provide information on the top three municipalities in Alberta and what they do to promote local business. | | | In Progress |
| 96 | ANDERSON Dave | Traffic/ Noise Attenuation | Information | 02/02/2016 | 02/12/2016 | TAS | | Please provide information regarding when the last noise assessment was done along the Sherwood Drive/ Coachman Way area. When is the next planned assessment for that area, given the increased traffic volumes with the addition of the Sherwood Drive Interchange, Fire Station/ RCMP expansion and Emerald Hills development? | 02/22/2016 | <p>The Sherwood Drive corridor along Clover Bar Ranch was last monitored for noise in 2008 and 2011. These results showed readings of 52 dBA and 54 dBA respectively. As per the Noise Policy, existing neighbourhood noise measurements of 65 dBA are required in order to warrant action from the County.</p> <p>Additional noise measurements at this time are not recommended due to the re-routing of the Anthony Henday construction activity. Once complete, traffic patterns will normalize over two to three months and more accurate and representative measurements are possible. Additional noise measurements would be recommended in the spring of 2017.</p> <p>Noise measurements require the consent of a home owner and occur over a 24-hour period.</p> <p>Current traffic volumes along Sherwood Drive are approximately 26,900 vehicles per day, with a classification breakdown of roughly 83% passenger vehicle, 16% bus/truck, and 1% tractor trailers.</p> | Complete |
| 97 | BOTTERILL Brian | Traffic Requirements for Developers | Information | 02/02/2016 | 02/12/2016 | PDS | | Please provide information regarding traffic requirements for developers and when the requirement will be reviewed next considering the upcoming potential growth within our community. | | | Outstanding |
| 98 | HOWATT Carla | Investing Guidelines - Recreation Facilities MR Lands | Information | 02/16/2016 | 02/26/2016 | RPC | PDS | Please provide information regarding policies and guidelines that guide the decision making process when investing in recreation facilities on MR designated lands. | | | |

Expenditure of Council Priority Funds Report

Antler Lake Stewardship Committee

Recommendation

THAT an expenditure of \$408.00 from Council Priority Funds as follows:

Councillor Bonnie Riddell \$408.00

for the purpose of providing funds to Antler Lake Stewardship Committee for costs associated with one year of hall rental fees, be approved.

Enclosure

1 Antler Lake Stewardship Committee Priority Fund Application

Cheque Payable to:

Vendor: 70202

Antler Lake Stewardship Committee
66 52343 RR211
Sherwood Park, AB T8G 1A6

66 52343 RR211
Sherwood Park, AB T8G 1A6

February 5, 2016

Councillor Bonnie Riddell
Ward 7
2001 Sherwood Drive
Sherwood Park, AB T8A 3W7

Dear Councillor Riddell,

The hamlet of Antler Lake has recently formed a lake stewardship group, called the Antler Lake Stewardship Committee (AntlerLakeSC). The committee is comprised of residents living in and around the Antler Lake area with our main goal of maintaining the health and sustainability of Antler Lake and the Antler Lake watershed.

As of November, 2015, the AntlerLakeSC has created an executive board and has had monthly meetings to discuss our goals. The committee is in the process of applying for grants to have an environmental consulting firm analyze our lake and surrounding watershed to produce a State of the Watershed Report. From this report, any issues regarding the health of our lake and watershed will be identified and we can then focus on rectifying those issues and maintaining a healthy lake indefinitely.

Since the inception of the AntlerLakeSC we have created a Facebook page, Twitter feed, e-mail address and website. We have distributed information pamphlets to every house in Antler Lake and held a community awareness event at the Uncas School skating rink. Our committee has thus far grown to 24 members and we anticipate an even larger number of participants at our next monthly meeting.

The AntlerLakeSC holds its monthly meetings on the second Thursday of every month at the Antler Lake Uncas Community Hall. Since November, the Strathcona County Bookmobile has generously allowed us the use of the hall during the time the Bookmobile has paid for their rent but we don't want to continue to impose on the Bookmobile.

To that end the AntlerLakeSC is requesting Council Priority Funding for the amount of \$408 to pay for twelve months of hall rental fees at the Antler Lake Uncas Community Hall. During that time we plan to register our committee as a not-for-profit society and apply for more long-term funding.

Your help in this matter would be greatly appreciated and would be immensely helpful to further the progress of our environmental goals.

Thank you so much for your time.

Sincerely,

Leah Hamonic
Secretary/Treasurer
Antler Lake Stewardship Committee
www.AntlerLakeSC.ca

| Antler Lake Stewardship Committee | | | | | | | 2016 / 2017 | | | BUDGET | | | TOTAL |
|-----------------------------------|-------|-------|-------|-------|-------|--------|-------------|---------|----------|----------|---------|----------|--------|
| EXPENSE | March | April | May | June | July | August | September | October | November | December | January | February | 408.00 |
| MONTHLY TOTALS | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | |
| Hall RENTAL @ \$17.00 per HOUR | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 34.00 | 408.00 |

Expenditure of Council Priority Funds Report

Ardrossan Strathcona Figure Skating Club

Recommendation

THAT an expenditure of \$1600.00 from Council Priority Funds as follows:

| | |
|----------------------------|------------|
| Councillor Paul Smith | \$ 1000.00 |
| Councillor Linton Delainey | \$ 600.00 |

for the purpose of providing funds to Ardrossan Strathcona Figure Skating Club for costs associated with the club's ice show "High School Musical on Ice" be approved.

Enclosure

1 Ardrossan Strathcona Figure Skating Club Priority Fund Application

Cheque Payable to:

Vendor: 26159

Ardrossan Strathcona Figure Skating Club
Attn: Belinda Johnson
PO Box 62
Ardrossan, AB
T8E 2A1



Box 62
Ardrossan, AB
T8E 2A1

January 27, 2016

Mr. Paul Smith, Councillor Ward 5 &
Mr. Linton Delainey, Councillor Ward 6
2001 Sherwood Drive
Sherwood Park, AB T8A 3W7

Dear Mr. Smith and Mr. Delainey:

The Ardrossan Strathcona Figure Skating Club is currently organizing our Annual Ice Show, **High School Musical on Ice** to be held on March 20, 2016 at the Sherwood Park Arena Sports Centre. This show provides an opportunity for our young skaters to showcase their talents to family and friends. Skaters from CanSkate to STARSkate work hard all year and look forward to this highly anticipated event where our club is able to acknowledge their efforts throughout the season.

The County's leadership in supporting our show in previous years by providing funding was a key to the success of the show and we are looking forward to your support again this year. The Ice Show is a way for the club and community to work together to promote healthy physical activity for children within the community.

The County, Ward 5 and Ward 6 will receive acknowledgement through announcements, on our website and in the printed program for this event. We are hoping to have all funds in place by March 1, 2016.

We would like to thank you for your consideration and community support in helping us make our Ice Show a success. Any inquiries can be forwarded to Belinda Johnson at 780-467-3350 / belindamay4@gmail.com or Kerri Dubinsky at dubinskykerri@gmail.com.

Belinda Johnson
Ice Show Sponsorship Coordinator

Sanctioned by:



ASFSC Projected Ice Show Expenses
Ice Show "High School Musical on Ice" March 20, 2016

Projected Expenses

| | |
|----------------------------|-----------------|
| Ice rental for show | 807.00 |
| Music cutting | 250.00 |
| Coaching fees | 1,100.00 |
| Curtain rentals | 370.00 |
| Supplies (decorating, etc) | 660.00 |
| Flowers | 200.00 |
| Marketing/Promotional | 250.00 |
| Programs and Printing | 550.00 |
| SOCAN | 65.00 |
| Resound | 195.00 |
| Skate Canada sanction | 25.00 |
| | <u>4,472.00</u> |

Sponsors

We are approaching various local companies to see if they would be interested in sponsoring our event. Our last ice show was in 2014 and the County - Ward 5 & 6 generously provided \$1600.00 in funding.

**Amendment to the 2015 Q4 Strathcona Community Investment Program (SCIP)
Fund Allocations****Report Purpose**

To inform Council of changes in the circumstances surrounding the 2015 Q4 application for SCIP funds by the Rescue 100 Horses Foundation.

Recommendation

THAT the January 19, 2016, Council Consent Agenda approval resolution (2016/ 5) be amended to revoke the funding allocation to Rescue 100 Horses Foundation by deleting item 8.2 and replacing it with the following:

8.2**2015 Strathcona Community Investment Program Fund Allocations**

That, in accordance with the Strathcona Community Investment Program Policy GOV – 002 – 030, a total allocation of \$19,116.00, as detailed below, be approved:

Canadian Parents for French – Winter Carnival \$1,200.00
EIPS Young Speakers Invitational \$2,000.00
Fultonvale School Advisory Council \$1,600.00
Sherwood Park Handball Club \$5,000.00
Hastings Lake Community Association – Christmas/Country \$240.00
Hastings Lake Community Association – Winter Solstice \$900.00
Sunshine Generation \$1,000.00
Ministik Parents Association \$7,176.00

Council History

May 20, 2014 – Council approved Policy GOV-002-030: Strathcona Community Investment Program Policy, as put forward by the Governance Advisory Committee.

July 15, 2014 – Council approved a total allocation of \$13,400.00 for the 2014 Q2 applications.

October 21, 2014 – Council approved a total allocation of \$15,400.00 for the 2014 Q3 applications.

January 20, 2015 – Council approved a total allocation of \$10,000.00 for the 2014 Q4 applications.

February 10, 2015 – Council approved a total allocation of \$40,000.00 for playground finding.

April 28, 2015 – Council approved a total allocation of \$14,000.00 for the 2015 Q1 applications.

April 28, 2015 – Council approved amendments to Policy GOV-002-030: Strathcona Community Investment Program Policy.

July 21, 2015 – Council approved a total allocation of \$27,727.02 for the 2015 Q2 applications.

October 6, 2015 – Council approved a total allocation of \$20,000.00 for the 2015 Q3 applications.

January 19, 2016 – Council approved a total allocation of \$29,116.00 for the 2015 Q4 applications.

Strategic Plan Priority Areas

Economy: A total of \$100,000.00 in Strathcona Community Investment Program funding is budgeted in a calendar year for allocation quarterly.

Governance: The Strathcona Community Investment Fund fosters cooperative partnerships with the community.

Social: We are a helping, caring and safe community.

Culture: The fund supports our ability to be a vibrant, creative community.

Environment: n/a

Other Impacts

Policy: The Strathcona Community Investment Program funds are allocated in accordance with Policy GOV-002-030.

Legislative/Legal: All resolutions authorizing the expenditure of Strathcona Community Investment Program funds will be provided to Financial Services by Legislative and Legal Services.

Interdepartmental: Financial Services; Legislative and Legal Services.

Summary

The Rescue 100 Horses Foundation made an application for SCIP funds in the amount of \$10,000 in Q4 of 2015. The SCIP Review Committee recommended their application for approval and Council passed resolution 2016/ 5 on January 19, 2016.

In February 2016, it was brought to the attention of the Executive Team that the facility for the Rescue 100 Horses Foundation had moved to Leduc County. Both at the time of application and the time of review, the facility was still located in Strathcona County, and therefore not outside the parameters of policy GOV-002-030.

Administration has since physically confirmed the horses are no longer in Strathcona County. The Chief Commissioner followed up with a phone call to its Director who willingly acknowledged the relocation of the facility and recognized their application was now outside the program guidelines. Rescue 100 Horses Foundation does not have an expectation of receiving the requested funding.

Communication Plan

Letter

Enclosure

1 Letter – Rescue 100 Horses Foundation



February 16, 2016

Heather Bruce
Rescue 100 Horses Foundation
P.O. Box 92555
Sherwood Park AB T8A 3X4

Dear Ms. Bruce:

I would like to take this opportunity to follow up with you based on today's phone conversation.

First, I would also like to acknowledge and thank you for your understanding as it relates to the parameters within the policy that guides the funding program. Specifically, as we discussed, SCIP policy GOV-002-030 states that the funds *"...shall only be used for events and/or goods that will occur/be spent within Strathcona County."* As you noted during our call, the horses have since been relocated to Leduc County where they can also be trained. We very much appreciate you identifying this and recognizing this places your application outside our program guideline. I will advise Council accordingly.

Please allow me to wish you every success in your new location and with the valuable work you do to provide care and hope for these beautiful animals.

Sincerely,



Rob Coon
Chief Commissioner
STRATHCONA COUNTY

cc: Roxanne Carr, MAYOR, Strathcona County

OFFICE OF THE CHIEF COMMISSIONER

2001 Sherwood Drive
Sherwood Park, Alberta T8A 3W7

780-464-8100 F: 780-464-8051
www.strathcona.ca