

PRIORITIES COMMITTEE MEETING REVISED AGENDA

Date: **April 19, 2016**
Open Session: **10:00 a.m.**
Location: **Council Chambers**

Pages

1. CALL TO ORDER

2. ADDITIONS / DELETIONS / CHANGES TO AGENDA

3. ADOPT AGENDA (Motion)

4. CONFIRMATION OF MINUTES

4.1 March 8, 2016 Priorities Committee Meeting Minutes

4 - 10

5. EMERGING ITEMS

5.1 Alberta's Industrial Heartland Land Trust Society Program & Dissolution

External Presenters:

Ryerson Christie, Program Manager, Land Trust Society

Neil Shelly, Executive Director of the Alberta Industrial Heartland Association

6. TIME SPECIFIC AGENDA ITEMS

6.1 [10:00 a.m. - 1st item] Canadian Award for Financial Reporting

11

To acknowledge Strathcona County Financial Services Department for receipt of a Canadian Award for Financial Reporting Achievement. This Award is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit's achieving a Canadian Award for Financial Reporting. A CANFR is presented to those government units whose annual financial reports are judged to adhere to program standards.

Reason for addendum - External presentation added

6.2 [10:00 a.m. - 2nd item] Business Plan and Budget Implementation Project Update - Center for Priority Based Budget Update

12 - 61

To provide an update to Priorities Committee on the progress of the Business Plan and Budget Implementation (BPBI) project, specifically the presentation by Center for Priority-Based Budgeting (CPBB) on the methodology and an

overview of the organizational results for Strathcona County.

External Presenters:

Chris Fabian, Co-founder, Center for Priority-Based Budgeting

Jon Johnson, Co-founder, Center for Priority-Based Budgeting

6.3 [10:00 a.m. - 3rd item] Finance Advisory Committee Annual Report 62 - 72

To provide Priorities Committee with an update on the activities and achievements of the Strathcona County Finance Advisory Committee (FINAC).

External Presenter:

Ross Undershute, Chair, Finance Advisory Committee

6.4 [5:30 p.m.] OPEN HOUSE

Opportunity for members of the public to speak to the Committee once on a given topic, with some exceptions under the Priorities Committee Bylaw.

7. STRATEGIC INITIATIVES AND UPDATES

7.1 Transit Fare Strategy 73 - 135

To inform the Priorities Committee of the proposed changes being considered from the Transit Fare Strategy Final Report, including recommended fare structure, pricing and the implementation timelines.

7.2 Multi-Purpose Agricultural Facility Functional Plan Development 136 - 137

To update the Priorities Committee on the development of the functional plan for the Multi-Purpose Agricultural Facility.

7.3 Strathcona County 2015 Annual Management Report 138 - 201

To provide the Strathcona County 2015 Annual (Q4) Management Report for information purposes.

"Reason for Addendum - Addition of Enclosure 23"

7.4 2016 Pride of Strathcona Awards selection 202 - 204

To select the 2016 Pride of Strathcona Awards recipients, to accept revised Pride of Strathcona Awards – Criteria and Program Procedures and to consider an honorary Pride of Strathcona Award.

8. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST)

8.1 Councillor Request Report 205 - 206

To add or remove items from the Councillor Request Report.

9. REPORTS FOR INFORMATION

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

9.1	Joint Planning Study: Boundary Interface Protocols and Strategy with the City of Edmonton	207 - 264
9.2	Mayor's Report	265 - 266
9.3	Ward 1 Councillor Report	267
9.4	Ward 2 Councillor Report	268
9.5	Ward 3 Councillor Report	269
9.6	Ward 4 Councillor Report	270
9.7	Ward 5 Councillor Report	271
9.8	Ward 6 Councillor Report	272
9.9	Ward 7 Councillor Report	273
9.10	Ward 8 Councillor Report	274

10. ADJOURNMENT (Motion)

PRIORITIES COMMITTEE MEETING MINUTES

March 8, 2016
9:00 a.m.
Council Chambers

Members Present: Roxanne Carr, Mayor
Vic Bidzinski, Councillor Ward 1
Brian Botterill, Councillor Ward 3 (arrived at 4:25 p.m.)
Carla Howatt, Councillor Ward 4
Paul Smith, Councillor Ward 5
Linton Delainey, Councillor Ward 6
Bonnie Riddell, Councillor Ward 7
Fiona Beland-Quest, Councillor Ward 8

Members Absent: Dave Anderson, Councillor Ward 2

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

1. CALL TO ORDER

Mayor Carr called the meeting to order at 9:02 a.m.

**2. ADDITIONS/DELETIONS/CHANGES TO AGENDA
& and**

3. ADOPTION of AGENDA

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

2016/ P10

Moved by: C. Howatt

THAT the March 8, 2016, Priorities Committee Agenda be adopted with the following change:
addition of an in camera item to receive advice from officials with respect to process for the
March 22, 2016, Council meeting.

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

Carried Unanimously

4. CONFIRMATION OF MINUTES

4.1 February 16, 2016 Priorities Committee Meeting Minutes

2016/ P11

Moved by: B. Riddell

THAT the minutes from the February 16, 2016 Priorities Committee meeting be approved.

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

Carried Unanimously

5. EMERGING ITEMS

There were no emerging items brought forward at the meeting.

7. STRATEGIC INITIATIVES AND UPDATES

7.1 False Alarms Report

The Priorities Committee was provided with a summary of a draft plan from Strathcona County Emergency Services (SCES) to manage false alarm incidents.

7.2 Train Whistle Cessation – Next Steps

The Priorities Committee was provided with a summary of the Highway 824 at-grade rail crossing train whistle cessation process and information as to the review of future actions.

7.3 Green Routine Update

The Priorities Committee was provided with an update on the Green Routine for the residential sector of Strathcona County, including expected 2016 operational changes.

7.4 Communications update – 2015 website statistics

The Priorities Committee was provided with an overview of 2015 activity on Strathcona County's external website.

7.5 2016 Council Governance Advocacy Plan

The Priorities Committee was provided with the 2016 Council Governance Advocacy Strategy, resulting from the strategic planning session held on January 22, 2016.

6. TIME SPECIFIC AGENDA ITEMS

6.1 Alberta Capital Airshed Update

The Priorities Committee was provided with an update on the current Alberta Capital Airshed activities.

External Presenter:

Gary Redmond, Executive Director, Alberta Capital Airshed

6.2 ATCO Pipelines Update

The Priorities Committee was provided with an update on ATCO Pipelines Public Safety and Awareness Activities in Sherwood Park.

External Presenter:

Mike Whittall, Sr. Manager, Field Operations, ATCO Pipelines

6.3 River Valley Alliance Update

The Priorities Committee was provided with an update on the activities of the River Valley Alliance.

External Presenters:

Larry Wall, Executive Director, River Valley Alliance Board

Chris Sheard, Chairman, River Valley Alliance Board

7. STRATEGIC INITIATIVES AND UPDATES

7.6 Impact of Bill 20: Municipal Government Amendment Act, 2015, on County advertising

The Priorities Committee was provided with an overview of Strathcona County's advertising expenditures and how these might be impacted by the provisions of Bill 20 (the "Municipal Government Amendment Act, 2015.")

8. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST)

8.1 Councillor Request Report

Ward	Category	Request	Department	Due Date
1 V.Bidzinski	Information Request	Please provide information regarding our Taxi Cab Bylaw and if Uber is required to obtain a permit to operate in Strathcona County.	Legislative and Legal Services	March 18, 2016

6. TIME SPECIFIC AGENDA ITEMS

6.4 Capital Region Board Presentation

The Priorities Committee was provided with an update on the Capital Region Board's position with respect to selection of a growth area for Strathcona County as it relates to the Growth Plan Update.

External Presenter:

Malcom Bruce, CEO, Capital Region Board

Councillor Delainey declared that he had a pecuniary interest as he is a landowner in the Colchester potential urban growth node. He left the meeting at 3:50 p.m. after making the declaration and was called back after the presentation and discussion at 3:53 p.m.

6.5 Environmental Advisory Committee 2015 Annual Report

The Priorities Committee was provided with an update on the activities of the Environmental Advisory Committee (EAC).

External Presenter:

Rob Sproule, Chair, Environmental Advisory Committee

6.6 Phase 2 Mature Neighbourhood Strategy Update

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

External Presenter:

Jon Friel, Vice Chair, Mature Neighbourhood Strategy Task Force

Brian Botterill joined the meeting at 4:25 pm.

Councillor Delainey declared that he had a pecuniary interest on this issue as he is a landowner in the Colchester potential urban growth node. He left the meeting at 4:31 p.m. after making the declaration.

6.7 Comparison Matrix of Bremner and Colchester

The Priorities Committee was provided with a populated comparison matrix of the Bremner and Colchester Growth Management Strategies for their review.

External Presenters:

Mark Reid, Partner, Urban Strategies Inc.

Tim Smith, Senior Associate, Urban Strategies Inc.

2016/ P12

Moved by: P. Smith

THAT the March 8, 2016 Planning and Development Services department report entitled *Comparison Matrix of Bremner and Colchester* be referred to Council for debate and decision on the Growth Management Strategies at March 22, 2016 Council Meeting.

In Favor	R. Carr, V. Bidzinski, B. Botterill, C. Howatt, P. Smith, B. Riddell and F. Beland-Quest
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Abstain	L. Delainey
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Carried Unanimously

6.8 OPEN HOUSE

Registered Speakers:

Wetlands

Marina Young

The Laws and Political Implications on Grown Nodes

Vince & Floyd Young

Colchester Growth Area

Chris Dulaba (on behalf of Dream Development)

Giang Nguyen (Dream Development)

Colchester/Bremner Growth Area

Dave McKinnon

Colchester Growth Node

Keith Dreger

Keia Dreger

Jim Gilhooly

Financial Implications of Offsite Transportation Infrastructure

Ross Taylor

Development Choices

Coleen Taylor

Bremner/Colchester Comparison Matrix

Lois Gordon

Comparison matrix of Bremner and Colchester

Shane Parker (Carton Land)

Laurie Scott (Cameron Corporation)

Brad Armstrong (Qualico Communities)

Nancy McDonald (Stantec)

Growth

Wade Zwicker

Madeline Boisvert

11. IN CAMERA SESSION

2016/ P13

Moved by: B. Botterill

THAT Council meet in private at 7:45 p.m. to discuss matters protected from disclosure by Sections 24 of the Freedom of Information and Protection of Privacy (FOIP) Act.

In Favor R. Carr, V. Bidzinski, B. Botterill, C. Howatt, P. Smith, B. Riddell and
F. Beland-Quest

Carried Unanimously

11.1 Process Discussion

2016/ P14

Moved by: B. Botterill

THAT Council revert to regular session at 8:11 p.m.

In Favor R. Carr, V. Bidzinski, B. Botterill, C. Howatt, P. Smith, B. Riddell and
F. Beland-Quest

Carried Unanimously

9. REPORTS FOR INFORMATION

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

- 9.1 Report on the Activities of the Bylaw Enforcement Order Review Committee for 2015
- 9.2 Report on the Activities of the General Appeals and Review Committee for 2015
- 9.3 2015 Mosquito Larvae Survey
- 9.4 Provincial Budget for Grants (2016)
- 9.5 Mayor's Report
- 9.6 Ward 1 Councillor Report
- 9.7 Ward 2 Councillor Report
- 9.8 Ward 4 Councillor Report
- 9.9 Ward 5 Councillor Report
- 9.10 Ward 6 Councillor Report
- 9.11 Ward 7 Councillor Report
- 9.12 Ward 8 Councillor Report

10. ADJOURNMENT

2016/ P15

Moved by: P. Smith

THAT the Priorities Committee Meeting adjourn at 8:12 p.m.

In Favor R. Carr, V. Bidzinski, B. Botterill, C. Howatt, P. Smith, B. Riddell and
 F. Beland-Quest

Carried Unanimously

Mayor

Director, Legislative & Legal Services

Priorities Committee Meeting_Apr19_2016

VERBAL PRESENTATION**Canadian Award for Financial Reporting****Report Purpose**

To acknowledge Strathcona County Financial Services Department for receipt of a Canadian Award for Financial Reporting Achievement. This Award is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit's achieving a Canadian Award for Financial Reporting. A CAnFR is presented to those government units whose annual financial reports are judged to adhere to program standards.

Priorities Committee Meeting_Apr19_2016

STRATEGIC INITIATIVE AND UPDATE

Business Plan and Budget Implementation Project Update – Center for Priority-Based Budgeting

Report Purpose

To provide an update to Priorities Committee on the progress of the Business Plan and Budget Implementation (BPBI) project, specifically the presentation by Center for Priority-Based Budgeting (CPBB) on the methodology and an overview of the organizational results for Strathcona County.

Council History

January 22, 2013	Council approved the 4E Business Plan and Budget Process Review.
March 12, 2013	Council was provided with an update on the BPBI project.
July 2, 2013	Council was provided with an update on the BPBI project.
September 10, 2013	Council was provided with an update on the BPBI project.
January 28, 2014	Council was provided with an update on the BPBI project.
April 22, 2014	Council was provided with an update on the BPBI project.
June 17, 2014	Priorities Committee was provided with an update on the BPBI project.
September 16, 2014	Priorities Committee was provided with an update on the BPBI project.
December 9, 2014	Council approved the 2015 - 2018 Corporate Business Plan.
February 17, 2015	Priorities Committee was provided with an update on the BPBI project.
July 14, 2015	Priorities Committee was provided with an update on the BPBI project.
October 13, 2015	Priorities Committee was provided with an update on the BPBI project.
November 3, 2015	Council was provided with an update on how the strategic plan and priorities are impacting business plans in consideration of current conditions.

Strategic Plan Priority Areas

Economy: The implementation of the 4E process review will have long lasting impacts on the way both the business plan and the budget are created, presented, debated, shared, and most importantly, linked together. The strategic plan and business plans also provide direction for creating economic opportunity, long term financial sustainability, and being effective and efficient in municipal operations.

Governance: The business planning / budgeting process provides direction for engaging the public and creating strategic partnerships, and being efficient and effective in municipal operations as well as assisting Council with policy decisions.

Social: Business planning identifies goals and outcomes and budget allocates resources to support social inclusion and community connectedness while promoting livable and inclusive neighbourhoods and a healthy and active community.

Culture: Business planning identifies goals and outcomes and budget allocates resources to support a vibrant, creative community.

Environment: Business planning identifies goals and outcomes and budget allocates resources to further environmental sustainability and preserve biodiversity.

Other Impacts**Policy:** n/a**Legislative/Legal:** Sections 242 and 245 of The *Municipal Government Act (MGA)* RSA 2000, C.M. 26 outlines the requirements for Council to adopt an operating and capital budget for each calendar year.**Interdepartmental:** All County departments.**Summary**

The Business Plan and Budget Implementation (BPBI) project implements the recommendations of the 4E Business Plan and Budget Process Review, approved by Council in 2013. The BPBI project is multi-year in nature and has underlying goals to improve the efficiency and effectiveness of the County's business plan and budget process overall and focus on implementation of Council's Strategic Plan and priorities for resource allocation. The emphasis on regular updates provides for opportunities to highlight the successes of the BPBI project and reinforces the importance of the direction of community priorities stemming from the strategic plan in our continued transition to priority-based business planning and budgeting. The Center for Priority-Based Budgeting presentation will provide information on the methodology as well as share organizational results for Strathcona County.

Enclosure

1 Center for Priority-Based Budgeting Update

April 19, 2016 Priorities Committee Meeting

Center for Priority-Based Budgeting Update

The Pursuit of Excellence

"The review was intended to identify opportunities to improve service delivery and organizational effectiveness as a means of improving customer service, and in support of an excellent work environment."

- The budget process was identified as a 4E (efficient, effective, economical and equitable) candidate
- In January 2013, Council approved the 4E Business Plan and Budget Review

4E Review

- **Concluded that strong linkages were required between the Strategic Plan and the budget**
- **Business planning was the weak link in the process**
- **Implementing priority-based budgeting was endorsed to be utilized going forward**
- **Business Plan and Budget Implementation (BPBI) Project is born**

BPBI project - what's been done

- **Resulting from 4E review of business plan and budget processes**
 - *Integrated, priority-based, multi year*
- **Strategic plan and prioritized strategic goals, corporate business plan, 19 department business plans**
 - *Linkage and alignment*
 - *Supporting budget development*
- **Integrated and consistent performance measurement and reporting framework at strategic/corporate and department/operational levels**
 - *Business plan progress and performance reporting as component of quarterly management reports*

BPBI project - what's been done

- **Multi-year financial forecasts/plans**
 - *Operating and capital*
- **Foundational components aligned with strategic priorities**
 - *Center for Priority-Based Budgeting (CPBB) results maps/definitions with Council (March 2015)*
 - *Transition to priority-based budget process*
- **Ongoing business plan/budget process improvement and learning**
 - *Focused on effectiveness and efficiencies*
 - *Link to other corporate projects*

BPBI project - what's been done

- **Liaison with Finance Advisory Committee**
 - *High level public input and advice to BPBI project*
- **2015/16 Budgets and 2015-18 Corporate Business Plan process**
 - *Priority driven*
- **Communication and public engagement opportunities**
 - *Strathcona County Directions (strategic plan survey) in April 2015 – 1,350 responses (Update – completed again at this year's trade fair)*
 - *Emphasis on strategic/business planning, priorities and performance measurement*
 - *Ongoing engagement across the community informing planning/projects*

Now what?

- **Center for Priority-Based Budgeting (CPBB) program inventories, costing, and alignment to priorities, as set by Council**
 - *To be shared today at Priorities Committee meeting*
- **CPBB organizational tools – Resource Alignment Diagnostic Tool**
 - *Administrative training has commenced – ongoing this year*
- **Multi-year financial plans and budgeting**
 - *MGA amendments that include multi-year operating and capital plans*
- **Effectiveness and efficiencies review methodology**
 - *Continuous improvement*

Now what?

- **Continued consultation with the Finance Advisory Committee**
- **Enhanced opportunities for input to engage the community**
- **Full priority-based budgeting processes commence in 2016 for 2017 budget development**

Center for Priority-Based Budgeting (CPBB)

- **CPBB to share Strathcona County results having completed the following steps**
 - **Determining results (Council - March 2015)**
 - **Clarifying result definitions (Council - March 2015)**
 - **Identifying programs and services**
 - **Scoring programs based on results**
- **What we will see**
 - **Quartile results**
 - **Program inventory**
 - **Where resources align in terms of priority results**



**STRATHCONA
COUNTY**

Priority Based Budgeting Presentation of Organizational Results for Strathcona County

STRATHCONA COUNTY, ALBERTA

Jon Johnson & Chris Fabian

April 19, 2016



Achieving Fiscal Health & Wellness

2 Strategic Initiatives

Fiscal Health

Long-term Fiscal Wellness





Why Priority Based Budgeting?

- *Better depicts and communicates organization's financial/ budget information to inform decision-making*
- *Avoids traditional “across the board” approach*
- *Ensures organization is “fiscally prepared” for whatever is ahead*
- *Ensures resource allocation (Budget) is aligned with community expectations (Results)*
- *Allows organization to “see” things in a different way and apply a more diagnostic approach*
- *Aligns with current best practices in local government*

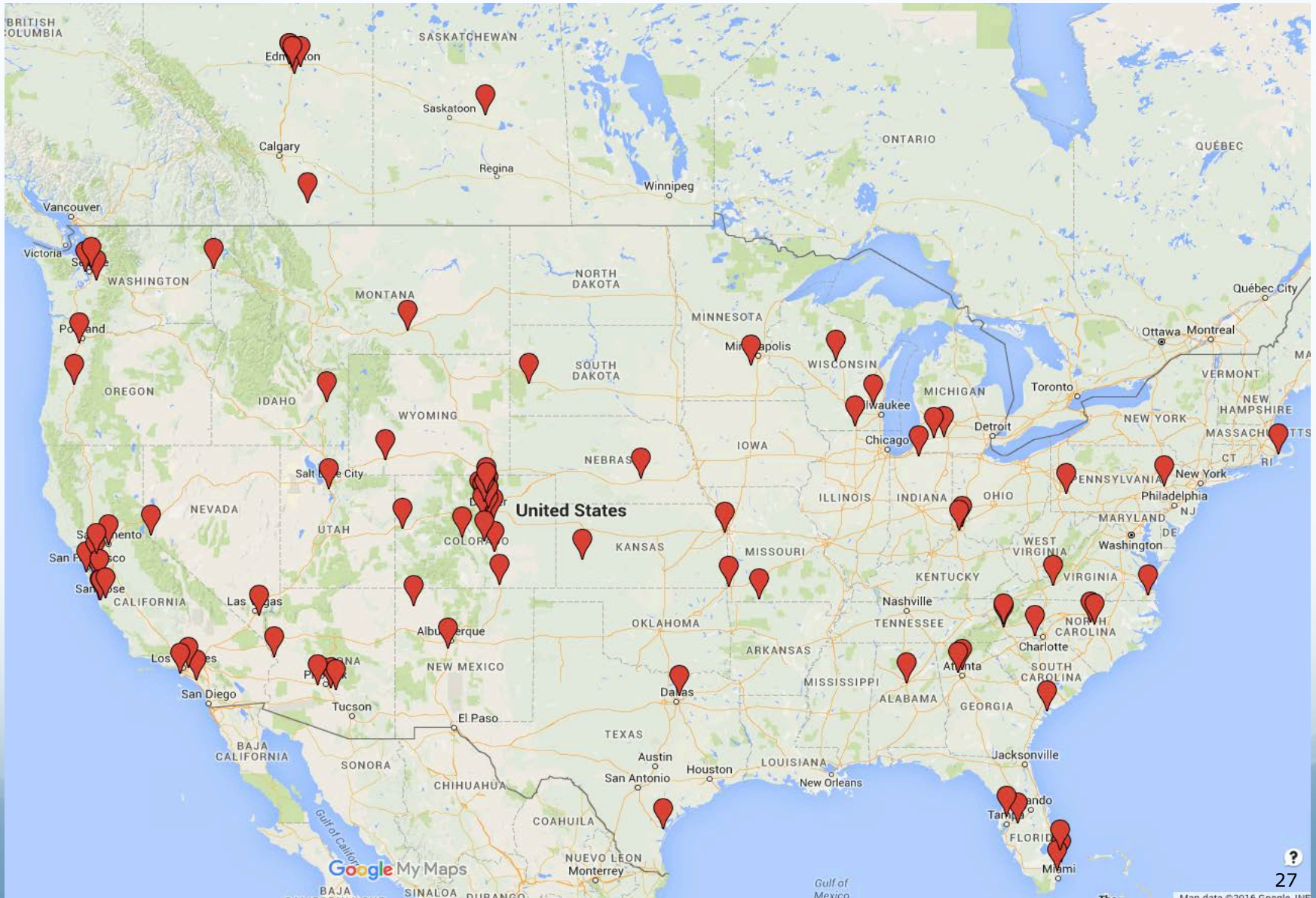


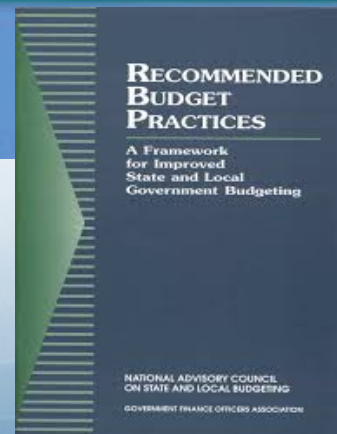
BRINGING VISION INTO FOCUS WITH A NEW “LENS”





Who is Looking through the “New Lens”







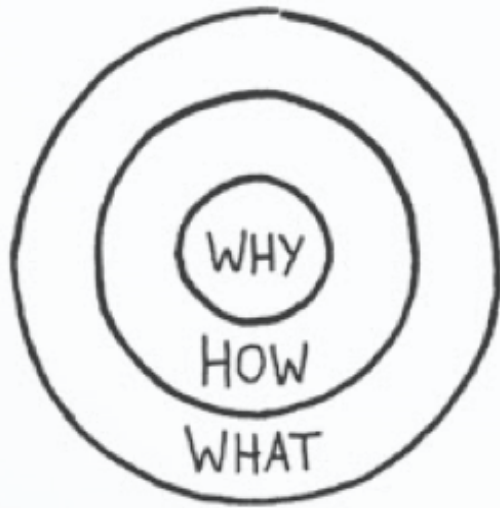
*Aligning Resources with Priorities
through*

PRIORITY BASED BUDGETING



Start with “Why”

The Golden Circle



Fiscal Health and Program Budgeting

Assess Financial Reality

- “**WHAT** is our “picture of Fiscal Health”?”

Identify Programs and Services

- “**WHAT** exactly do we do?”

Estimate Costs of Programs and Services

- “**HOW** much does it cost to do what we do”?

Results and Result Definitions

Identify and Establish Results

- “**WHY** do we exist and what are we in business to do?”

Clarify Results Definitions

- “**HOW** will we achieve our Results?”

Putting it All Together – Resource Allocation *Evaluate Programs Based on Results*

- “**WHAT** is of the highest importance?”

Allocate Resources Based on Community Priorities

- “**WHAT, HOW and WHY** can we “see” differently?”



Program Inventories (and Costs)

Developed by the County

Strathcona County, Alberta
Department Program Inventory Worksheet
 Wednesday, April 1, 15



DIRECTIONS: Comprehensively identify "what you do" in your department by developing a list of programs /services you offer. Please provide a program name that clearly identifies what the program "does" and provide a brief description, if needed to clarify that programs function. **PLEASE AVOID ABBREVIATIONS, ACRONYMS or TERMINOLOGY THAT WOULD BE UNFAMILIAR TO SOMEONE OUTSIDE YOUR DEPARTMENT**

Accounting Fund Name	DEPARTMENT NAME	CORE FUNCTION NAME	PROGRAM NAME	PROGRAM NUMBER	PROGRAM DESCRIPTION
	Human Resources	Workforce Planning and Development	Talent Management	9093	HR strategies and programs that support the retention of skilled talent including performance planning and review, employee recognition, employee engagement, and succession planning.
	Human Resources	Workforce Planning and Development	Learning and Development	9094	Development, delivery and administration of programs to support learning and development needs of employees for today and into the future. Includes leadership development, supervising for results, skill based training and management of the Individual Learning Plan fund.
	Human Resources	Workforce Planning and Development	Organizational Effectiveness	9095	Development and coordination of onboarding, orientation, coaching, mentoring, diversity strategies as well as consultation on organizational design.
	Human Resources	Labour and Employee Relations	Labour Relations	9096	Expert advice and support to maintain positive relationships with employees &/or employee representatives (Unions). Includes providing leadership and coordination through the collective bargaining and grievance/arbitration processes. Also other managing dispute resolution processes.
	Human Resources	Labour and Employee Relations	Employee Relations	9097	The provision of services to support the organization, managers and employees in responding to issues and incidents. Includes conducting investigations, advising on corrective action and discipline, and facilitating effective resolution of workplace issues.
	Human Resources	Labour and Employee Relations	Recruitment and Hiring	9098	Establish, advise on and facilitate the recruitment process including establishing guidelines, advising on recruitment strategy, managing requisitions (job posting, application management and tracking) as well as conducting interviews, pre employment reference and screening checks. Develops job offers and communicates with successful and unsuccessful candidates.
	Human Resources	Compensation and Benefits	Payroll	9099	Timely and accurate processing of all salary and wages for employees on a biweekly or monthly basis. Ensures accuracy in time reporting and ensures rules and guidelines are followed. Liaises with pension administration to ensure accurate pension records for employees. Calculates and submits employer based remittances (e.g. to Canada Revenue Agency, Canada Pension Plan, Local Authorities Pension Plan).
	Human Resources	Compensation and Benefits	Benefit Plans and Administration	9100	Development and administration of employee health benefit plans including health, dental, long term disability, life insurance, accidental death and dismemberment insurance and retiree benefits plans. Manages the annual premium setting process and tracks the financial status of the plans. Explains benefit plans to employees. Liaises with service providers. Manages benefit contracts.



Identifying Programs & Program Costs

“Inventorying all of a government’s services into a list of programs is the most difficult part of the process, but for many, it is the most illuminating. By costing out and rethinking the budget in terms of what specific services a government provides, decision-makers gain valuable information about what they actually do and how much each unit costs to produce.”

- **315 County-wide Programs - \$319,684,211**
- **192 Community Programs - \$ 261,934,358**
- **123 Governance Programs - \$ 57,749,853**



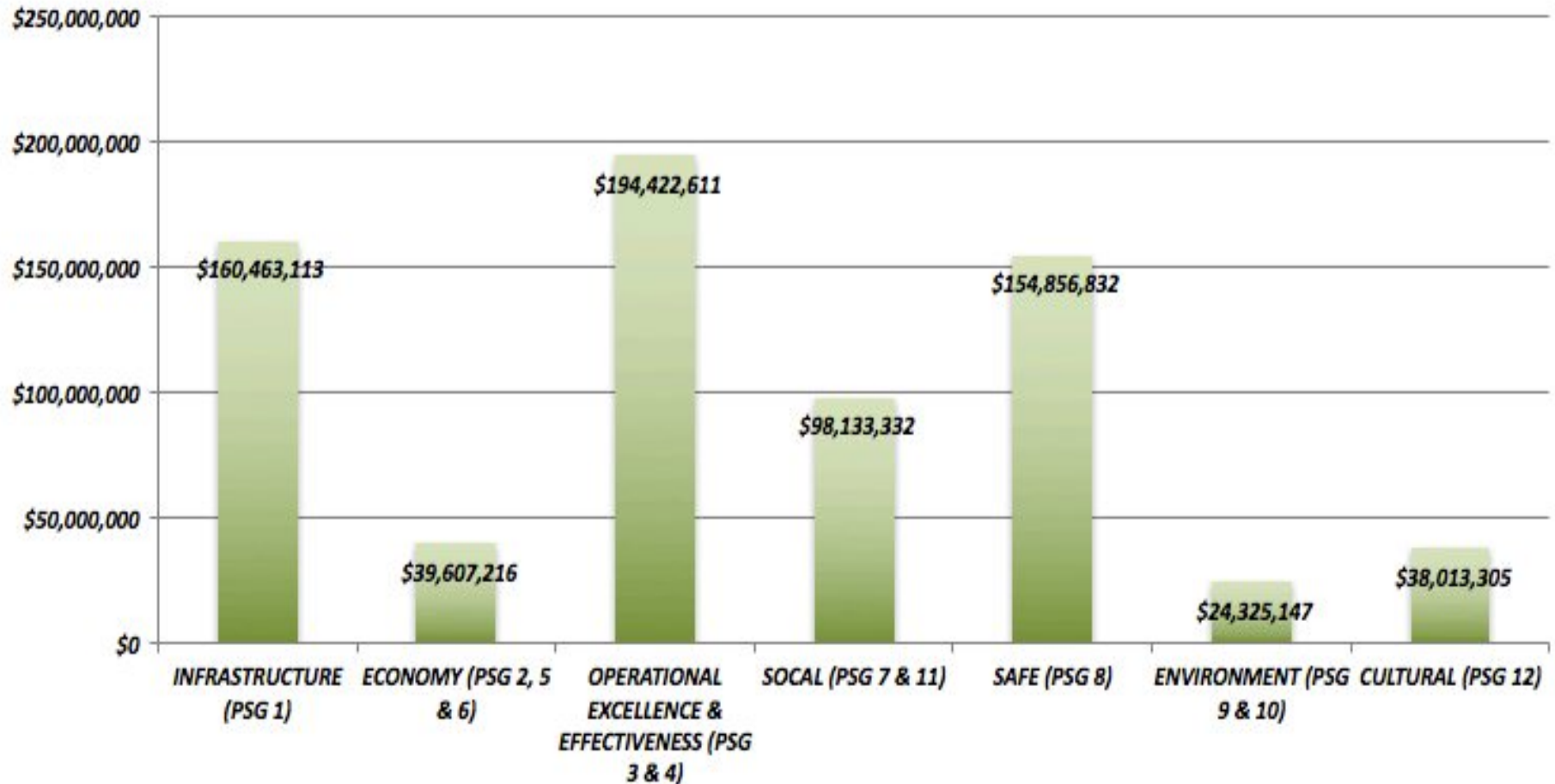
Strathcona County, Alberta Community Results

- **Infrastructure** (PSG 1)
- **Economy** (PSG 2,5 & 6)
- **Operational Excellence & Effectiveness** (PSG 3 & 4)
 - **Social** (PSG 7 & 11)
 - **Safe** (PSG 8)
 - **Environment** (PSG 9 & 10)
 - **Cultural** (PSG 12)



Budget Allocation - Community Results

SPENDING TOWARDS COMMUNITY RESULTS





Strathcona County, Alberta

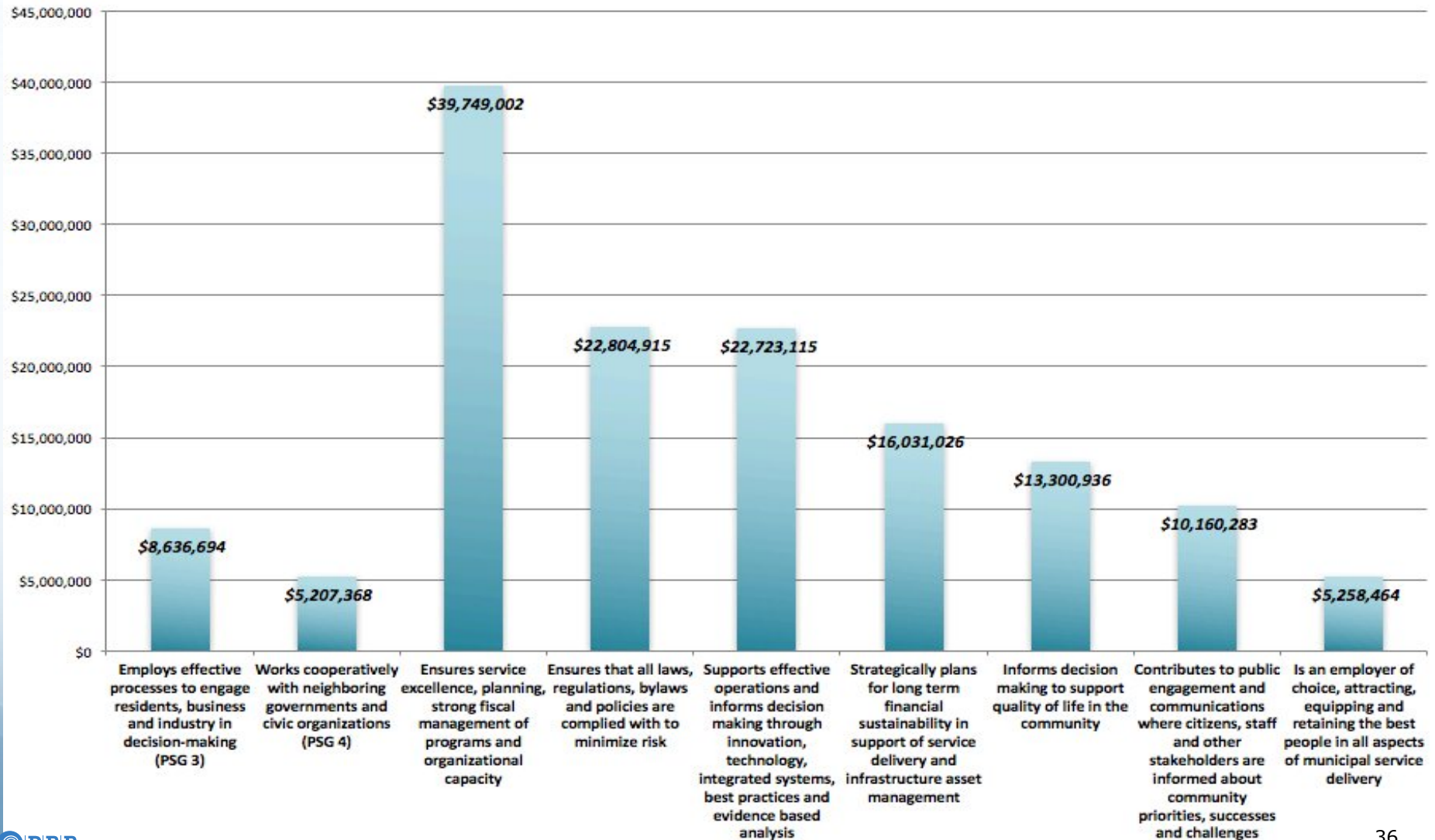
Governance Results

- **Contributes to public engagement and communications where citizens, staff and other stakeholders are informed about community priorities, successes and challenges**
 - Employs effective processes to engage residents, business and industry in decision-making (PSG 3)
- **Ensures service excellence, planning, strong fiscal management of programs and organizational capacity**
- **Ensures that all laws, regulations, bylaws and policies are complied with to minimize risk**
 - **Informs decision making to support quality of life in the community**
- **Attracts, equips and retains the best people in all aspects of municipal service delivery, promoting leadership and collaboration throughout the organization**
- **Strategically plans for long term financial sustainability in support of service delivery and infrastructure asset management**
- **Supports effective operations and informs decision making through innovation, technology, integrated systems, best practices and evidence based analysis**
 - **Works cooperatively with neighboring governments and civic organizations**
(PSG 4)



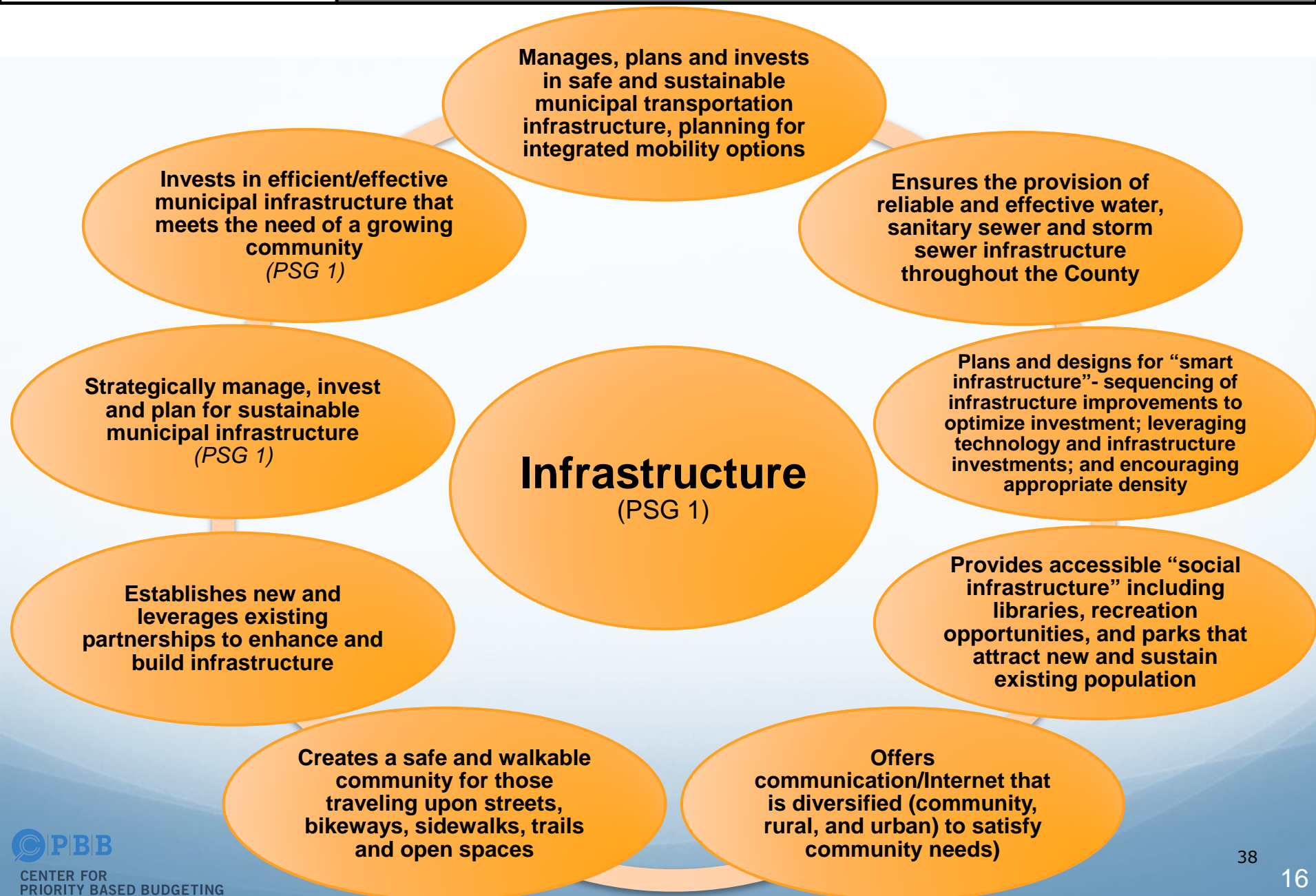
Budget Allocation - Governance Results

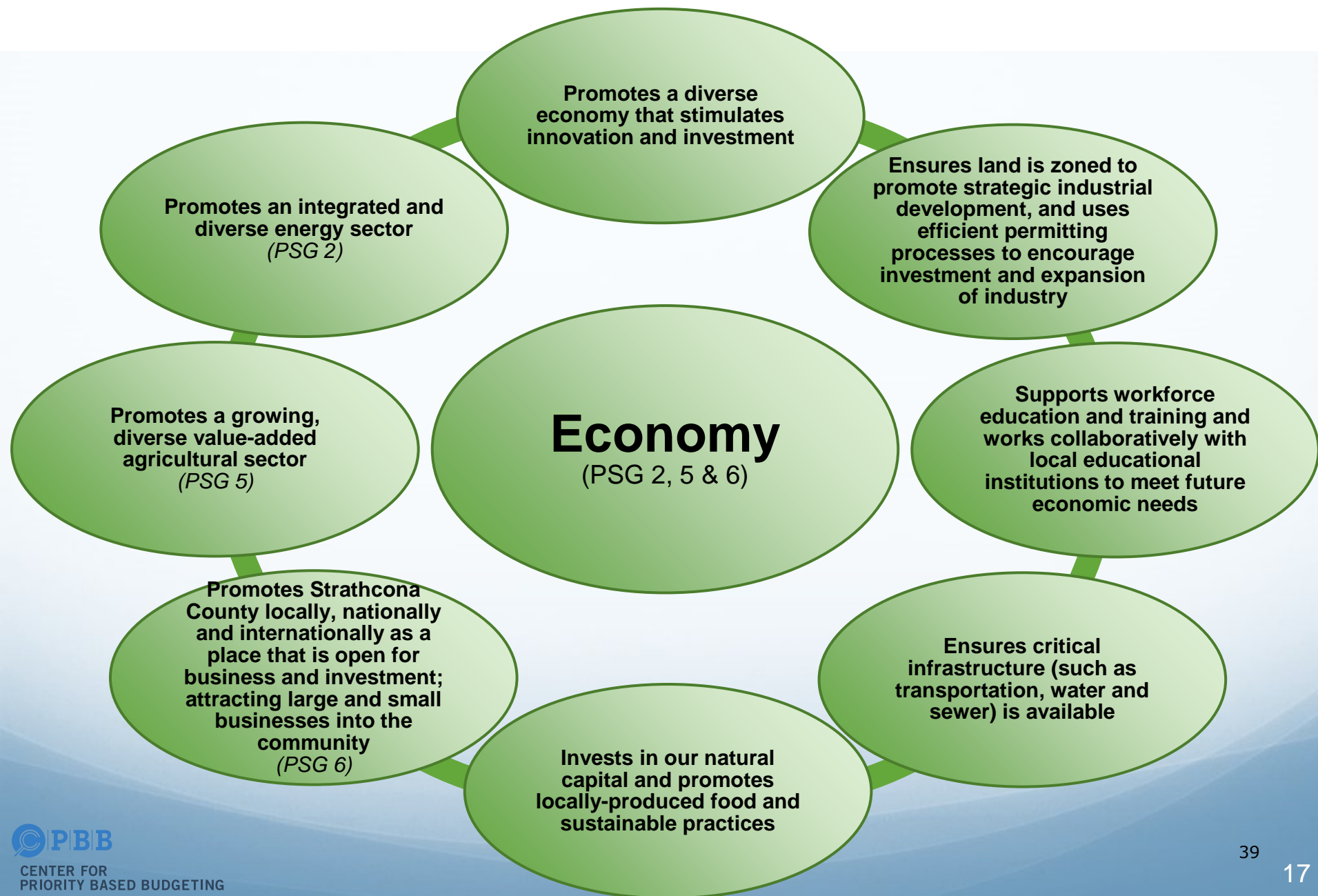
SPENDING TOWARDS GOVERNANCE RESULTS

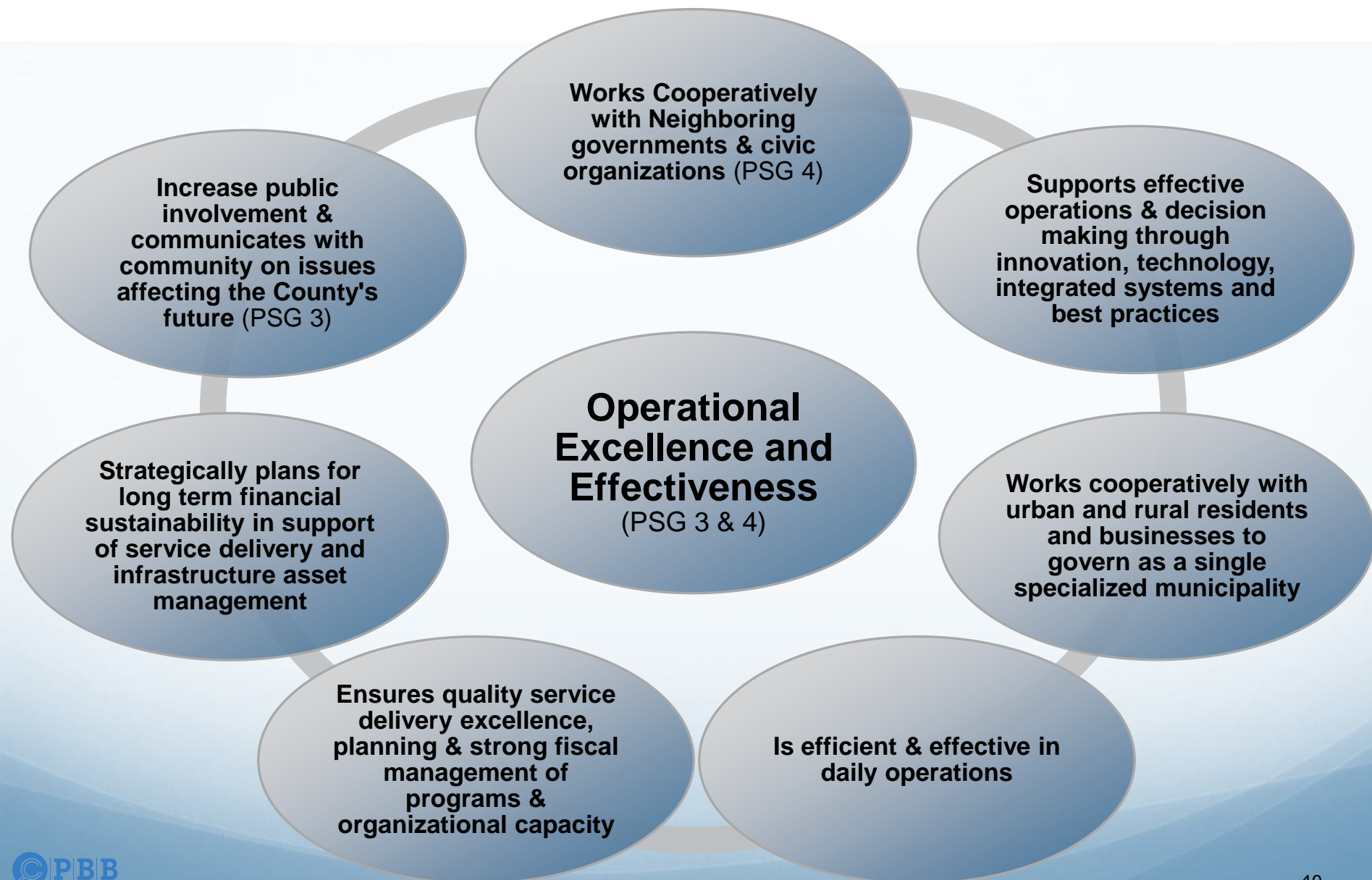


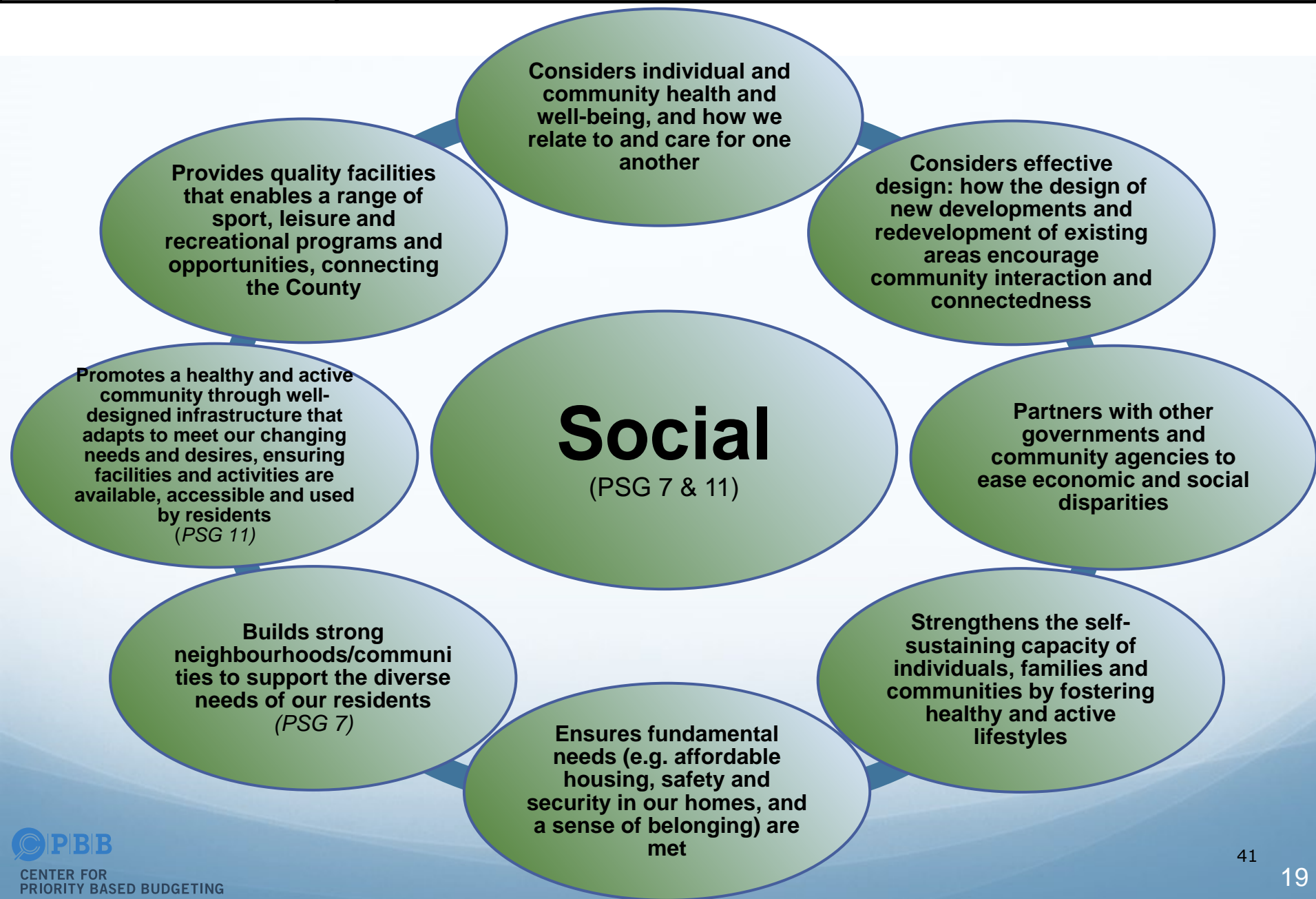


Community-Oriented Results

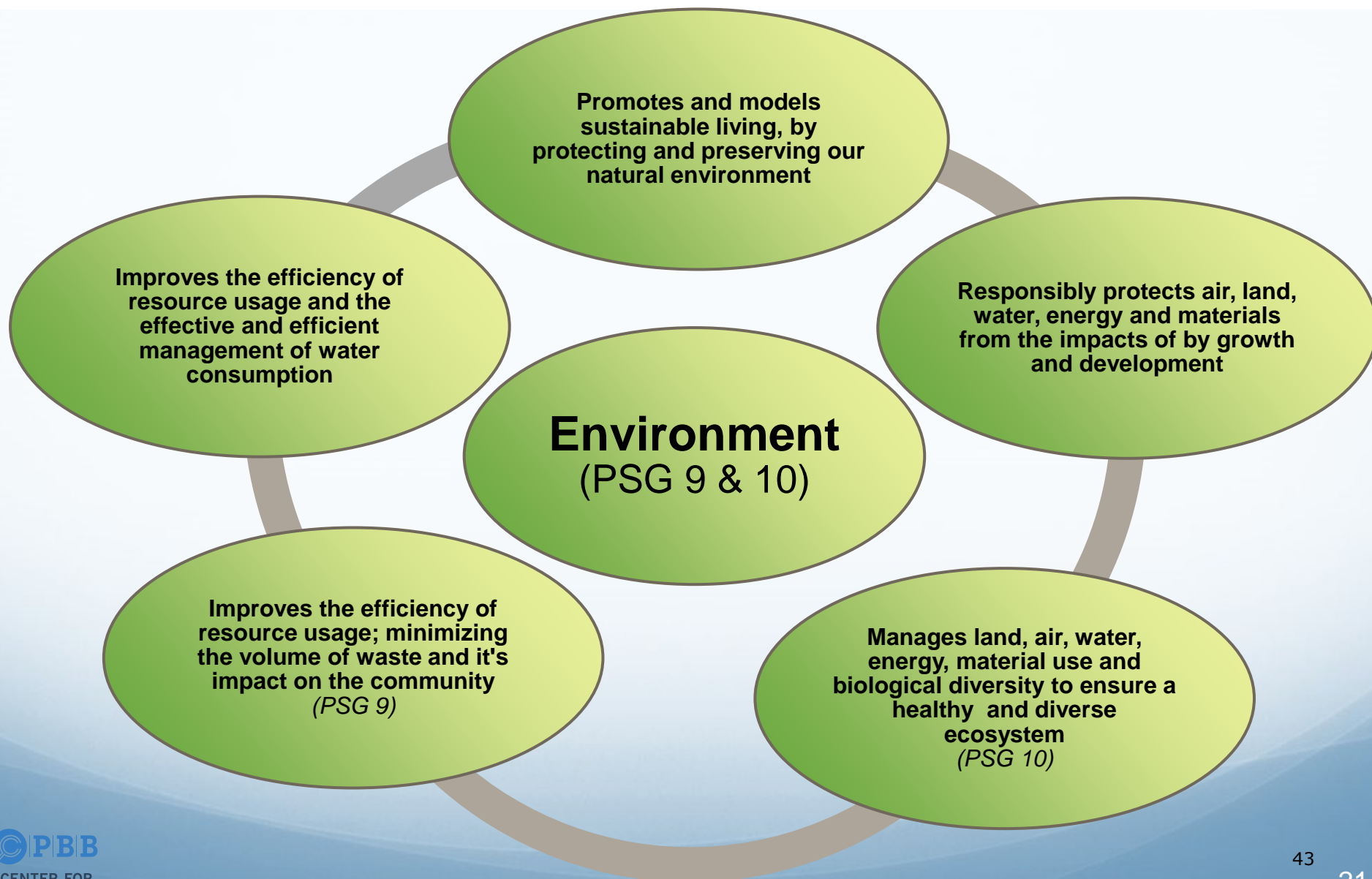


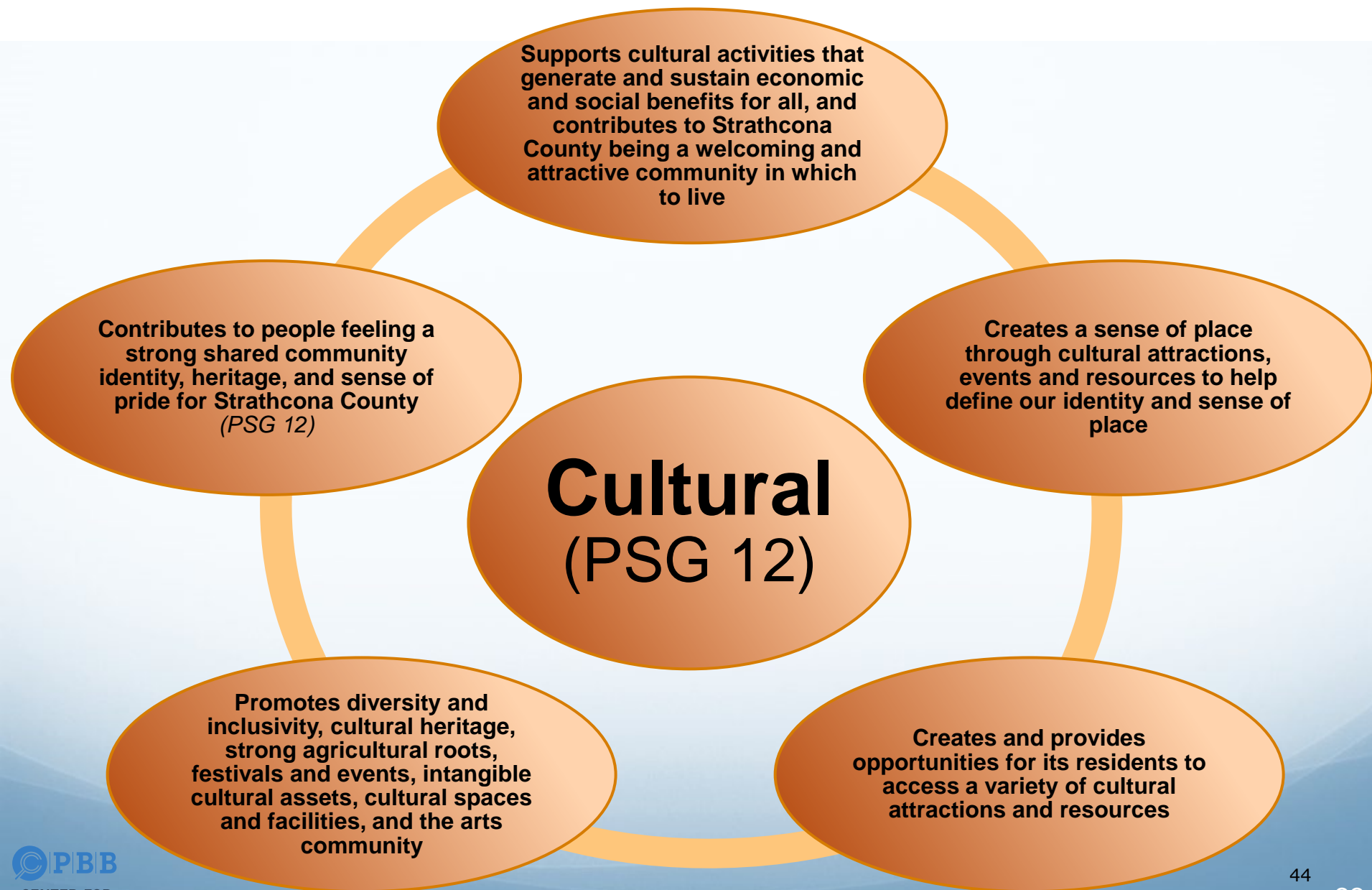














Governance Results





Program Scoring :

“Value” of Programs based on their influence on Results and Basic Program Attributes

STRATHCONA COUNTY, ALBERTA

DEPARTMENT: Economic Development & Tourism

Individual Department Program Scorecard

Evaluation Criteria: Community Results and Basic Program Attributes

September, 2015



Community Results

Basic Program Attributes

INFRASTRUCTURE (PSG 1)	ECONOMY (PSG 2, 5 & 6)	OPERATIONAL EXCELLENCE & EFFECTIVENESS (PSG 3 & 4)	SOCIAL (PSG 7 & 11)	SAFE (PSG 8)	ENVIRONMENT (PSG 9 & 10)	CULTURAL (PSG 12)
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MANDATED TO PROVIDE PROGRAM	RELIANCE on the COUNTY TO PROVIDE the PROGRAM	COST RECOVERY of PROGRAM	PORTION of the COMMUNITY SERVED by the PROGRAM
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DIRECTIONS: For all the programs in your department, please rate how these programs score in the four (4) Basic Attributes and also how they influence the County's ability to achieve its seven (7) Community Results. When completed, please email the Program Scorecard back to Jamie Sarasin by October 30, 2015

4 = Program is essential to the Result; 3 = Program has a strong influence on the Result; 2 = Program influences the Result; 1 = Program has some influence on the Result, though minimal; 0 = Program has no influence on the Result

4 to 4 Scale
4= Required by Administrative Regulation; 3= Required by Administrative regulatory agency or County bylaw; 2= Required by County policy or by local government agreement; 1= Non practice, published standards, guidelines or strategies; 0= No requirement/mandate

4 to 4 Scale
4= County is sole provider; 3= County is sole provider for other contractors available; 2= other non-profit agency provides; 1= not covered other private providers

4 to 4 Scale
4= 100% to 100%; 3= 90% to 100%; 2= 80% to 100%; 1= 70% to 100%; 0= no cost recovery

4 to 4 Scale
Program serves 4 = Entire community (100%); 3= Substantial part of community (at least 75%); 2 = Significant portion of community (at least 50%); 1= Some portion of community (at least 25%); 0= Only small portion of community (less than 25%)

ACCOUNTING FUND	DEPARTMENT	DIVISION	PROGRAM NAME	PROGRAM NUMBER	PROGRAM DESCRIPTION	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below
	Economic Development and Tourism	Economic Division	Industrial Attraction	112	Industrial attraction focuses on work with industrial development, those that work with the petrochemical, hydrocarbon, energy sector, and others. Development can range from refineries, petrochemical processing, energy storage, manufacturing, mobile fabrication, utility service, equipment service, maintenance and storage among many others. Work within this program includes marketing, site selection, trade missions, market research, trade, studies and research, trade information on Region and municipality and other information supplied to industrial investment prospects.	3	4	3	2	2	2	2	*1	4	*0	4
	Economic Development and Tourism	Economic Division	Commercial Attraction	113	Commercial attraction focuses on those developments where commerce is conducted or business is accomplished, this may be the exchange of merchandise, transportation of persons, products or other items, and exchange of information. Types of commercial development may be food services, financial services, retail, bank development among many others. Work with Marketing, site selection, trade missions, studies and research, trade information on Region and municipality and other information supplied to commercial investment prospects.	3	4	3	2	1	1	2	*1	3	*0	4
	Economic Development and Tourism	Economic Division	Development Attraction	114	Development attraction focuses on work with development of residential, commercial and industrial business units and subdivisions. These areas which provide options for commercial and industrial businesses, as well as includes options for location in setting up business or expanding their business. Work includes marketing, site selection, trade missions, studies and research, trade, information on Region and municipality, evaluation of new land opportunities, and other information supplied to development investment prospects.	3	4	3	1	2	1	2	*1	3	*0	4
	Economic Development and Tourism	Strategic Planning and Innovation	Sector Specific Business Linkage	115	Coordinating opportunities for further business growth in Strathcona County. These linkage opportunities may be technical assistance to industrial/business units, marketing events where businesses are encouraged to learn about opportunities they can use to grow their business, connection with other business groups to understand the needs of other sectors, elimination of regulatory barriers to a business and the County presentation of sector specific market information to companies looking to expand or diversify their business.	2	3	3	1	1	1	1	1	2	*0	1
	Economic Development and Tourism	Strategic Planning and Innovation	Business Mentorship	116	Program provides opportunity for business owners to diversify or increase within their own business by offering mentoring relationships to a more structured program. Mentors and Mentees engage in a relationship to assist in business growth, existing new business for business success, topics may include distribution, production, product development, growing expansion, marketing and others.	1	2	1	0	0	0	2	1	2	3	1
	Economic Development and Tourism	Business Support	Small Business Seminars	117	Supporting small and small medium businesses to their start-up and/or initial growth phase through a series of workshops aimed at creating business plans following best practices, conducting business operations, legal and financial matters, financing options, product development, market research, employment strategies for their businesses among others.	0	2	1	1	1	1	1	1	2	3	1
	Economic Development and Tourism	Business Support	Business Owners One-on-One Support	118	Series of sessions or sector specific business owners are addressed in one-on-one service support. Business owners are able to get specific information that is customized to individual needs by meeting one-on-one, meeting with staff and expanding information needed. This has been successful in adding our investment attraction, marketing and business efforts and is a key business support service provided.	1	3	1	0	0	1	1	1	2	*0	1
	Economic Development and Tourism	Business Support	Business Expansion Services	119	For those looking to expand their businesses, information is provided, new location services (property information), business survey data collection and analysis work, business inventory information, business information, follow-up facilitation and ongoing consultation of take place with this program.	2	4	2	1	1	1	1	*1	2	3	2
	Economic Development and Tourism	Business Support	Business Retention Services	120	Working to keep businesses in Strathcona County, retention activities include service data collection, information services (business plan), employee strategies for retention of staff, information gathering on Website and contacts through business support networks to help business in need among other services provided.	2	4	2	1	1	0	1	*1	2	*0	2
	Economic Development and Tourism	Business	Market Research	121	Statistical and strategic market research services, Department (DRE) analysis, completed county maps (among others) required in this area to determine needs of industrial, commercial and retail business opportunities as well as assist in monitor or support expansion for business investment.	3	3	3	2	1	1	1	1	3	0	1
	Economic Development and Tourism	Business	Business and Development Outreach	122	Acts to internal departments in Strathcona County as well as the local municipal, regional, provincial, national and international business communities. Economic Development and tourism promotes information about the business climate, markets, growth of business, business opportunities and other to ensure success in Strathcona County as a place to invest and grow a business.	2	3	3	1	1	1	1	*1	4	*0	2





Strathcona County, Alberta Basic Program Attributes

- *Mandated to Provide the Program*
- *Reliance on the County to Provide the Program*
- *Cost Recovery of Program (Community Programs Only)*
 - *Portion of the Community/Organization Served by the Program*

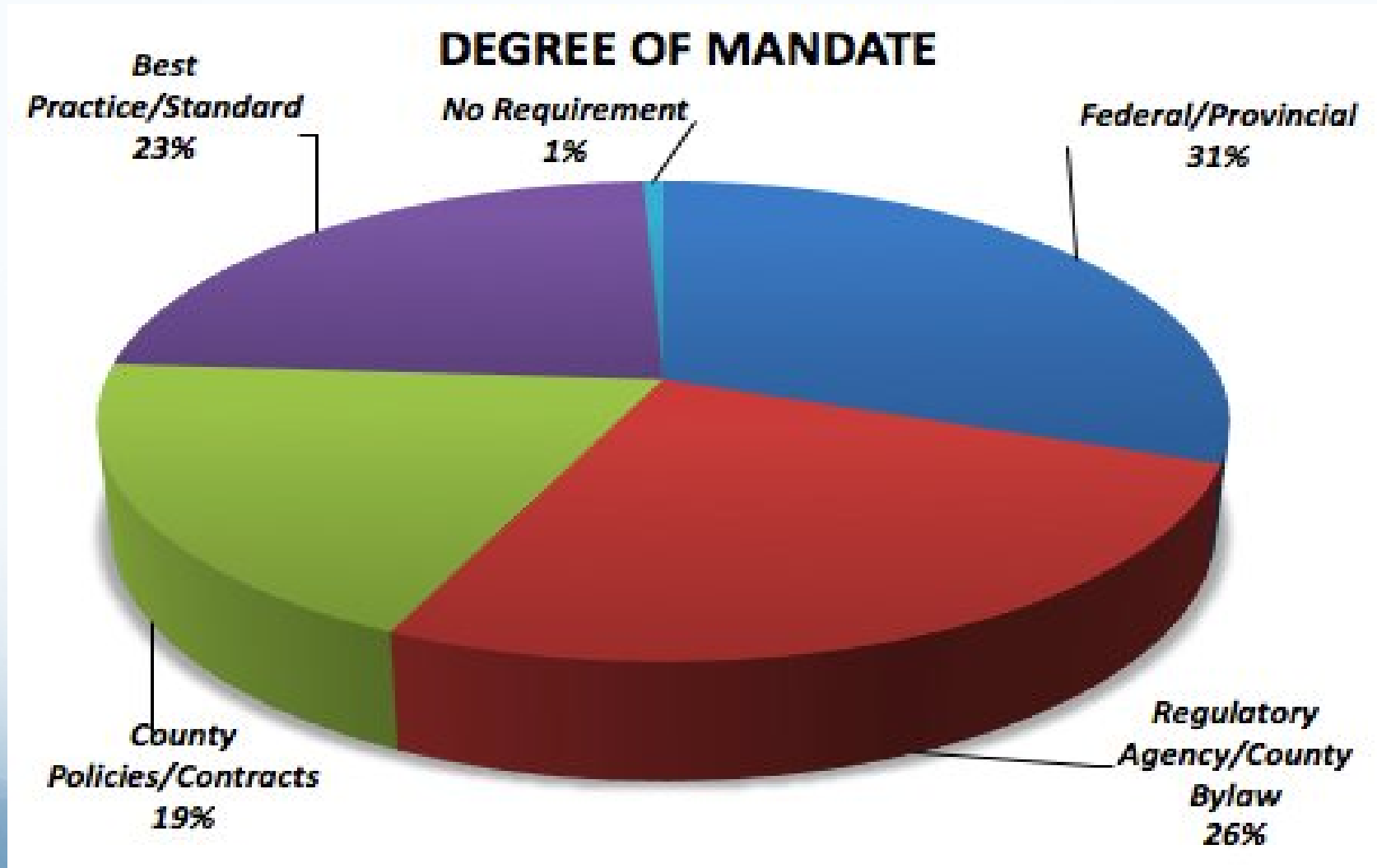


Basic Program Attributes: **Mandated to Provide Program**

- *Programs that are mandated by another level of government (i.e. federal or provincial) will receive a higher score for this attribute compared to programs that are mandated solely by the County or have no mandate whatsoever.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - **4** = Required by Federal or Provincial legislation, act, code, law or regulation
 - **3** = Required by federal or provincial regulatory agency or Strathcona County bylaw
 - **2** = Required by Strathcona County policy or to fulfill contractual agreement
 - **1** = Recommended to meet best practice, published standards/guidelines or strategies.
 - **0** = No requirement or mandate exists



Basic Program Attributes: *Mandated to Provide Program*



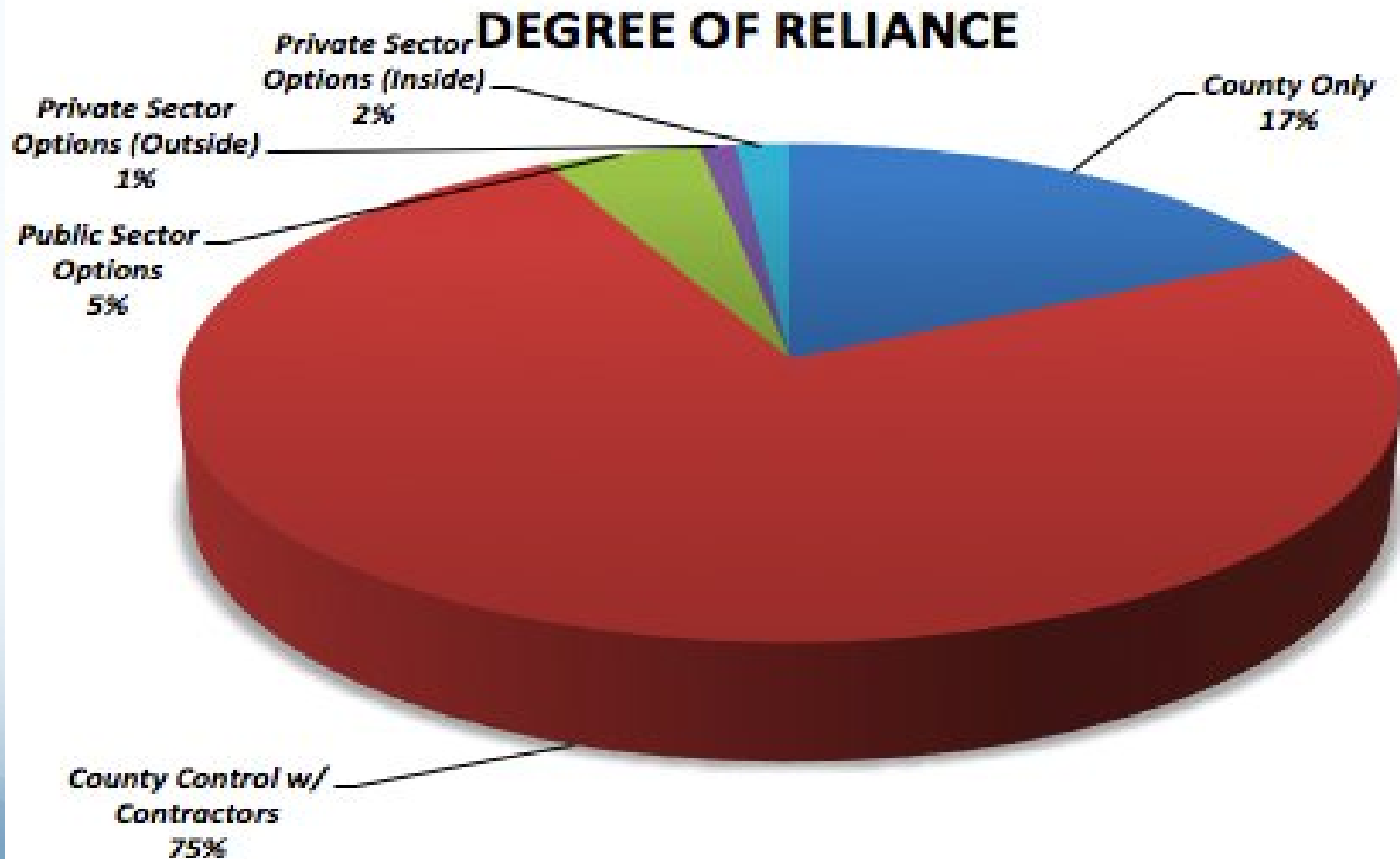


Basic Program Attributes: **Reliance on County to Provide Program**

- *Programs for which residents, businesses and visitors can look only to the County to obtain the service will receive a higher score for this attribute compared to programs that may be similarly obtained from another intergovernmental agency or a private business.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - **4** = County is the sole provider of the program and there are **no** other public or private entities that provide this type of service
 - **3** = County is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service
 - **2** = Program is also offered by another governmental, non-profit or civic agency
 - **1** = Program is offered by other private businesses but none are located within the County limits
 - **0** = Program is also offered by other private businesses located within the County limits



Basic Program Attributes: *Reliance on County to Provide Program*



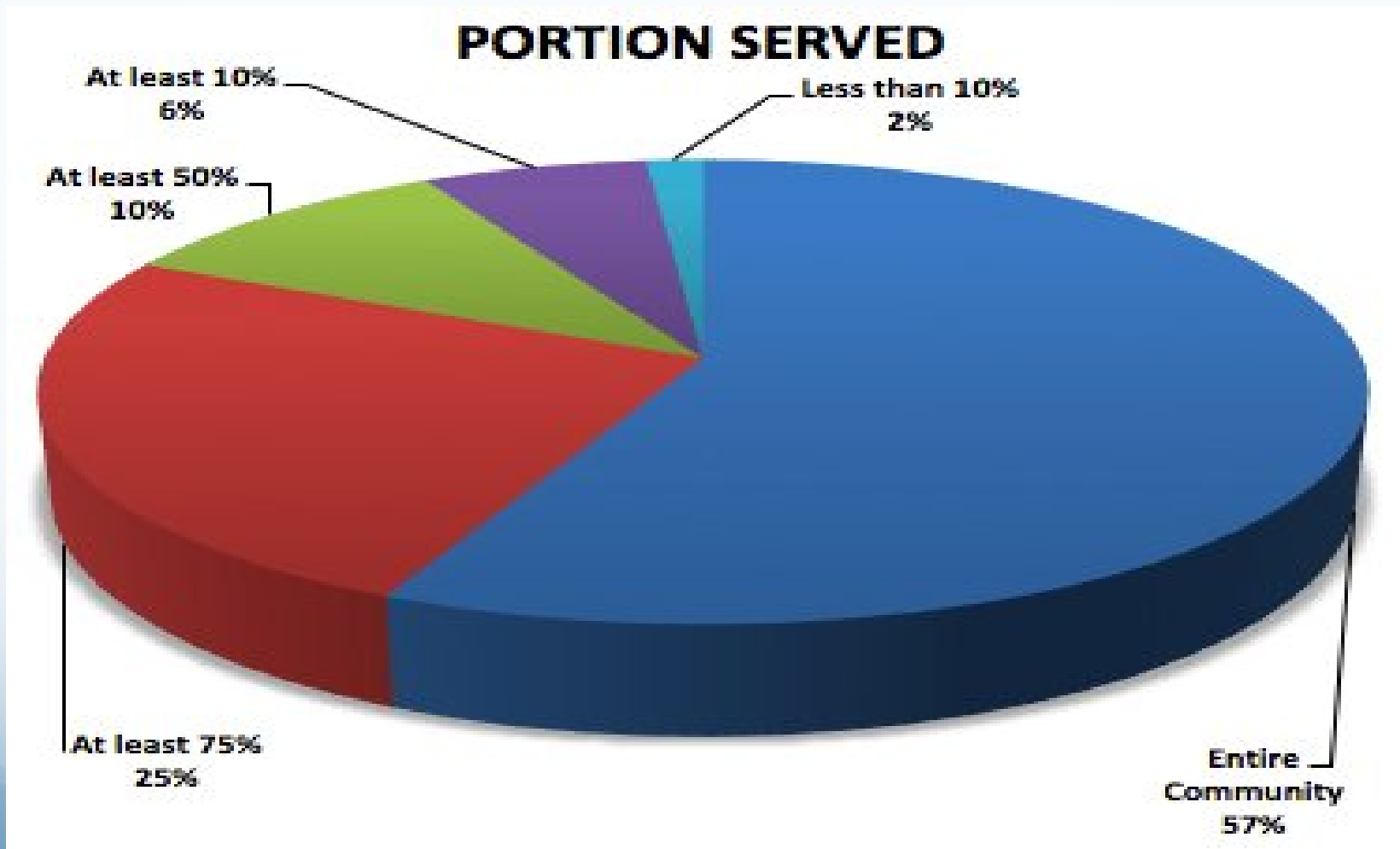


Basic Program Attributes: **Portion of Community/Organization Served by Program**

- *Programs that benefit or serve a larger segment of the County's residents, businesses and/or visitors will receive a higher score for this attribute compared to programs that benefit or serve only a small segment of these populations.*
- The grading criterion established to score programs, on a **0 to 4** scale is as follows:
 - **4** = Program benefits/serves the **ENTIRE** community/organization (100%)
 - **3** = Program benefits/serves a **SUBSTANTIAL** portion of the community/organization (at least 75%)
 - **2** = Program benefits/serves a **SIGNIFICANT** portion of the community/organization (at least 50%)
 - **1** = Program benefits/serves **SOME** portion of the community/organization (at least 10%)
 - **0** = Program benefits/serves only a **SMALL** portion of the community/organization (less than 10%)



Basic Program Attributes: Portion of Community/Organization Served by Program





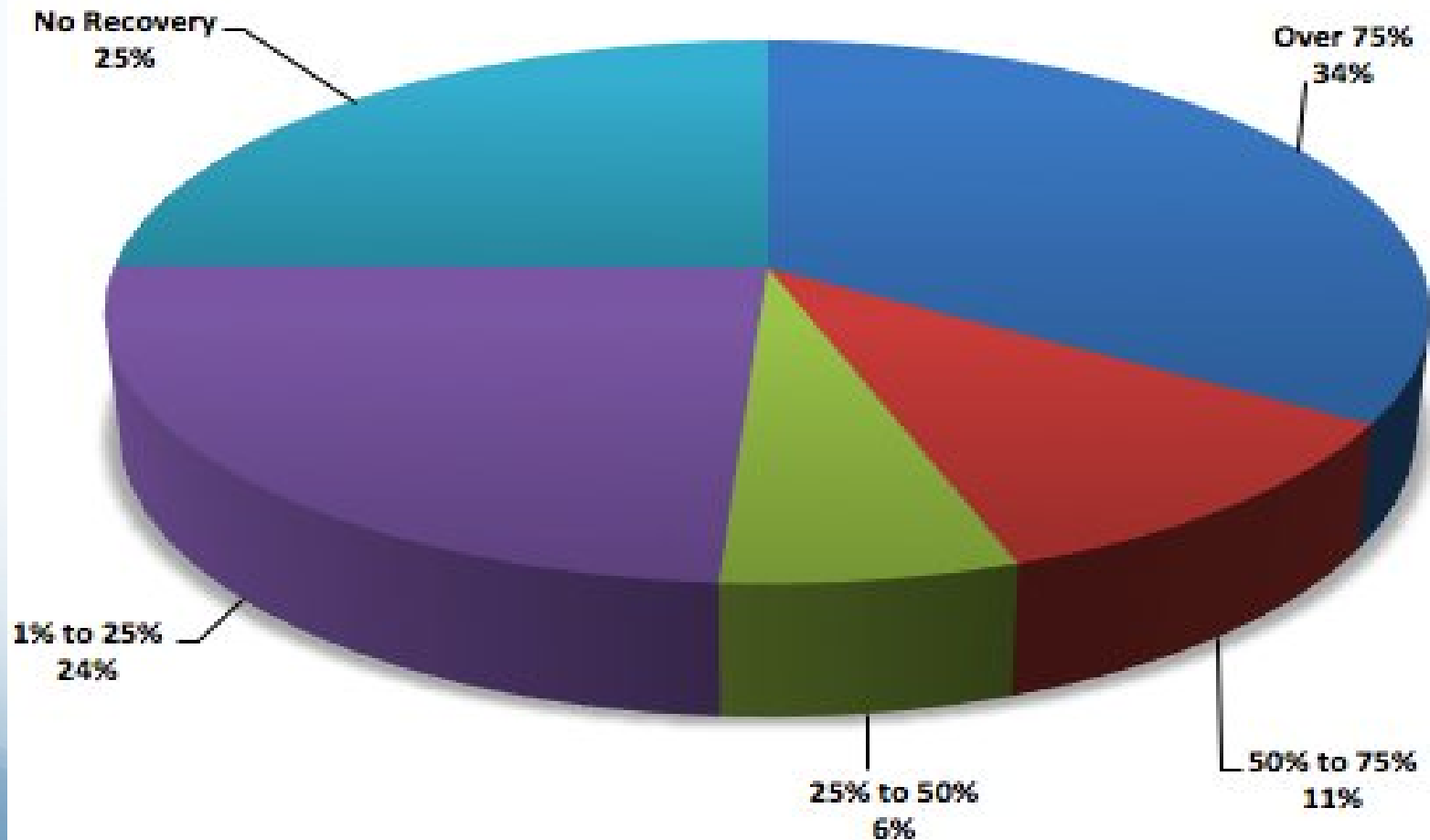
Basic Program Attributes: **Cost Recovery of Program (Community)**

- *Programs that demonstrate the ability to “pay for themselves” through user fees, intergovernmental grants or other user-based charges for services will receive a higher score for this attribute compared to programs that generate limited or no funding to cover their cost.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - **4** = Fees generated cover 75% to 100% of the cost to provide the program
 - **3** = Fees generated cover 50% to 74% of the cost to provide the program
 - **2** = Fees generated cover 25% to 49% of the cost to provide the program
 - **1** = Fees generated cover 1% to 24% of the cost to provide the program
 - **0** = No fees are generated that cover the cost to provide the program



Basic Program Attributes: *Cost Recovery of Program*

COST RECOVERY - Community Only





Peer Review Process (Quality Control)

Strathcona County, Alberta

Priority Based Budgeting

Peer Review of Departmental Program Scoring - November, 2015

Governance Result: Supports effective operations and informs decision making through innovation, technology, integrated systems, best practices and evidence based analysis



Each department has scored its programs against both the Priority Results and the Basic Attributes. Based on this process, programs were assigned a score between "0" and "4". Peer Review serves as a "quality control" step in the scoring process. Each Peer Review team is asked to review the scores assigned by the department for each program relative only to the Priority Result or Basic Attribute the team is assigned to study. Specifically, each team is asked to:

- 1) determine whether the team agrees with the departmental score based on how well the program aligns with the Priority Result or meets the scoring criteria for the Basic Attribute (i.e. does the program achieve the Priority Result and to what extent OR does it meet the scoring criteria of the Basic Attribute);
- 2) request additional information about the program to gain a better understanding of the departmental score, if necessary;
- 3) based on any additional information and based on the team's discussion, recommend the final score for the program (either higher, lower or the same as the original score.)

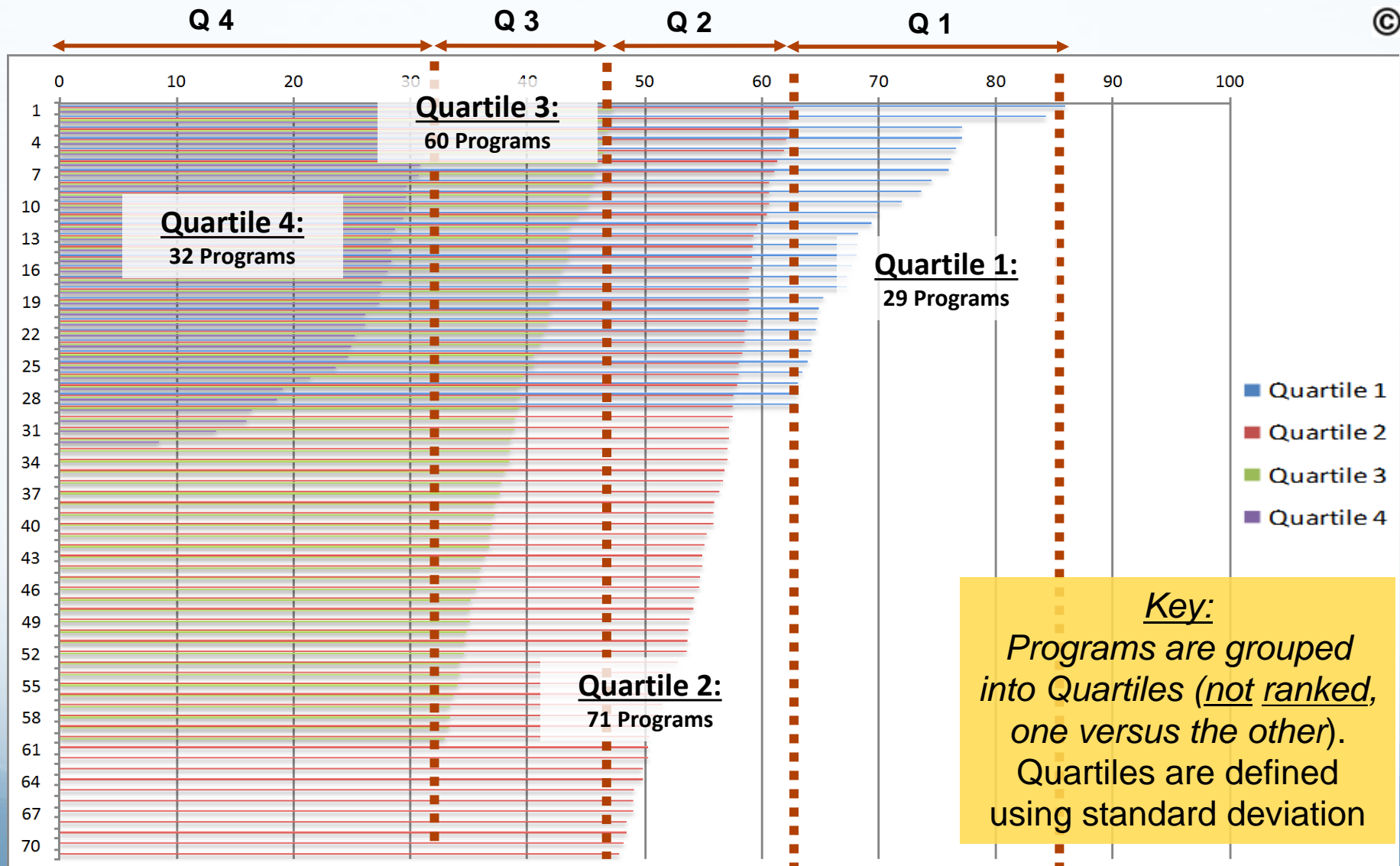
Programs are Listed in Order of Score, From High to Low, Relative to this Result or Attribute

ACCOUNTING FUND	DEPARTMENT	CORE BUSINESS FUNCTION	PROGRAM NAME	PROGRAM DESCRIPTION	PROGRAM NUMBER	DEPT. SCORE	Agree with Dept. Score?	Need More Information?	PEER REVIEW FINAL SCORE
							(Yes/No)	(Yes/No)	
	Corporate Planning and Intergovernmental Affairs	Corporate Planning	Strategic/Corporate Business Planning and Performance	Coordination and assistance in the development of the strategic plan, corporate business plan and corporate performance measurement and reporting.	9001	4			4
	Corporate Planning and Intergovernmental Affairs	Corporate Planning	Organizational Effectiveness	Leading strategic/corporate initiatives and special projects that enhance organizational effectiveness. Organizational processes and corporate projects linkages (includes the communities of practice group).	9002	3			1
	Corporate Planning and Intergovernmental Affairs	Intergovernmental Affairs	Intergovernmental Relations	Relationships and coordination with municipalities/orders of government/other agencies. This includes, but is not limited to, the Capital Region Board, and provincial, federal and municipal government (including the administration of the Administrative Municipal Internship Program).	9003	2			2
	Corporate Planning and Intergovernmental Affairs	Public Engagement	Survey Development	Guidance and analysis/advice on corporate and departmental surveys. Includes the coordination of the annual Public Satisfaction survey and Staff Engagement Survey.	9004	3			2
	Corporate Planning and Intergovernmental Affairs	Public Engagement	Public Engagement and Coordination	Public engagement development and guidance based on the Public Engagement Framework which outlines a process for planning and implementing public engagement activities.	9005	3			2
	Financial Services	Financial Planning Services	Operational Budget Development	Coordination of the operating budgets and forecasts including development of financial solutions to assist decision makers in allocating limited resources by providing quality and relevant information related to current and long term needs.	9006	4			4
	Financial Services	Financial Planning Services	Capital Budgeting	Coordination of the capital budgets and forecasts including development of financial solutions to assist decision makers in allocating limited resources by providing quality and relevant information related to current and long term needs.	9007	4			4
	Financial Services	Financial Planning Services	Long-Range Financial Planning	Provision of long term financial planning to improve the understanding of the County's financial situation with a focus on sustainability to favorably influence its financial future.	9008	4			4
	Financial Services	Financial Reporting Services	Financial Reporting, Compliance, and Controls	Management of the corporate accounting and financial reporting including assuring compliance with municipal financial regulations and overseeing the corporate system of internal controls.	9009	4			4
	Financial Services	Financial Reporting Services	Accounts Payable	Provision of accurate, timely processing of all vendor invoices and staff expense claims while ensuring proper policies and procedures are followed and approval route administration.	9010	4			2
	Financial Services	Financial Reporting Services	Tangible Capital Asset Financial Management	Coordination of tangible capital asset financial activity to support accountability, transparency, and planning for growth and replacement of County infrastructure through accounting, analyzing, monitoring and reporting of the timing and spending of capital projects.	9011	4			4
	Financial Services	Treasury and Risk Management Services	Treasury Management and Accounting	Management of and accounting for all money moving in, out and through the organization including monitoring and managing cash flow activities.	9012	4			4
	Financial Services	Treasury and Risk Management Services	Financial Risk Management	Provision of insurance and risk management including advice, direction, and management of all claims to protect the interests of Strathcona County.	9013	4			4
	Financial Services	Treasury and Risk Management Services	Accounts Receivable	Provision of accurate, timely processing of customer invoicing including tracking and collecting on outstanding balances.	9014	4			2
	Financial Services	Financial Advisory Services	Financial System Management and Support	Provision of financial information system service and support with a focus on business process management, continuous improvement, and project management excellence.	9015	4			4
				Provision of accounting and financial advisory services to the organization with a focus on the Chief Financial					



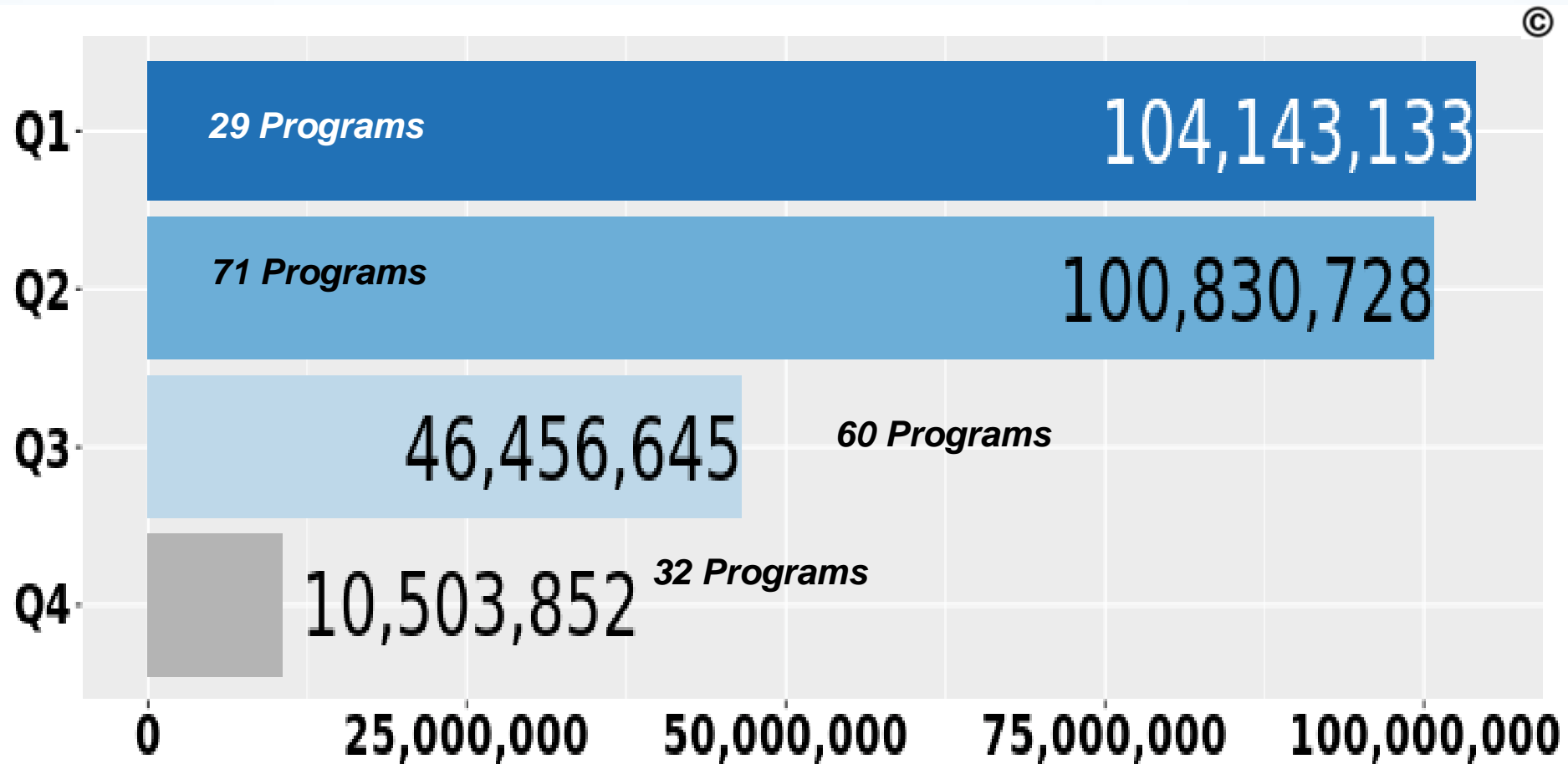


Defining Quartile Groupings





Allocate Resources Based on Prioritization



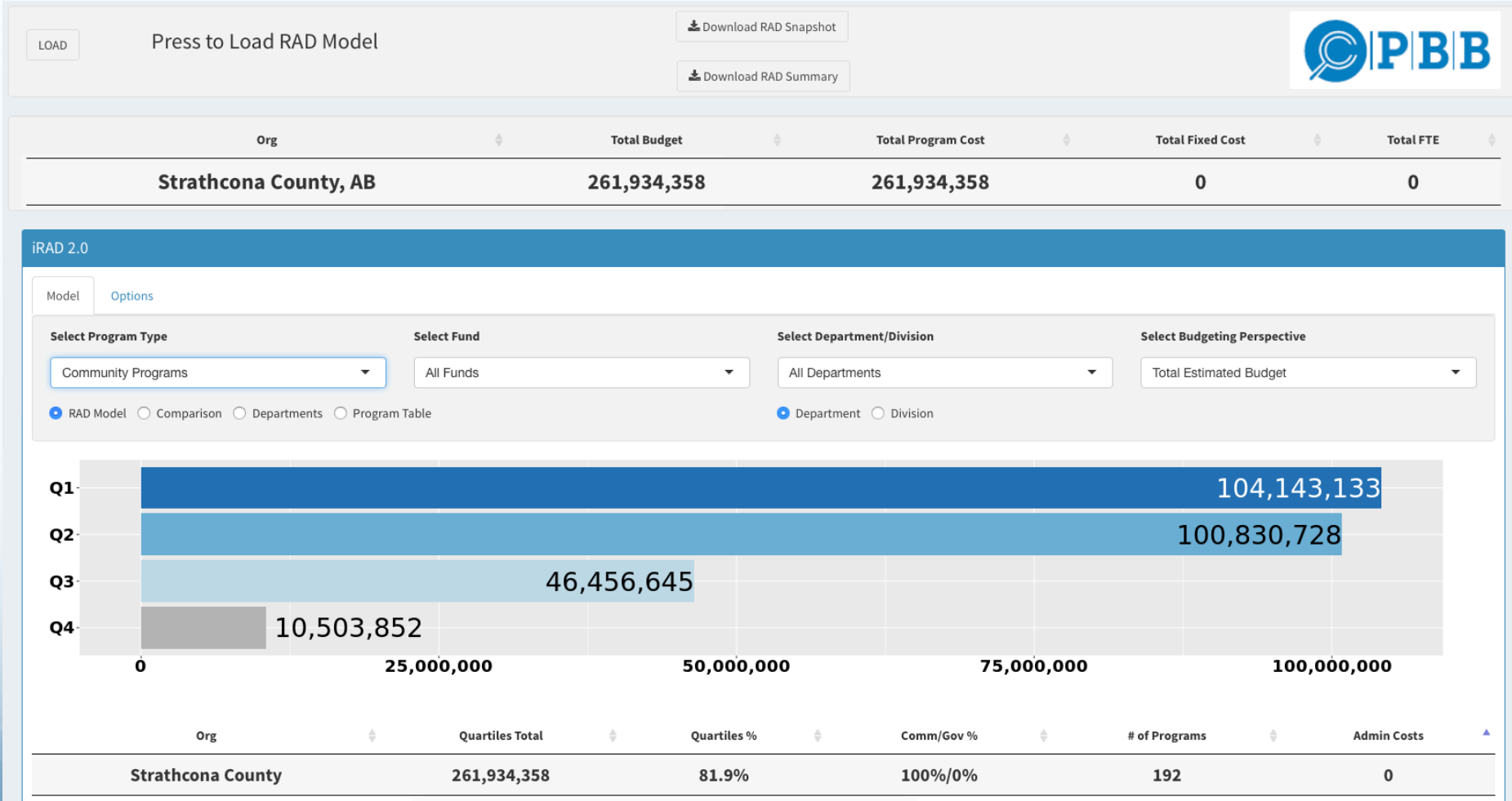
Strathcona County, AB Community Programs

\$9



"Resource Alignment Diagnostic Tool"

Strathcona County, Alberta (Community Programs)





Thank You !



CENTER FOR PRIORITY BASED BUDGETING

Using a Unique Lens to Focus Community Resources on Results

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Priorities Committee Meeting_Apr19_2016

STRATEGIC INITIATIVE AND UPDATE

Finance Advisory Committee Annual Report

Report Purpose

To provide Priorities Committee with an update on the activities and achievements of the Strathcona County Finance Advisory Committee (FINAC).

Council History

September 11, 2012 – Council established the Strathcona County Finance Advisory Committee.

Strategic Plan Priority Areas

Economy: Policy advice in key areas such as investments, reserves and business planning and budgeting serve the community, Administration and Council well for the future fiscal well-being of Strathcona County.

Governance: Adding prudent citizen policy advice in a formalized manner, such as this Committee, ensures input from the public on matters that affect them on a day to day basis.

Social: The FINAC has identified *public engagement* as an area in which to take a lead role. There have been long standing issues for municipalities in this area and, as such, there is an opportunity for improvement.

Culture: As Council continues to stress priorities and craft a place for this new pillar, it will be valuable to have a citizen perspective on what culture means to the community and how the organization should go about demonstrating commitment.

Environment: Strathcona County has a solid reputation of being a municipal leader in the environmental pillar. Policy advice on priority areas will assist both Administration and Council in determining the right level of investment in each pillar, including the environment.

Other Impacts

Policy: n/a

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

Interdepartmental: Chief Financial Officer; Financial Services; Corporate Planning and Intergovernmental Affairs.

Summary

The work of the committee has included:

- Establishing, among committee members, a clear set of expectations with both roles and deliverables
 - providing policy advice; not acting as an audit committee
- A thorough review of the terms of reference
- Establishing a timeline for key deliverables
- Investigating and providing advice and feedback on key financial policies
- Embracing the lead role on public engagement in the areas of business planning and budgeting

Author: Kelly Rudyk, Corporate Planning and Intergovernmental Affairs
Director: Kelly Rudyk, Corporate Planning and Intergovernmental Affairs
Chief Commissioner: Rob Coon
Lead Department: Corporate Planning and Intergovernmental Affairs

Page 1 of 2

- Learning more about the priority-based business planning methodology and endorsing the use of it by Administration when attempting to deliver success in Council's top strategic prioritized goals
- Understanding better the role the Strategic Plan plays in decision making for Administration and Council

Enclosure

I 2015 Finance Advisory Committee Annual Report

2015 Finance Advisory Committee Annual Report

April 19, 2016

Membership

- Public members
 - Ross Undershute Regular-voting (Chair) 2nd term (expiry Dec 31/17)
 - Kevin Fichtner Regular-voting 1st term (expiry Dec 31/17)
 - Glynis Middleton Regular-voting 1st term (expiry Dec 31/16)
 - Lisa Pichette Regular-voting 1st term (expiry Dec 31/17)
- Member appointed by the Sherwood Park & District Chamber of Commerce
 - Todd Banks Regular-voting (Vice-Chair)
- Elected Officials
 - Mayor Carr Regular-non voting
 - Councillor Botterill Regular-non voting
 - Councillor Delainey Regular-non voting
 - Councillor Bidzinski Regular-non voting

Administrative

- Greg Yeomans Chief Financial Officer
- Laura Probst Director, Financial Services
- Kelly Rudyk Director, Corporate Planning & Intergovernmental Affairs
- Connie Hamilton Administrative Support

Statement of Purpose

“In support of Council’s strategic priorities related to efficient financial resource management, the Finance Advisory Committee will advise Council on matters relating to the business plan and budgeting process, and the review and development of financial policies, and long-range financial plans.” (Terms of Reference)

The Committee often finds itself reiterating the fact that it is advisory in nature. As such, real value is added when individuals share their own experience, given their background, for administration to consider.

Business Plan and Budget Process

- Provide advice on the implementation of an integrated planning and corporate performance management framework
- Share information related to the development of business planning processes
- Include the review and prioritization of programs and services, and the review and identification of priority outcomes
- Provide input to Council on the development of a priority-based budgeting process
- Play a lead role in the public engagement process

Highlights in Business Planning & Budget

- Emphasis on priorities
- Program inventory
- Strategic – Corporate – Department (linkages and alignment)
- Priority-based budgeting methodology
- Engagement: conversation, relationship-based, consistent and continual

Financial Reporting and Review Matters

- Provide observations about effective financial reporting processes, including guidance on corporate performance measurement reporting
- Advise on financial policy review and development
- Share information pertaining to the review and development of long-range financial plans (operating and capital plans)
- Provide advice on the 4E review/zero-based review process (identifying potential efficiencies and improving effectiveness)

Highlights in Financial Reporting and Review

- Financial policy review and advice
 - October 31, 2014 – Investments Policy
 - June 12, 2015 – Debt Management Policy
 - September 11, 2015 & December 1, 2015– Financial Reserves - Optimal Reserve Balances
- Long range financial plan
- Efficiency and effectiveness philosophy

Questions?

Priorities Committee Meeting_Apr19_2016

STRATEGIC INITIATIVE AND UPDATE**Transit Fare Strategy****Report Purpose**

To inform the Priorities Committee of the proposed changes being considered from the Transit Fare Strategy Final Report, including recommended fare structure, pricing and the implementation timelines.

Council History

October 25, 2011 – Council approved the Social Inclusion Policy (SER-005-004: Social Inclusion) and received the Municipal Subsidy Strategy for information.

March 27, 2012 – Council approved the Transit Master Plan which recommended a detailed transit fare study.

March 10, 2015 – The consultant presented Council with the draft recommendations.

Strategic Plan Priority Areas

Economy: Balance user fees and taxpayer support. Improve labour mobility and access to jobs with affordable transit fares.

Governance: n/a

Social: Enhance community connectivity and access to services by providing affordable, equivalent and convenient fare options to all residents in the community including seniors, youth and low-income families.

Culture: n/a

Environment: Improve efficient resource usage and reduce environmental footprint by promoting more sustainable transportation modes.

Other Impacts

Policy: The Transit Master Plan called for a detailed review of the fare structure and pricing.

Legislative/Legal: n/a

Interdepartmental: Transit fares could impact other departments including Family and Community Services.

Summary

The 2012 Transit Master Plan (TMP) identified that the current Transit Fare Strategy was complex and often confusing for new staff and customers. The TMP made a number of recommendations that laid out a broad strategy for the evolution of the Strathcona County Transit (SCT) fare structure with the aim of equity, ridership growth and cost effectiveness. Each of these recommendations required additional study before they could be finalized and implemented.

In 2014 a consultant was hired to conduct a Transit Fare Study. This study was to examine each of the issues identified in the 2012 TMP and to further look into all other aspects of fare policy and fare pricing. The process used for the Fare Study included peer reviews, two rounds of stakeholder consultations, a public online survey, two public open houses, and interviews with other Capital Region transit systems. The Fare Study resulted in the consultant's June 22, 2015 Transit Fare Strategy Final Report.

Transit staff have reviewed the consultants Final Report and the methodology proposed by the consultant. Based on the report, Transit is proposing the following changes in 2017 to the current fare structure:

- Adult Commuter cash fare to be the base fare.
- Cash and tickets will be a fixed percentage discount from the Adult Commuter cash.
- Passes will be based on a fixed trip multiplier; the number of trips required to equal the cost of the pass.

Implementing the new fare strategy will provide a consistent, equitable method for addressing future fare increases. With the changes being proposed, based on the elasticity model used, fixed route revenues are anticipated to decrease by 0.85% in 2017. Based on this same modelling, revenues from 2018 to 2020 are anticipated to increase by about 11%. This anticipated increase in revenue is based on an increase in ridership as a result of the lower fares.

Aligning Mobility Bus fares with the fixed route fares for Sherwood Park (local) and Edmonton (commuter) trips is also being recommended. Aligning the fares will reduce the higher financial burden Mobility Bus clients face compared to those who are able to use the fixed route service. By aligning the fares, the County will also be proactive in adhering to Human Rights rulings in other municipalities that required them to align their specialized transit (Mobility Bus) fares with their fixed route service. It is important to note that other Alberta municipalities such as Edmonton, Calgary and Lethbridge have already aligned their specialized transit fares with their fixed route fares. The changes to Mobility Bus fares will have a significant impact on the Mobility Bus revenues, a reduction of approximately 60% based on the consultant's Final Report.

Due to the substantially lower Mobility Bus fares, based on the consultant's report, there is expected to be about a 40% increase in demand for trips. Transit is proposing Mobility Bus fares not be aligned until 2018 to allow for further discussion on how much of a service increase is required, the start of trip denials or what is an appropriate combination of service increase and an acceptable level of trip denials.

Enclosure

- 1 Transit Fare Strategy power point presentation
- 2 Transit Fare Strategy Final Report – June 22, 2015

Transit Budget Trend Update and Fare Strategy Recommendation

April 19, 2016

Wade Coombs, Director

Document #8588115

Council Request

During the 2016 Budget Review and Approval process, Council requested the following:

- That Administration provide a report to Priorities Committee, before the end of the second quarter of 2016, with an update on Transit strategies and issues, including:
 - Trend data for the past five years on the proportion of overall municipal tax dollars allocated to Transit.
 - Trend data for the past five years on the proportion of Transit costs covered by fees versus the proportion supported by tax and any other financial inputs.
 - An update on the Transit Fare Strategy.
 - Progress on implementation of the Transit Master Plan recommendations, including:
 - changes to improve the local Transit loop systems,
 - plans to support the transit needs of seniors, youth, rural populations, and the needs of vulnerable transit users.

Presentation Purpose

This presentation will provide an update on the following:

- Trend data for the past five years on the proportion of overall municipal tax dollars allocated to Transit.
- Trend data for the past five years on the proportion of Transit costs covered by fees versus the proportion supported by tax and any other financial inputs.
- An update on the Transit Fare Strategy.

An update on the Transit Master Plan will be provided at the Priorities Committee Meeting June 14th.

Trend Data

Proportion of overall Municipal tax dollars allocated to Transit

	2011	2012	2013	2014	2015	2016
Annual estimate of Municipal tax bill for a sample household	\$1,712	\$1,795	\$1,832	\$1,868	\$1,889	\$1,906
Transit budget portion	\$223	\$197	\$209	\$210	\$212	\$207

Trend Data

Proportion of Transit costs covered by fees versus the proportion supported by tax and any other financial inputs

	2011	2012	2013	2014	2015	2016
Fare Revenue	25.20%	25.32%	26.81%	27.23%	25.41%	25.15%
Tax Support	74.03%	74.09%	72.55%	71.82%	73.64%	74.27%
Other Revenue	0.77%	0.59%	0.64%	0.95%	0.95%	0.58%

Transit Fare Strategy

- Provide information and context from the Transit Fare Study completed in June 2015.
 - Transit Fare Strategy Final Report June 22, 2015
- Present a recommendation for a Strathcona County Transit Fare Strategy.

Policy Background

Strategic Plan

Goal #3 - Increase public involvement

Goal #7 - Build strong neighbourhoods/communities

Corporate Plan

Goal #5 - We are effective and efficient in daily operations

Transit Master Plan (2011 - 2021)

- Recommendation to develop a detailed fare strategy

Social Inclusion Policy

- Fee Subsidy Guidelines ensure a consistent and standardized process for all Municipal fee subsidies

Community Engagement

First round consultation

- Public online survey
- Interviews with all members of Council
- Key stakeholders meetings
- Internal (staff) open house

Second round consultation

- Public open houses
- Public online survey
- Interviews with members of Council
- Key stakeholder meetings
- Interviews with regional partners
- Additional communications with seniors and rural Mobility Bus users



Transit Fare Study Findings

- Current fare discounts seem ad hoc, there is no consistent price relationship between products.
- Fares should be based on a fixed percentage discount for cash and tickets, and a fixed multiplier for passes:
 - this means that an increase or decrease in an established base fare will ripple through the entire fare structure,
 - this would provide an equivalent fare adjustment, and
 - this would also maintain the relationship of the fares.

Transit Fare Study Findings

- There is a multitude (8) of senior fares with different and inconsistent discounts:
 - Still senior discount products are not provided in all markets.
 - Senior monthly passes are based on a significantly lower multiplier than all other categories.
 - Low income seniors receive a greater discount than all other low income County residents.
- Most people support discount based on income:
 - Low income discounts should be equal in all age categories.
- Student/youth and senior fares should be standardized.
- There are no existing incentives to specifically attract young riders.

Transit Fare Study Findings

- Mobility Bus

- Human Rights Commission rulings in other communities have resulted in transit agencies being required to extend the fixed route fare structure to specialized transit.
- The Fare Study recommends being proactive to make this change.
- Mobility Bus clients should be allowed to ride free on fixed route service:
 - When an attendant is required they also should ride free.
- Rural Mobility Bus rates would not change to Sherwood Park as the County does not provide rural fixed route service.
- Everybody Rides Low Income Passes would not be accepted.

Recommendations – Fixed Route

- Student/youth and senior fares:
 - Standardized fares for both groups
 - Provide discounted fares for both groups in all fare categories:
 - currently there are no student/youth commuter or local cash/ticket fares,
 - currently there are no senior commuter ticket, local cash/ticket or local monthly pass fares, and
 - in each of the above, the customer is required to pay the adult fare.
- Provide other fare media to attract young riders:
 - Off Peak Youth Local Monthly pass
 - Student/Youth Summer pass

Recommendations – Fixed Route

Provide a structure that offers a consistent methodology for cash and tickets based on:

- base fare is the Adult Commuter cash fare,
- tickets and other cash categories will be based on the following approved fixed percentage discounts:
 - Adult Commuter tickets, Student/Youth Commuter Cash and Senior Commuter cash
 - 25% less than base fare
 - Student/Youth Commuter and Senior tickets
 - 25% less than Student/Youth and Senior Commuter Cash
 - Adult Local cash
 - 50% less than base fare
 - Adult Local tickets, Student/Youth and Senior Local cash
 - 25% less than Adult Local cash
 - Student/Youth and Senior Local tickets
 - 25% less than Student/Youth and Senior Local cash

Recommendations – Fixed Route

Provide a structure that offers a consistent methodology for passes based on:

- bus passes will be based on an approved fixed trip multiplier of 24 one way trips:
 - multiplier is the number of cash trips equal to the cost of the pass.
 - Senior Monthly pass multipliers will start at 10 one way trips and increase by one trip per year until it reaches 24 one way trips
 - Senior Annual Low Income Commuter pass multiplier to start at the equivalent of 6.5 Everybody Rides monthly passes and increase by one each year until equivalent to 12 Everybody Rides Commuter Monthly passes, at which time it will be discontinued.
 - discontinue Senior Annual Commuter pass due to very low usage.

Based on this methodology, a change in the Adult Commuter cash fare will trigger a change in all other fare media.

The only exception is Everybody Rides passes, it is recommended that increases to Everybody Rides passes are tied to the Provincial increases in AISH.

Recommendations - New Products

New Fare Media for 2017

Single Day pass	Equal to two one-way Adult Commuter cash trips Valid for unlimited trips in one service day for one adult
Family Day pass	Equal to two Single Day passes Valid for unlimited trips for two adults and three children or one adult and four children under 13 years of age

Recommendations – Mobility Bus

- Align Mobility Bus fares with fixed route fares in 2018
 - Will provide time to investigate impact on demand for service due to the reduced per trip fare and make recommendations.
- Allow Mobility Bus clients to ride fixed route service for free starting in 2018
 - For clients who require an attendant they would also ride free while accompanying the client.
- Do not change the rural fares to Sherwood Park
 - A rural client going to Edmonton would pay the current rural fare plus the new commuter cash fare (Sherwood Park to Edmonton).
- Everybody Rides passes would not be accepted on Mobility Bus

Implementation Plan

2016

- Implemented a 2% increase for Adult Commuter passes
- Introduced Local Student/Youth Off Peak pass
- Introduced Local Student/Youth Summer pass

2017

- Implement a fixed percentage discount with Adult Commuter cash being the base fare
- Implement a fixed multiplier of 24 one way trips for monthly passes
- Introduce new fare products:
 - Student/Youth Commuter cash and tickets
 - Student/Youth Local cash and tickets
 - Senior Commuter tickets
 - Senior Local cash, tickets and monthly pass

Implementation Plan

2017

- Introduce new fare products
 - Everybody Rides Local Monthly pass
 - Single and Family Day passes
- Discontinue Senior Commuter Annual pass - less than five per year currently being purchased
- Discontinue Senior Off Peak pass – replace with Everybody Rides Local Monthly pass

2018

- Implement changes to Mobility Bus fares

2018 Forward

- Continue to implement incremental increases to senior passes to bring them up to the recommended multiplier level
- Small annual increases are recommended to offset annual inflation increases
 - Percentage of increase is subject to the annual Operating Budget deliberations

Transit Fare Strategy

Questions?

Wade Coombs, Director

A white double-decker bus with green and blue decorative stripes. The front destination sign reads "401 Downtown" and the front license plate area shows "8002". The side of the bus features the text "STRATHCONA COUNTY" and "780-464-RIDE". The bus is shown from a front-three-quarter view.



June 22, 2015

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Executive Summary

Introduction

The 2012 Transit Master (TMP) recommended that a detailed assessment of the fare structure and policy be conducted. The issues noted in the TMP included:

- Balancing equity between the fares paid by users of the system and community support with subsidies generated from tax sources
- Ensuring all residents can afford transit
- Encouraging youth to use transit more frequently
- Increasing customer convenience
- Transitioning Mobility Bus fares to equal fixed route Commuter and Local fares
- Adopting tiered pricing for fares and parking
- Reviewing reciprocity with neighbouring systems
- Streamlining fare structure by consolidating similar fares

Methodology

This project was designed to examine each of the issues identified in the TMP and to delve into all aspects of fare policy and fare pricing. The scope of the project did not include examining fare collection hardware issues. The study included five key components including:

- Identification of existing conditions and issues
- Identification and review of fare systems at peer systems and best practices
- Stakeholder consultations and public outreach
- Alternatives and analysis
- Conclusions and Recommendations

Existing Conditions

The current fares are shown in Executive Summary Figure 1:

Executive Summary Figure 1 – Existing Conditions

Strathcona County Transit				Mobility Bus			
	Type	Local	Commuter	Type	Cash	Tickets	Pass
Cash	Adult	\$3.25	\$6.00	Sherwood Pk Local	\$5.00	\$4.50	n/a
	Senior	\$3.25	\$5.00	Strathcona County to Sherwood Pk	\$7.25	\$6.50	n/a
	Student/youth	\$3.25	\$6.00	Sherwood Pk to Edmonton	\$7.75	\$7.00	n/a
	Child >6	Free	Free	Strathcona County to Edmonton	\$15.00	n/a	n/a
Tickets (each)	Adult	\$2.20	\$4.20				
	Senior	\$2.20	\$4.20				
	Student/youth	\$2.20	\$4.20				
	Child >6	Free	Free				
Monthly	Adult	\$56.00	\$103.00				
	Senior	\$56.00/Free	\$28.00				
	Student/youth	\$56.00	\$93.00				
	Everybody Rides	\$24.00	\$24.00				
	Child >6	Free	Free				
Annual	Senior	n/a	\$332.25/\$155.00				

Peer Review

The peer review and best practices were conducted using a combination of literature/internet review and personal contacts. Data from more than 15 systems was collected for use in preparing the peer review and best practices synthesis. The review of peer systems confirms that transit fares are as diverse as the systems and communities they serve. A number of innovative approaches were identified that were later adopted in the recommendations. Overall the research suggests that transit service levels are the leading determinate of transit ridership. Research indicates that in the U.S. fares have only about one third the impact of service as an influence on ridership. However fares can also play an important role in ensuring equity and distributing ridership to time periods when excess capacity may exist or be less expensive to provide.

First Round Stakeholder Consultations and Public Survey

An initial round of consultations was held with selected stakeholders. Public input was solicited through an anonymous online survey. The list of stakeholders who participated in a personal meeting or telephone interview included:

- The Mayor
- County Council
- Family and Community Services
- The Chamber of Commerce representing the business community
- Local school boards
- Transit Marketing and County Communications staff
- Transit Department management team

In addition a workshop session was held with Strathcona County Transit operations staff (including operators) and one session was held with the Customer Service Representatives. In general the urban Councillors and Council members with longer service were more concerned with transit issues, but all councillors did discuss important issues related to fares.

Among Stakeholders outside of County Council the highlights of the consultations included:

- General support of means tests instead of general discounts for seniors.
- Support for more targeted discounts to encourage ridership in the off peak, among student/youth, special events or participants in County programs.
- Existing fare system was confusing and not consistent.

Findings and Initial Proposed Fare Changes

The current fare system has a number of issues that can be addressed through changes or additions to the product range or price structure. These proposed changes respond to the issues raised in the TMP or identified from the stakeholders, public or review of existing conditions. In some cases the proposed strategies have been adopted from the peer systems or best practices. These key issues are:

- The current fares discounts seem ad hoc, and there is no consistent price relationship between products.
- The Adult Commuter fare has a very low (17 trips) multiplier¹ compared to the cash fare. Compared to the peer agencies the cash fare is very high, but with the low multiplier the monthly pass still has a very low price point.

¹ The multiplier is the number of times a single cash fare must be multiplied to equal a day or monthly pass. For example, if the cash fare is \$5 and a Monthly Pass is \$100 the multiplier is 20.

- There is a multitude (8) of senior fares with different and inconsistent discounts but discount products are not provided in all markets.
- There are no existing incentives to specifically attract young riders as a means of gaining familiarity with transit and developing future adult riders.
- There is no fare product designed to attract riders to off peak and local services where there is abundant additional capacity.
- The arrival of the double-decker buses means that for the first time in many years there will be additional capacity on the peak hour service that can be marketed using special fare products.

Ten options were tested in an elasticity model to determine their impact on revenue and ridership. Each of the fares in the tariff is based on either the cash fare or a multiplier of the cash fare, rounded to the nearest \$0.05. This means that an increase or decrease in the adult cash fare will ripple through the entire fare structure and provide an equivalent fare adjustment. This will maintain the relationship of the fares. A number of new discount programs are proposed. Some are general discounts to improve the equity of the system and others are designed to encourage ridership at times when there is surplus capacity or in market segments that are currently under represented on Strathcona County Transit services. These include standardizing student/youth and senior discounts, and having them available on each fare product; cash, tickets and passes. Several new fare products are also offered to target specific population segments which do not seem to be using the system. These new products are targeted to both the commuter system (e.g. Day Pass and Event Pass) as well as the local system (e.g. new student/youth passes, and recreation pass). These changes are consistent with resolving the issues identified in the TMP.

The Everybody Rides program is expanded by adding a new local pass. Fares for seniors with incomes greater than the low income cut off will increase significantly, but commuter fares for seniors who meet the low income standard will only experience a minor increase. On local routes low income seniors will be able to ride at all times with the new local Everybody Rides monthly pass, in place of the existing free fare during off peak times. This action is consistent with the majority of comments received from stakeholders that significant fare discounts should be directed to those who need it most and is consistent with the County's draft Municipal Subsidy Strategy as well as the direction of many other systems including ETS and Calgary Transit. The means test program is expanded to all persons needing only a local pass and it is recommended that a single means test such as the Federal LICO standard be used. A second elasticity model projects ridership will grow approximately 13 percent from 2016 to 2020. Revenues are projected to increase by approximately 15 percent from 2016 to 2020. The recommended fare structure is shown in Executive Summary Figure 2.

The findings concur with the recommendations of the TMP that Mobility Bus fares should be aligned with the fixed route fares but that Everybody Rides passes not be accepted. This recommendation is based on the general approach to Human Rights as evidenced by legislation in Ontario, and actions on specialized transit fares by the Human Rights Commissions in Alberta and Saskatchewan. In the case of Strathcona County the precedents would apply to local service within Sherwood Park, and service between Sherwood Park and Edmonton, but not between Sherwood Park and the rural areas or the rural areas and Edmonton. Adopting fixed route fares on Mobility Bus will reduce revenues by approximately 41 percent. To mitigate this cost it is also recommended that persons with disabilities eligible for Mobility Bus be incentivized to use regular transit by providing them with free fares on commuter and local routes. The reduction in Mobility Bus fares are projected to increase ridership about 38 percent from around 17,000 annual trips to about 23,400 annual trips based on 2013 data. To accommodate this increase, additional resources will be required including new operators and vehicles.

The proposed changes affect every fare category. On balance the recommendations result in an overall system that is more equitable and incentivizes ridership growth. The recommendations concerning the fares for seniors, students/youth and Mobility Bus may be viewed as the most far reaching, however they are designed to respond to specific challenges raised in the TMP or by stakeholders and the public. The plan raises senior passes to 55 percent of full adult pass by 2020 from current 27 percent. Beyond 2020 the senior passes could be capped at 55 percent or continue to increase until they reach 75 percent of an adult pass.

Second Round of Consultations

A second round of stakeholder consultations was held to receive feedback on the proposed fare structure. The first step in this round of consultations was a presentation to the Strathcona County Council at their regular meeting on March 10, 2015. It was followed by a series of individual meetings with interested councillors, the Mayor, the County Finance Department and Family and Community Services as well as one-on-one meetings with representatives of the school boards, two public open houses, and telephone discussions with representatives of ETS and St. Albert Transit.

The feedback received at this round of consultations was generally favorable however several specific issues were raised that led to changes in the proposed fare structure. These changes included:

- Converting the proposed Day Pass (one adult) to a Family Day Pass valid for 1 adult and up to 4 children under age 13
- Extending the validity of the Event Pass from allowing 2 Adults and 3 Children under age 13 or 4 Adults to also permit 1 Adult and 4 Children under age 13
- Allow a Mobility Bus user to travel with a Personal Care Attendant free of charge when riding the fixed route service
- Delaying the implementation of increase in senior commuter monthly passes by one year in order to provide time for seniors to learn about and try other options including Everybody Rides passes or senior tickets and provide the option to cap the increase below 75 percent of the adult pass.

Future Considerations

The proposed fare structure has been designed around the adult commuter cash fare. A change to the adult commuter cash fare would result in a change in every other fare in the system. The monthly passes are based on a multiplier of the cash fares and the discounted fares are based on a fixed percentage reduction from the cash fare or adult passes. The current fares are designed to sustain an operating cost recovery of about 31 percent. The fares should be adjusted annually to maintain this level of cost recovery. If a decision is made to increase the cost recovery it is recommended that the multiplier for monthly passes be raised from the current 24 trips to up to 30 trips per month.

If the desire is to keep the farebox recovery at 31 percent it may be necessary to increase fares if operating costs grow faster than ridership. However other outside influences such as the price of parking in downtown Edmonton or the cost of gasoline may also have an impact on the ability of the County to raise fares without impacting ridership.

ETS is considering the implementation of an advanced electronic fare collection system centred on smartcard technology. When this technology is installed by ETS, other transit agencies in the region will

need to adopt the system in order to maintain (and enhance) fare reciprocity. The proposed fare structure for Strathcona County Transit is smartcard ready however the adoption of new technology would also create the opportunity for new fare products. This includes:

- Replacing tickets with stored value
- Elimination of transfers for cash fares
- Introducing new shorter period passes
- Implementing rolling passes
- Consider capping or best value fares

Final Recommendations and Implementation Schedule

The table in Executive Summary Figure 2 presents the recommended fares for Strathcona County Transit and Mobility Bus based on a phased implementation. The fare structure is designed to maintain a 31 percent cost recovery, which is based on the initial consultation with Council. The fares in the table would be rounded to the nearest \$0.05. A five year look found that an minor increase of \$0.25 in 2018 and 2019, and an increase of \$0.15 would be required to maintain the 31% cost recovery.

It should be noted that there is no single best practice for setting the level of cost recovery. Every transit system and its local community and financial resources are unique. However, fare levels and fare policy are not the only factor that determines recovery rates. The cost of operations including the level of service, the length of trips, the urban form or land use patterns and the cost of inputs such as labor and fuel all impact the cost recovery. To balance the local transportation, social and environmental needs and costs to provide services, the community decides what level of municipal subsidy is most appreciate to support the required level of service. If required, a higher cost recovery can be achieved through higher fares, lower level of service, and more efficient operations. In the future, if a higher cost recovery is deemed more appropriate for Strathcona County, fares could be increased to help achieve that. However, other factors, especially the required level of service also need to be considered to balance the community's transit needs and the level of municipal subsidy.

Executive Summary Figure 2 – Existing & Proposed Fares by Implementation Date

		Feb-15	Feb-16	Feb-17	Feb-18	Feb-19	Feb-20
Commuter & Mobility Bus to Edmonton~#	Adult Cash	\$ 6.00	\$ 6.00	\$ 4.50	\$ 4.60	\$ 4.75	\$ 4.90
	Adult Monthly	\$ 103.00	\$ 105.00	\$ 108.00	\$ 110.40	\$ 114.00	\$ 117.60
	Adult Ticket*	\$ 4.20	\$ 4.20	\$ 3.38	\$ 3.45	\$ 3.56	\$ 3.68
	Student Cash	\$ 6.00	\$ 6.00	\$ 3.38	\$ 3.45	\$ 3.56	\$ 3.68
	Student Ticket*	\$ 4.20	\$ 4.20	\$ 2.53	\$ 2.59	\$ 2.67	\$ 2.76
	Student Monthly	\$ 93.00	\$ 93.00	\$ 81.00	\$ 82.80	\$ 85.50	\$ 88.20
	Senior Cash	\$ 5.00	\$ 5.00	\$ 3.38	\$ 3.45	\$ 3.56	\$ 3.68
	Senior Ticket*	\$ 4.20	\$ 4.20	\$ 2.53	\$ 2.59	\$ 2.67	\$ 2.76
	Senior Monthly	\$ 28.00	\$ 30.00	\$ 32.00	\$ 38.64	\$ 51.30	\$ 64.68
Commuter	Senior annual	\$ 332.25	\$ 332.25	\$ 332.25	N/A	N/A	N/A
	Senior Low Income Annual	\$ 155.00	\$ 155.00	\$ 155.00	N/A	N/A	N/A
	FamilyDayPass@	N/A	N/A	\$ 11.25	\$ 11.50	\$ 11.88	\$ 12.25
	Everybody Rides Monthly	\$ 24.00	\$ 26.00	\$ 27.00	\$ 27.60	\$ 28.50	\$ 29.40
Local & Sherwood Park Mobility Bus~#	Adult Cash	\$ 3.25	\$ 3.25	\$ 2.33	\$ 2.33	\$ 2.38	\$ 2.45
	Adult Monthly	\$ 56.00	\$ 56.00	\$ 56.00	\$ 56.00	\$ 57.00	\$ 58.80
	Adult Ticket*	\$ 2.20	\$ 2.20	\$ 1.75	\$ 1.75	\$ 1.78	\$ 1.84
	Student Cash	N/A	\$ 3.25	\$ 1.75	\$ 1.75	\$ 1.78	\$ 1.84
	Student Ticket*	N/A	\$ 3.25	\$ 1.31	\$ 1.31	\$ 1.34	\$ 1.38
	Youth Monthly	\$ 54.00	\$ 54.00	\$ 42.00	\$ 42.00	\$ 42.75	\$ 44.10
	Senior Cash	N/A	\$ 3.25	\$ 1.75	\$ 1.75	\$ 1.78	\$ 1.84
	Senior Ticket*	N/A	\$ 3.25	\$ 1.31	\$ 1.31	\$ 1.34	\$ 1.38
	Senior Monthly	N/A	N/A	N/A	\$ 19.60	\$ 25.65	\$ 32.34
	Senior Free Off Peak	\$ -	\$ -	\$ -	N/A	N/A	N/A
Local	Everybody Rides Monthly	N/A	N/A	\$ 14.00	\$ 14.00	\$ 14.25	\$ 14.70
Special Products for Local or Commuter	Event Pass Family+	N/A	N/A	\$ 11.25	\$ 11.50	\$ 11.88	\$ 12.25
	Event Pass Single	N/A	N/A	\$ 6.75	\$ 6.90	\$ 7.13	\$ 7.35
	Employer Commuter Pass	N/A	N/A	\$ 81.00	\$ 82.80	\$ 85.50	\$ 88.20
	Employer Local Pass	N/A	N/A	\$ 42.00	\$ 42.00	\$ 42.75	\$ 44.10
	Super Off Peak Youth Local	N/A	\$ 20.00	\$ 21.00	\$ 21.00	\$ 21.38	\$ 22.05
	Rec Program Pass Weekly	N/A	N/A	\$ 11.20	\$ 11.20	\$ 11.40	\$ 11.76
	Classroom Tripper Local/Student	N/A	N/A	\$ 1.17	\$ 1.17	\$ 1.19	\$ 1.23
	Classroom Tripper Commuter/student	N/A	N/A	\$ 2.25	\$ 2.30	\$ 2.38	\$ 2.45
	Student Local Summer	N/A	\$ 32.00	\$ 33.60	\$ 33.60	\$ 34.20	\$ 35.28
Mobility Free		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mobility Bus ²	Within Sherwood Park Cash	\$ 5.00	\$ 5.00	\$ 5.00	Same as Commuter Adult, Student & Senior Fares for cash, tickets and passes. Everybody Rides Not Accepted		
	Within Sherwood Park Tickets*	\$ 4.50	\$ 4.50	\$ 4.50			
	Sherwood Pk - Edmonton Cash	\$ 7.75	\$ 7.75	\$ 7.75	Same as Local Adult, Student & Senior Fares for cash, tickets and passes. Everybody Rides Not Accepted		
	Sherwood Pk - Edmonton Tickets*	\$ 7.00	\$ 7.00	\$ 7.00			
	Rural - Sherwood Park Cash [^]	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25	\$ 7.25
	Rural - Sherwood Park Tickets [^]	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50	\$ 6.50

* Tickets sold in books of 10

[^] MobilityBus Rural to Edmonton fare is Rural to Sherwood Pk fare plus applicable Sherwood Pk to Edmonton Fare

~Personal Care Attendant rides free between same origin and destination on fixed route

@ Day Pass valid for up to 1 adult and 4 children under 13

+Event Pass Family valid for up to 4 adults or 1 adult and 4 children under 13

N/A Not available

MobilityBus fares effective in 2018

1. Introduction

The primary purpose of collecting fares is to generate revenue to cover the cost of operating the transit system. However setting and collecting fares has a number of secondary purposes that are very important to a transit system. These secondary purposes include:

- Attracting, generating and retaining riders
- Encouraging the use of underutilized capacity
- Support of education in the community
- Tribute to seniors
- Relief for persons with disabilities
- Facilitating transfers between modes and transit agencies
- Ensuring equity

The 2012 Transit Master Plan (TMP) recognized the importance of fare policy and fare pricing and stressed the need to conduct a detailed transit fare strategy study. The TMP included a number of objectives and issues for the fare strategy study to address. These issues addressed both the primary, revenue generation issue, as well as the secondary purposes of fares. The issues noted in the TMP included:

- Balancing equity between the fares paid by users of the system and community support with subsidies generated from tax sources
- Ensuring all residents can afford transit
- Encouraging youth to use transit more frequently
- Increasing customer convenience
- Transition Mobility Bus fares to equal fixed route Commuter and Local fares
- Adopting tiered pricing for fares and parking
- Review reciprocity with neighbouring systems
- Streamlining fare structure by consolidating similar fares

These TMP identified fare issues form the core of the work conducted in this study. The conclusions of the work and the final recommendations address each of the points raised in the Master Plan. Reciprocity with transit systems other than ETS and StAT is being discussed at the Capital Regional Board and was not part of this study.

2. Methodology

The project has five key components. These are:

- Existing conditions and issues
- Identification and review of peer systems and best practices
- Stakeholder consultations and public outreach
- Alternatives and analysis
- Conclusions and Recommendations

The peer review and best practices were conducted using a combination of literature/internet review and personal contacts. Data from more than 15 systems was collected for use in preparing the peer review and best practices synthesis.

The stakeholder consultations were held with both internal and external interests. The public was consulted through a web based survey. The results of the consultations and survey combined with a review of the existing conditions including the current fare structure and policy identified the significant issues and confirmed the challenges and opportunities highlighted in the TMP.

A series of alternatives were developed to respond to the needs identified in the existing conditions report and to address the issues identified in the TMP. The alternatives included some of the approaches identified in the peer review and best practices synopsis that appeared suitable for implementation in Strathcona County. The alternatives were then analysed using a spreadsheet based elasticity model. The model is based on elasticity factors that were established based on industry experience and the unique characteristics of the Capital Region. Using this model the alternatives could be assessed to determine the impact of different fares levels on ridership and revenue.

In the next step the conclusions from the analysis of the alternatives were used to develop a set of recommended fare products and prices. The proposed new fare structure responded to all of the issues identified in the TMP with the exception of regional fare reciprocity which was outside of the scope of this study. The proposed fare structure is compatible with advanced fare collection technologies and in some cases it may be desirable to wait for new hardware to implement some of the fare products.

In the final phase of the project the consultant team returned to the stakeholders to present the proposed fare system. Public input was obtained through two outreach meetings and a second online survey. A section on future considerations including changes for new technology and a methodology for determining when fares should be adjusted was completed. The proposed fares were tweaked based on the input received from the stakeholders and survey prior to completion of this report.

A second elasticity model was developed to project the impacts of phasing the new fare structure over multiple years while maintaining the farebox cost recovery at 31 percent.

3. Existing Conditions

Strathcona County Transit is a County operated transit system with local service within Sherwood Park and commuter service to the University of Alberta, downtown Edmonton and NAIT. The Mobility Bus is a specialized transit service providing transportation for persons with disabilities. It offers service within Sherwood Park and from rural Strathcona County to Sherwood Park. Service is also provided from Sherwood Park or rural Strathcona County to Edmonton. The current fares for Strathcona County Transit and Mobility Bus are shown in Figure 1 - Strathcona County Fares.

Figure 1 - Strathcona County Fares

Strathcona County Transit			
	Type	Local	Commuter
Cash	Adult	\$3.25	\$6.00
	Senior	\$3.25	\$5.00
	Student/youth	\$3.25	\$6.00
	Child >6	Free	Free
Tickets (each)	Adult	\$2.20	\$4.20
	Senior	\$2.20	\$4.20
	Student/youth	\$2.20	\$4.20
	Child >6	Free	Free
Monthly	Adult	\$56.00	\$103.00
	Senior	\$56.00/Free	\$28.00
	Student/youth	\$56.00	\$93.00
	Everybody Rides	\$24.00	\$24.00
	Child >6	Free	Free
Annual	Senior	n/a	\$332.25/\$155.00

Mobility Bus				
Type		Cash	Tickets	Pass
Sherwood Park Local		\$5.00	\$4.50	n/a
Rural to Sherwood Park		\$7.25	\$6.50	n/a
Sherwood Park to Edmonton		\$7.75	\$7.00	n/a
Rural to Edmonton		\$15.00	n/a	n/a

4. Peer Systems & Best Practices

A review of the fare systems in peer systems was conducted for 8 transit systems in Canada and the United States. The review of peer systems confirms that transit fares are as diverse as the systems and communities they serve. Strathcona County Transit has the highest cash fare among the peers and the monthly pass is valued at just 17 cash trips or \$103. Within the peer systems the average multiplier for the regular or commuter and express passes is 31.5 trips. St. Albert was also close to Strathcona County with a multiplier of 19 trips. Systems with separate single zone or local fares also had an average pass multiplier of 31 times the cash adult fare.

In the United States transit systems are obligated to provide half price senior fares, including passes for use in off peak periods. The majority of systems provide half price or greater discounts all day rather than providing off peak only passes. Among the peers the average discount for senior passes in the US was 46 percent and in Canada 45 percent. In Strathcona County seniors who do not qualify for the *Everybody Rides* program receive a 72 percent discount on the adult price for Commuter passes. The peer systems with discounted student/youth passes priced them at an average of a 40 percent discount on the adult monthly pass. Strathcona County prices the student monthly pass at a 10 percent discount on the adult monthly pass. Several of the peer systems had innovation fare programs designed to target specific markets and grow ridership.

Overall the research suggests that transit service levels are the leading determinate of transit ridership. Research indicates that in the U.S. fares have only about one third the impact of service as an influence on ridership. However fares can play an important role in ensuring equity and distributing ridership to time periods when excess capacity may exist or be less expensive to provide. Using fares to encourage people to shift from single occupancy vehicles to transit involves pricing as well as making the fare products easy to use and acquire. Charging for parking and providing reserved spaces at park and ride lots is becoming a best practice. In 2007 about 3 percent of bus systems in the U.S. charged for parking, but by 2011 it had increased to 11 percent. It increases revenues and only passengers who can afford the option need to pay the additional money.

Most transit systems are well used during peak hours. Commuter services are often only fully utilized in the peak direction. The U.S. academic literature on the subject generally supports fare differentials by time of day, however in practice the time of day price differences become very problematic. Differential fares can lead to confusion among passengers and frequent fare disputes or apathy and decreased fare surveillance from operators. The U.S. literature and experience suggests that reducing off peak fares can result in increased ridership however if it results in a loss of revenue and the reduction of service, the negative consequences on ridership can have greater impact on the system. Service improvements that benefit all customers may have a more positive impact than fare reductions that only stimulate ridership among the lowest income riders. The use of a means test to target discounts only to persons with low incomes serves the social need and preserves transit revenues. This approach is becoming more common in Canada where a smaller percentage of riders are low income and represents a best practice. In the U.S. about 18 percent of systems have reduced prices for persons with low incomes or other groups who are not disabled.

In Canada the practice has been to give discounts to seniors based on age and not to provide discounts to all persons with disabilities. More and more systems are moving to offering more substantial discounts to anyone with financial need based on a means test and reducing or eliminating general discounts for seniors. In suburban communities the senior population does tend to be more affluent than in the urban cores and providing a larger discount only to those in greater financial need helps direct limited resources where they are needed most. The Federal Low Income Cut-Off (LICO) provides a

convenient benchmark of financial need that can be used to determine eligibility for a means tested transit pass. Provincial programs that identify persons with disabilities are being used to determine eligibility for low income pass products. Best practice in Canada appears to be offering mid-range or small discount based purely on age, and a larger discount based on a means test that would include anyone with a low income such as seniors, persons with a disability, working poor or single parents.

Fare increases are often difficult to achieve because of the required approval by a governing board or municipal council. It seems that the best practice would be to link fare adjustments to a reliable index such as the national consumer price index or the transportation price index. However in practice this is very difficult and may be too arbitrary as different inputs can have a major impact on operating costs at different times. The actual best practice would appear to be to tie fare changes to local cost drivers that are specific to the operation of the system. Farebox recovery would seem to be the best choice by reflecting local operating conditions and ridership.

In Canada, particularly outside of Ontario, there are few regulatory requirements for specialized transit services and transit operators are not required to meet unconstrained demand or provide specific price points. In the U.S. the Americans with Disabilities Act specialized transit fares cannot exceed two times the equivalent fixed route fare. Best practice in the U.S. has been to have fares that are higher than fixed route, often to two times limit, but offered in conjunction with free rides on fixed route for eligible specialized transit passengers and their personal care assistants. Tickets are sometimes offered for convenience, but even systems that have adopted Smartcards for their fixed route systems do not usually equip their specialized transit vans with Smartcard readers due to the cost and low number of boardings per day. Passes and discounts are rarely offered as the issue for most systems is to not encourage more trips or extra demand.

There is no statutory obligation in Canada require paratransit systems to accommodate all trips, and use of the fixed route system is more difficult due to snow and ice during the long Canadian winter. Canadian systems usually provide specialized transit at the same price per trip as fixed route for equity reasons, although in terms of cost the service is much more expensive to provide and has a lower farebox recovery. In Canada the best practice is to allow discounts through tickets and passes, but to provide a more constrained system and little effort has been made to encourage use of the fixed route services by persons with disabilities. Fixed route accessibility has also been slower to be adopted in Canada with few mandates.

Free public transit is offered in a few limited instances in North America. Most examples are on circulator routes or in limited geographic areas. Free public transit usually causes ridership to increase significantly. In three experiments in the U.S., in Denver CO, Trenton NJ, and Austin TX ridership grew anywhere from 10 to 36 percent on these systems. Using generally accepted elasticity factors one would have expected ridership to increase about 30 percent. In each instance where free fares have been attempted in large urban areas there have been accompanying problems with increased vandalism, homeless riders and rowdy behaviour on-board the vehicles. Seattle and Portland eliminated their free fare zones to increase revenue. In very small systems that have free transit such as Island Transit in Washington, Commerce City in Los Angeles, and Atomic City Transit in Los Alamos NM there is sufficient sales tax revenue that fares are not necessary.

Best practices would suggest that free transit is viable for small systems where rowdy passengers and overcrowding are not issues and there is a stable outside source of funding. However the concept of free fares has proven to be unworkable in larger systems due to overcrowding, homeless riders and increased rowdy behaviour.

5. Initial Stakeholder Consultations

Consultations were held with selected stakeholders and public input was solicited through an anonymous online survey. The list of stakeholders who participated in a personal meeting or telephone interview included:

- The Mayor
- County Council
- Family and Community Services
- The Chamber of Commerce representing the business community
- Local school boards
- Transit Marketing and County Communications staff
- Transit Department management

In addition workshop sessions were held with Strathcona County Transit operations staff (including operators) and Customer Service Representatives.

Strathcona County Council consists of representatives from 5 urban and 3 rural wards including several members, who were elected to their first terms in October, 2013. In general the urban Councillors and Council members with longer service were more concerned with transit issues, but all councillors did discuss important issues related to fares.

The interviews began by asking what fare issues were being raised by constituents and all reported that fare issues were rarely brought up by residents even though there was a recent fare increase. Fare equity issues were raised by at least one council member in the context of cash fares being too high in relation to monthly passes and that the fare structure for seniors was confusing. The importance of senior discounts was mentioned by another as being very significant in the community

Few Councillors had experience with fare products in other communities although there were positive comments about the use of advanced technology such smartcards and electronic fareboxes making possible convenient products such as stored value and day passes. It was also understood that there may be limited application for products such as day passes in a transit system focussed on commuters.

The issue of farebox recovery is very important to the fare policy discussion and the consensus of the discussion was that the current level of about 31 percent is sufficient. It was highlighted that improving the rate slightly could reduce the level of tax subsidy required. Most councillors were content with the current recovery level and the property tax support required to maintain existing service levels.

The U-Pass program for post-secondary students was strongly supported by all Council members and all were supportive of offering the same type of program to any institution or employer that was willing to adopt the concept. All members were in favour of developing programs that expanded access to fare products such as the employer programs offered by the Edmonton Transit System (ETS) and St. Albert Transit (StAT).

The councillors maintained their support of the approved pilot program of paid, reserved parking at the expanded Park and Ride lot. The idea of releasing reserved spots to the general public after a specific time such as 10 a.m. received mixed support.

The need for fare integration within the Capital Region was supported by a majority of council members as a logical approach to transit. One councillor did not agree that it was necessary, and one was cautious that it could lead to the possible loss of autonomy for Strathcona County. Everybody recognized that

the current fare integration with ETS was an important feature of the current fare system and should be maintained. It was also generally recognized that there would be few additional riders from fare integration but not having some ability to move seamlessly about the region on transit seemed counter-intuitive.

There seemed to be general acceptance that Mobility Bus fares should reflect the higher costs of providing the service compared to fixed route although the concept of some form of means test for persons who could not afford it was also supported. All were in favor of implementing incentives to encourage Mobility Bus passengers to use fixed route transit whenever possible.

There was consistent support for offering steep discounts to the sectors of the population with low income through a means test. It was felt that as long as an option for a means test discount was available the full fare could be increased when necessary. There was some support for senior discounts however the consensus seemed to be that senior discounts should be through a means test since many of the seniors in the community were among the most affluent.

Most recognized that pricing is not a significant issue in Strathcona County since it is an affluent suburb. The idea was raised at several interviews that since the cost recovery on the local service is low, and the ridership minimal, it may be worthwhile to simply offer free local or deeply discounted fares to stimulate ridership and end the perceived problem of empty buses.

There was no full consensus on how special event fares should be treated. Responses ranged from full cost recovery (most common response) to fully subsidize for events within Sherwood Park.

Among Stakeholders outside of County Council the highlights of the consultations included:

- General support of means tests instead of general discounts for seniors.
- Support for more targeted discounts to encourage ridership in the off peak, among youth, special events or participants in County programs.
- Existing fare system was confusing and not consistent.

A web survey was utilized to solicit input from the public. The results based on 94 surveys are not statistically significant but do provide an anecdotal snapshot of public opinions on fare related issues. About three quarters of the respondents to the survey rode Strathcona County Transit regular service including local, commuter or special event routes. Among non-users of the system the predominant reason for not riding was that the bus did not serve their residence or destination (57 percent) and only 19 percent felt fares were too high. The group was evenly divided among those who felt the fares were too low relative to the tax subsidy, or just right. About 14 percent felt that fares were too high relative to the subsidy amount.

The strongest support (43 percent) among these non-users was for maintaining senior, student/youth and low income as qualifications for fare discounts. Only ten percent felt that discounts should be limited to persons with low income. There was strong support (76 percent) for allowing persons eligible for Mobility Bus to ride regular transit at no cost. About 15 percent of these non-users felt that having reserved, paid parking at the transit terminal would encourage them to start riding transit.

The opinion on commuter pass and ticket prices was evenly divided among non-users with equal numbers believing that the price is too expensive, too inexpensive or just right. Most fixed route users felt the Mobility Bus cash and ticket prices were just right, although almost half felt the \$15 fare for rural residents travelling to Edmonton was too high.

Among users most (75 percent) feel the cash commuter fare is too expensive, and 64 percent believe the Commuter pass is too expensive. Fifty-three percent think tickets are expensive but among users about 50 percent feel the senior commuter pass of \$28 is just right. Student commuter passes at \$93 were also believed to be too expensive. Local tickets were thought to be just right and 62 percent said the free senior fare for local trips was just right

Among these existing users 58 percent felt the tax subsidy was just right and about 26 percent felt the share from the farebox was too high. Thirty-three percent of users felt that increases should be limited to the cost of providing service while about 20 percent believe that higher fares are acceptable if service is improved and 16 percent do not want any more money from the property tax dedicated to transit.

Among users only 31 percent know that *Everybody Rides* is a program to provide discounted passes to persons with low income. Among non-users only 19 percent know about the program. A majority of users (53 percent) believe that discounts should be provided to anyone with low income. About 32 percent of respondents were interested in new fare products that might make it less expensive to ride transit and attend events such as Oilers or Eskimos games. Currently a group of 4 adults would be required pay a total \$48 to ride the bus in order to attend a game.

Ten percent of the respondents said there was a program at their place of work for employees to purchase ETS or St. Albert transit passes. Among all respondents 56 percent said they would not be interested in such an option, while 21 percent said they would like to participate in this type of program.

There were not enough responses from Mobility Bus users to reach any meaningful conclusions about specialized transit fares from users of the system.

6. Findings and Initial Proposed Fare Changes

The current fare system has several issues that can be addressed through changes or additions to the product range or price structure. These proposed changes respond to the issues raised in the TMP or identified from the stakeholders, public or review of existing conditions. In some cases the proposed strategies have been adopted from the peer systems or best practices. These key issues are:

- The current fares discounts seem ad hoc, and there is no consistent price relationship between products.
- The Adult Commuter fare has a very low (17 trips) multiplier compared to the cash fare. Compared to the peer agencies the cash fare is very high, but with the low multiplier the monthly pass still has a very low price point.
- There is a multitude (8) of senior fares with different and inconsistent discounts but discount products are not provided in all markets.
- There are no existing incentives to specifically attract young riders as a means of gaining familiarity with transit and developing future adult riders.
- There is no fare product designed to attract riders to off peak and local services where there is abundant additional capacity.
- The arrival of the double-decker buses means that for the first time in many years there will be additional capacity on the peak hour service that can be marketed using special fare products.

The goals of any changes to the fare system should be to:

- Simplify by making the fare system more consistent and understandable and consolidating products where possible.
- Create price relationships that are consistent, and equitable to best industry practices.
- Create a consistent and equitable system of discounts based on demographics and income.
- Introduce new products to increase ridership by targeting new markets in both the local and commuter markets including youth.
- Create a fare system that is smartcard ready and can easily be converted to an electronic fare collection system.

Meeting these goals will require changes in virtually every fare category. The proposed new fare structure will result in an overall system that is more equitable and incentivizes ridership growth. The findings concerning the fares for seniors, student/youth and Mobility Bus may be viewed as the most far reaching, however resolving the issues is central to this project:

a. Seniors

Existing senior fares are inconsistent. Although age requirements are consistent, the Low Income Cut-Off (LICO) is used as the guideline for Everyone Rides and the Seniors Subsidized annual pass; the Off Peak Program uses a different annual household income, which has no rationale. The proposed fares standardize the discount for all services and use LICO as their guideline.

b. Student/Youth Fares

This is an important market segment, because it represents the future of ridership, and it has the potential to help increase use of local service which is often underutilized. The changes incentivize use of the local system, and recognize the limits of provincial school funding without creating the need to add service.

c Mobility Bus Fares

Human Rights Commission rulings in other communities have resulted in transit agencies being required to extend the fixed route fare structure to specialized transit. This report recommends proactive action to make this change before being ordered to reduce fares by the Human Rights Commission. It also creates fare incentives to encourage Mobility Bus users to ride regular transit when possible, helping reduce costs.

1. Fixed Route

Ten options were tested in an elasticity model for implementation in 2015 (assuming no increase in service and operating cost) to determine their impact on revenue and ridership. The highest ranking option was based on lowering the adult cash fare for the Commuter service to \$4.00 and raising the monthly pass by one dollar to \$104.00. Lowering the cash fares will help attract new occasional riders who may convert to full time riders in the future. The modest increase in the monthly pass should not cause any significant decrease in ridership, and help build revenue. Increasing the monthly pass up to \$108 (multiplier of 27) appeared to be possible without serious negative impacts according to the elasticity model.

Each of the other fares in the tariff is based on either the cash fare or a multiplier of the cash fare, rounded to the nearest \$0.05. This means that an increase or decrease in the adult cash fare will ripple through the entire fare structure and provide an equivalent fare adjustment. This will maintain the relationship of the fares.

A number of new discount programs are proposed. Some are general discounts to improve the equity of the system and others are designed to encourage ridership at times when there is surplus capacity or in market segments that are currently under represented on Strathcona County Transit services. These include standardizing student/youth and senior discounts, and having them available on each fare product: cash, tickets and passes. Several new fare products are also offered to target specific population segments which do not seem to be using the system. These new products are targeted to both the Commuter System (e.g. day pass and event pass) as well as the local system (e.g. new student/youth passes, and recreation pass). These changes are consistent with resolving the issues identified in the TMP.

The Everybody Rides program is enhanced and a new local fare is introduced. Fares for seniors with incomes greater than the Federal Low Income Cut Off (LICO) will increase significantly, but commuter fares for seniors who meet the LICO standard will only increase from \$24 to \$26 per month. On local routes low income seniors will be able to ride at all times for \$12 per month, in place of the existing free fare during off peak times. This action is consistent with the majority of comments received from stakeholders that significant fare discounts should be directed to those who need it most and is consistent with the direction of many other systems including ETS and Calgary Transit. In some cases the increases are significant and they should be phased in to reduce the impact. The means test program is expanded to all persons needing only a local pass and assumes that the same income levels are used for all means tested products.

The proposed fare structure is shown in Figure 2 - Strathcona County Transit Fixed Route Proposed Fare Structure. All fares are shown in 2014 dollars assuming no service and cost increase. The highlights include:

2. Commuter Recommendations

a. Cash Adult Commuter Reduced from \$6 to \$4.00

General consensus among stakeholders, users and review of peer systems found that this fare was too high. Lowering the fare will make the service more attractive to new or occasional users who may ultimately become regular riders.

b. Adult Day Pass

A new adult day pass valid for unlimited travel on Strathcona County Transit, ETS and St. Albert Transit would be introduced. The fare would be \$10.00 or \$2 more than a cash return trip between Sherwood Park and Edmonton. This fare would offer a significant savings for anyone who needs to make multiple trips within Edmonton after riding in from Sherwood Park. It is consistent with the existing agreement with ETS, and Strathcona County Transit already accepts the ETS Day Pass.

c. Adult Commuter Pass Increased from \$103 to \$104

The monthly pass currently has too great of a discount. The discount is one of the largest in North America and given the high cost of gasoline and parking there is room for a small increase with minimal ridership impacts. A larger increase (up to \$108) could be achieved with minor and temporary impacts, and be reflective of improved service with double-decker buses (fewer standees).

d. Standardized 25 percent Discounts for Commuter tickets, Students/Youth or seniors

This creates a single discount rate for tickets, students/youth and seniors to simplify the fare system. There is a further 25 percent discount for student/youth and senior tickets. New products could be phased in as stored value is introduced with Smartcards if there is a desire to minimize the number of fare products being produced or checked by operators. All fares levels are driven by adult cash fare and would move in unison if a fare change is implemented.

This represents an increase for seniors who do not have limited incomes. However any senior whose income is below an income cut off would be eligible for a bigger discount than is currently offered.

e. Standardized Student/Youth and Senior Commuter Monthly Pass Discounts

The discounted commuter monthly pass for seniors and students/youth is set at a 25 percent discount. The price for students/youth is a decrease from the current rate of \$93, but an increase for seniors not eligible Everybody Rides passes. Currently all seniors pay \$28 per month. The \$332.25 senior annual pass and the low income \$155 annual senior pass are eliminated.

f. Commuter Everybody Rides

Everybody rides is standardized at a 75 percent discount on the Commuter Monthly pass. This represents an increase from \$24 to \$26 or a potentially a reduction from \$28 to \$26 for some seniors.

Figure 2 - Strathcona County Transit Fixed Route Proposed Fare Structure

Category		Existing Fares	Proposed New Fares
Commuter	Adult Cash	\$ 6.00	\$ 4.00
	Adult Monthly	\$ 103.00	\$ 104.00
	Adult Ticket*	\$ 4.20	\$ 3.00
	Adult Day Pass	n/a	\$ 10.00
	Student Cash	n/a	\$ 3.00
	Student Ticket*	n/a	\$ 2.25
	Student Monthly	\$ 93.00	\$ 78.00
	Senior Cash	\$ 5.00	\$ 3.00
	Senior Ticket*	n/a	\$ 2.25
	Senior Monthly	\$ 28.00	\$ 78.00
	Senior Annual	\$ 332.25	n/a
	Senior Annual Discount	\$ 155.00	n/a
	Everybody Rides Monthly	\$ 24.00	\$ 26.00
	Average Commuter Fare	\$ 3.15	\$ 3.06
Parking	Monthly	n/a	#
	Daily	n/a	#
Local	Adult Cash	\$ 3.25	\$ 2.00
	Adult Monthly	\$ 56.00	\$ 48.00
	Adult Ticket*	\$ 2.20	\$ 1.50
	Student Cash	n/a	\$ 1.50
	Student Ticket*	n/a	\$ 1.15
	School Monthly/Student Monthly	\$ 54.00	\$ 36.00
	Senior Cash	n/a	\$ 1.50
	Senior Ticket*	n/a	\$ 1.15
	Senior Monthly	Free	\$ 36.00
	Everybody Rides Monthly	n/a	\$ 12.00
	Average Local Fare	\$ 1.94	\$ 1.53
Special	Event Pass Family	n/a	\$ 10.00
	Event Pass Single	n/a	\$ 6.00
	Employer Commuter Pass	n/a	\$ 79.00
	Employer Local Pass	n/a	\$ 36.00
	Super Off Peak Concession Local	n/a	\$ 18.00
	Rec Program Pass Weekly	n/a	\$ 10.00
	Classroom Tripper Local/Student	n/a	\$ 1.00
	Classroom Tripper Commuter/student	n/a	\$ 2.50
	Student Local Summer	n/a	\$ 48.00

* Tickets sold in books of 10

3. Local Proposals

a. Cash Adult Local Reduced from \$3.25 to \$2.00

The local service generates very low ridership for trips entirely within Sherwood Park. Lowering the fare will stimulate some ridership without a significant loss of revenue. The fare is set at a 50 percent discount to the adult cash commuter fare.

b. Local Monthly Adult

The local monthly adult pass is priced at 24 times the cash adult fare at \$48.00.

c. Standardized Local Discounts for Tickets, Students/Youth and Seniors

The same pattern of 25 percent discounts on adult cash fare is proposed for local tickets, students/youth and seniors. There is a further 25 percent discount for tickets in each category. New products could be phased in as stored value is introduced with Smartcards if there is a desire to minimize the number of fare products being produced or checked by operators. The existing school pass available to the Elk Island Catholic School (EICS) Board will be replaced by the regular students/youth monthly pass, which allows EICS students to ride local buses at any time. Though the regular local monthly pass for students/youth is lower than the existing school pass and has no time restriction, it would attract more students and youth to ride local services which are currently underutilized

d. Local Everybody Rides Monthly

Currently there is no Everybody Rides pass for local service, however there is a means tested free off peak local fare for seniors. The local service has abundant extra capacity and the proposed fare of \$12.00 per month for anyone who passes a means test offers good value. This fare offers new discounts during peak periods for seniors and everyone else who meet the means test standard.

4. Proposed New Targeted Products

a. Event Pass

The event pass would be sold on days when specific major events are held in Edmonton such as hockey or football games, Folk Fest, Fringe Festival or Heritage Days. The pass would offer a product priced to be competitive with driving and parking for a family but not over subscribe the available capacity of Strathcona County Transit. The pass functions like a Day Pass but allows up to 2 adults and 3 children, or up to 4 adults to travel with a single fare of \$10.00, on Strathcona County Transit. It would not be valid for transfers to ETS or StAT. It would not be valid during the morning peak period and only for designated events. If there is sufficient demand a single person pass with the same conditions could be created with a price of \$6.00.

b. Employer Program

Both Edmonton and St. Albert currently have a program to sell bulk monthly passes to employers. The employers can sell the passes at a minimum discount required by the program, or give the passes to the employees as a perk. Much of the ground work has been done for the program and Strathcona County could piggy back on the existing ETS and St. Albert Program.

c. Super Off Peak Local Student/Youth

The purpose of this pass, priced at just \$18.00 per month is to create a product that parents may be willing to buy on top of the yellow bus passes they receive or purchase. The yellow school buses only run at bell times and students/youth who stay late for extracurricular activities, or need to get to part time jobs or outside activities have to rely on parental rides. This product would not compete with yellow buses but provide a new option for parents and give students/youth added mobility. It would only be valid after 4 pm, and on weekends and holidays from September to June.

d. Local Student/Youth Summer Pass

This pass would replace the Super Off Peak Local Student/Youth pass during the summer break. A single pass would cover the entire summer giving students/youth freedom to travel within Sherwood Park. One pass would be sold and valid from the end of school to the start of school.

e. Recreation Program Pass

The Strathcona County Park and Recreation staff were enthusiastic in their support of transit access to their facilities as part of the cost of 1 or 2 week programs.

f. Classroom Tripper Local & Commuter

This product is designed as a win-win-win. It allows teachers to buy passes that would allow a whole class to travel on transit to a field trip location in Sherwood Park or Edmonton. It is a multiple win because it helps expose young students who may never have a chance to ride Strathcona County Transit; provides a teachable moment about public transit; provides the school boards with an economical means of doing field trips; and provides an interesting outing for the students.

g. Parking Charges

The proposed pilot of paid parking at the new transit terminal is a reasonable approach. If the pilot is successful it should be expanded.

5. Ridership and Revenue Impacts

In order to assess potential impacts on ridership and revenue for Strathcona County Transit an elasticity value of -0.3 is utilized. This is based on industry wide averages, and represents a conservative value. This value is most reliable for relatively small changes in price. The impact of large price changes is more difficult to forecast. Caution must also be recognized when other factors are changed at the same time such as fare product rules or eligibility. For example changing the price of a product and changing its period of eligibility (i.e. extending or reducing the time period during which it may be used) will likely result in different ridership impacts that cannot be predicted solely based on fare elasticity.

The elasticity model estimated that the overall impact of the proposed changes will be a ridership increase of about 7 percent. Ridership is forecasted to increase from about 1.524 million trips to 1.640 million trips. The increases are expected on both the local and commuter operations as well as from the sale of new products. Revenues are projected to increase about 2.3 percent from \$4,400,965 to about \$4,505,800.²

6. Mobility Bus Findings

The Transit Master Plan recommended that Mobility Bus fares should be aligned with the fixed route fares. This recommendation was based on the general approach to Human Rights as evidenced by legislation in Ontario, and actions on specialized transit fares by the Human Rights Commissions in Alberta and Saskatchewan. However this approach only applies to services offered by a transit system that correspond to the fixed route operation. In the case of Strathcona County the precedent would apply to local service within Sherwood Park, and service between Sherwood Park and Edmonton, but not between Sherwood Park and the rural areas or the rural areas and Edmonton.

The Human Rights Commissions have focussed on the consumer impact or relationship (e.g. cost of fares), rather than the taxpayer impact (e.g. farebox recovery) as the standard of equality. This has placed all transit systems in a difficult position. Human Rights Commission rulings in other jurisdictions have seemingly not considered that specialized transit costs are about ten times greater than fixed route costs on a per passenger basis. The Commissions have evaluated equity based on rider costs and focussed on reducing fares from about double the fixed route fare to equal to the fixed route fare, including general discounts based on demographics (senior, students, and youth) and accepting monthly fixed route passes on the specialized transit services.

7. Proposed Mobility Bus Fares

a. Within Sherwood Park

Same as local fixed route for cash, passes and tickets for adults, students/youth and seniors except that Everybody Rides is not accepted

b. From Sherwood Park to Edmonton within 400 metres of an operating Strathcona County Fixed Route Service or to a supplemental destination

Same as commuter fixed route for cash, passes and tickets for adults, students/youth and seniors except that Everybody Rides is not accepted.

c. Rural to Sherwood Park

No Change, \$7.25 with no discounts

d. Rural to Edmonton

Rural to Sherwood Park fare (\$7.25) plus the fare for Sherwood Park to Edmonton (Same as commuter fixed route for cash, passes and tickets for adults, students/youth and seniors except that Everybody Rides). This offers a reduction in cost to locations although the amount of the

² This is based on 2013 actual revenue, the most recent available at the time of the study

reduction depends on the fare category or product being used between Sherwood Park and Edmonton.

The proposed fares will reduce the total revenue for Mobility Bus. In order to mitigate this loss in fares it is proposed that disabled persons eligible for the Mobility Bus be allowed to ride the fixed route system free of charge. With the potential changes to the Mobility Bus fares including offering passes the financial incentive of a Free Ride program would be significantly reduced, but it could help market the accessibility of the fixed route system. Every return trip diverted to the regular system would save Strathcona County almost \$70.00 at virtually no extra cost on the regular system other than the potential loss of a few dollars of fare revenue. Diverting a few Mobility Bus trips could create sizeable savings and help mitigate the loss of revenue from the reduced Mobility Bus fares.

It is proposed that Everybody Rides passes not be accepted on Mobility Bus. There are no documented cases of transit systems being challenged at a Human Rights Commission for failing to provide discounts for persons of limited financial means. The argument against providing the discount is the high cost of providing the service. Regular transit recovers from 30 to 40 percent of the costs from the farebox, and specialized transit services such as Mobility Bus typically have recovery rates of 10 percent or less. On this basis charging regular fixed route fares provides a benefit for persons with disabilities that exceeds the benefit being provided to fixed route passengers. In addition, if persons with disabilities are permitted to ride the fixed route system at no cost they are receiving a benefit that is not available to persons without disabilities.

Industry literature indicates that paratransit fares have an elasticity of -0.77. Using this factor estimates of the impact on revenue and ridership were prepared. Figure 3 - Mobility Bus Ridership and Revenues Impacts shows that total Mobility Bus is Ridership projected to increase by approximately 38 percent from about 17,000 annual rides to about 23,400 annual rides based on 2013 ridership. To accommodate this increase, additional resources will be required including new operators and vehicles. Revenue is projected to decrease from about \$96,500 to \$56,900. The revenue estimates are based on the assumption that about 50 percent of the riders would qualify for student or senior discounts fares.

Figure 3 - Mobility Bus Ridership and Revenues Impacts (Based on 2013 Data)

Mobility Bus Ridership and Revenue Existing and Projected*											
Fare	Sherwood Park Local		Sherwood Park - Edmonton		Rural - Sherwood Park		Rural -Edmonton		All Total		
	Existing	Projected	Existing	Projected	Existing	Projected	Existing	Projected	Total	Projected	
Ridership											
Cash	846	1,236	473	649	373	373	18	13	1,709	2,271	
Ticket	7,610	5,759	4,253	3,062	3,359	3,359	18	31	15,240	12,210	
Pass		5,842		3,068						8,911	
Total	8,456	12,837	4,725	6,779	3,732	3,732	36	44	16,949	23,392	
Revenue											
Cash	\$ 4,228	\$ 2,163	\$ 3,426	\$ 2,270	\$ 2,892	\$ 2,367	\$ 270	\$ 127	\$ 10,816	\$ 6,928	
Ticket	\$ 34,247	\$ 7,558	\$ 27,641	\$ 8,037	\$ 23,512	\$ 19,103	\$ 243	\$ 257	\$ 85,643	\$ 34,956	
Pass		\$ 7,011		\$ 7,978		\$ -		\$ -		\$ 14,989	
Total	\$ 38,475	\$ 16,732	\$ 31,067	\$ 18,285	\$ 26,404	\$ 21,471	\$ 513	\$ 384	\$ 96,459	\$ 56,872	
Projected Revenue assumes that 50% pay with 25% demographic discount											

7. Second Round of Consultations

A second round of stakeholder consultations was held to receive feedback on the proposed fare structure. The first step in this round of consultations was a presentation to the Strathcona County Council at their regular meeting on March 10, 2015. It was followed by a series of individual meetings with interested councillors, the Mayor and senior staff at select County departments as well as one-on-one meetings with representatives of the school boards, public open houses, and telephone discussions with representatives of ETS and St. Albert Transit.

1. Strathcona County Council

The presentation to Council was well received and questions were asked about the event passes and day passes. Concerns were raised about the classroom tripper competing with privately owned yellow buses. It was explained that the classroom tripper was being created to provide an opportunity for young students to learn how to ride transit as well as provide a low cost access for a field trip experience.

One-on-One meetings were held with five of the Councillors and the Mayor. In general the proposed strategies were well received. Some of the specific concerns that were identified and responses that were provided are listed below.

- A council member was concerned that the classroom trippers would be creating competition for yellow school buses. It was noted that the purpose of the classroom tripper was to promote the use of transit by making the transit experience a field trip by itself. It would provide an opportunity to teach young students how to use the bus and expose many children to transit for the first time. It is designed to create teachable moments as well as providing access to destinations directly along Strathcona bus routes in Sherwood Park and Edmonton.
- Two of the members of council were concerned with the elimination of the large discount for seniors. They were somewhat reassured upon learning that seniors with low income would still qualify for low income passes. The councillors were also interested to hear that the new senior tickets offer a 44 percent discount.
- One member expressed the view that Day Pass should be a family pass as well. It was noted that the Event Pass was available, but the councillor clearly indicated that a regular family pass like the product available on ETS was needed. The final recommendations address this issue.
- One member felt that commuter monthly passes could be raised more than the proposed \$1.00 per month. It was noted by the consultants that in the previous round of consultations the current farebox recovery level was seen as sufficient and a \$1.00 increase was all that was required to maintain the recovery rate.
- One council member felt that commuters would not want to ride with elementary students using the Classroom Trippers. The consultants explained that the trippers would not be available for travel in peak periods and chaperons would be required. It was also found that the peer review found these programs to be popular and successful and help train students about using transit.

- One Councillor raised the issue of Personal Care Attendants riding the fixed route free. The member was assured the issue would be reviewed for the final recommendations.

Meetings were also held with representatives of the Finance Department and Family and Community Services. The representative of Finance raised the issue of cost recovery and inquired if the new fare structure could be used to increase revenue. It was explained that the recommended fare structure would maintain the existing cost recovery and if additional revenue was needed higher fares could be adopted while maintaining the relationship among the different components. The multiplier for the monthly pass rate was also able to be increased independently if needed, thereby increasing the monthly pass price alone.

Family and Community Services (FCS) were pleased with the expansion of the Everybody Rides program and the reduction in the number of different means tests to be used to determine eligibility for reduced fares. Family and Community Services fully supported the move to limit large discounts to persons with limited incomes and provide smaller discounts based solely on age or student/youth status. These recommendations are consistent with the County's draft Municipal Subsidy Strategy that is being finalized by FCS.

2. Schools

One-on-one meetings were held with Elk Island Public and Catholic School Boards. The proposed student/youth fares were very well received by the staff at both school boards. The Catholic Board currently purchases school passes and they were very pleased with the redefinition of the pass as an unrestricted student/youth pass with a price that can be fully covered with the provincial student transportation subsidy. The new Off Peak Student/Youth pass for travel home after school was also welcomed and the classroom tripper was also well received.

The staff at the public school board were very interested in the Off Peak Student/Youth pass and the classroom tripper and pleased that their students would have the ability to buy a reasonably priced student/youth pass to supplement the Yellow bus service. They also felt the classroom tripper and summer pass would be appreciated by teachers and the public school students.

3. Mobility Bus Users

Several Mobility Bus users attended the public open house session on Wednesday, March 24th, at Bethel Transit Terminal and Thursday March 25th at the Community Centre. The Mobility Bus users were unanimous in supporting the proposed recommendations.

Some of the participants raised the issue of Personal Care Attendants (PCA) on Mobility Bus. Under the current fare rules if a rider is identified as needing a PCA the PCA must ride with the passenger on every trip. The passenger may not ride Mobility Bus without a PCA. The recommended fare structure includes allowing Mobility Bus certified passengers to ride the fixed route system free of charge. Mobility Bus users were concerned that in order to take advantage of the free fare on fixed route a person with a disability might need a PCA, even though they do not require one on Mobility Bus. Under the current rules a PCA would not be allowed free travel on fixed route to accompany the person with a disability unless a PCA was required for Mobility Bus. The Mobility Bus users asked that consideration be given to relaxing the rule so that PCAs are not required on every Mobility Bus or fixed route trip if they are identified on the Mobility Bus certification.

4. Public Consultation

This round of public consultation included an open house at the Bethel Transit Terminal during the evening peak period and one at the Community Centre. Visitors to the two sessions were also invited to participate in a survey on the proposed changes on the Strathcona Transit homepage or to complete a hard copy to be input by Strathcona County staff. iPads were available at the meeting sites to access the on line survey.

Several hundred people passed through Bethel Transit Terminal but only about 25-30 engaged with staff or the consultants to discuss the proposed fare changes. About 7 members of the public attended the session at the Community Centre.

Most regular users at both events express indifference to the proposed increase of \$1.00 per month the adult commuter pass. The users were interested in the special Event Pass in order to allow groups of adults or families to attend activities in Edmonton. The question of how the pass would work for event such as the Folk Festival which lasted longer than six hours was also raised.

The concept of providing the largest discounts to those in the greatest financial need regardless of demographics or age was felt by most to be the most appropriate means of determining fare prices. The exception was among most, but not all seniors who attended the meetings. These seniors felt that they were entitled to substantial discounts regardless of their financial need, based purely on their age. Some of the seniors thought that the new senior tickets might be suitable replacement for the discounted passes.

5. Public Survey

A survey was available on line at the Strathcona County Transit homepage and hard copies were made available to individuals and groups of seniors. Although the survey was not statistically significant it does provide a good anecdotal snapshot of the range of public opinion on the proposed changes. The complete survey results are provided in Appendix 1.

A total of 249 completed surveys were completed. Among the returned surveys 79 percent were from passengers who use the commuter services and 18 percent were from rider who use the local services. A total of 12 percent of respondents never ride Strathcona County Transit and six percent (15) of the respondents use the Mobility Bus service. Almost half of the users of the Mobility Bus identified as being 65 years of age or older. Seniors generally ride less frequently than people under age 65. Only a quarter of seniors who ride Strathcona County Transit actually ride to Edmonton at least four times per week as shown in Figure 4 - Frequency of Trips to Edmonton by Age Group.

Figure 4 - Frequency of Trips to Edmonton by Age Group

How often do you Ride to Edmonton		
	Age 65 and Older	Under Age 65
At least 4 times/week	25%	48%
At least 2 or 3 times per week	25%	4%
3-6 times per month	21%	5%
Infrequently (less than once per month)	11%	33%
I don't ride to Edmonton	18%	10%
Total	100%	100%

On trips within Sherwood Park seniors were even less likely to ride frequently and 34 percent of seniors currently never take trips on transit entirely within Sherwood Park. Adults under age 65 also currently ride less frequently within Sherwood Park as shown in Figure 5 - Frequency of Trips within Sherwood Park by Age Group

Figure 5 - Frequency of Trips within Sherwood Park by Age Group

How often do you Ride in Sherwood Park	Age Group	
	Age 65 and Older	Under Age 65
At least 4 times/week	14%	26%
At least 2 or 3 times per week	17%	10%
3-6 times per month	10%	8%
Infrequently (less than once per month)	24%	20%
I don't ride within Sherwood Park	34%	36%
Total	100%	100%

Among users of the commuter bus about 50 percent also transfer to and from the local service. The remaining passengers predominately use the park and ride lots (33 percent) while other are driven to the terminal (11 percent) or walk or cycle (7 percent). Within Edmonton about 60 percent access Strathcona County Transit by walking or cycling to a stop while 29 percent transfer from an ETS bus. However 41 percent of seniors travelling to Edmonton say they connect with ETS. Two percent ride StAt and transfer to Strathcona County Transit and 4 percent get a ride to the Strathcona stop. One percent reported some other means of reaching the Strathcona Stop.

Among the respondents about 72 percent were between age 27 and 64 years old, 10 percent between 19 and 26, and 12 percent 65 or older. Four percent declined to answer and one percent was 18 or younger. About 12 percent reside alone while the remainder live in households with 2 or more residents. Fifty- six percent work or attend school in Edmonton, while 25 percent work or attend school in Sherwood Park and 12 percent were retired. Eighty percent live in Sherwood Park, 10 percent in rural Strathcona County and 8 percent in Edmonton. The remaining 2 percent live elsewhere.

The under representation of post-secondary students (19 to 26 age group) may be due to the U-Pass being unchanged. High School students likely did not respond since they are not involved in the purchase of their transit fares. Student cash fares, tickets and passes are likely purchased by parents or provided by the school board.

The seniors who responded had average household incomes well below the average income of persons under age 65 as shown in Figure 6 - Income and Household Size. The results also show that seniors typically have smaller household sizes. About 33 percent of the seniors who responded with their income data would be eligible for Everybody Rides, however only about 9 percent of other riders would qualify.

About one quarter of the survey respondents have school age students living in their home. About 59 percent have students in Elk Island Public Schools, and 41 percent have students in Elk Island Catholic School system. The survey results show a great deal of interest in the new, less expensive Youth Pass. The interest is highest among parents in the public school system with students in junior high, and parents in the Catholic schools with students in high school. Interest in the Summer Pass is also strong,

particularly among Catholic school parents. The response of “Not Sure” is likely due to uncertainty about plans for the summer such as camps or vacations; however a single pass for the entire summer should make it a popular product.

Figure 6 - Income and Household Size

	Income and Household Size			
	Household Income		Avg Household Size	
	Age 65 and over	Under age 65	Age 65 and over	Under age 65
20,000 - 34,999	33%	9%	1.50	2.66
35,000 - 49,999	22%	33%	1.75	2.00
50,000 - 59,000	6%	7%	1.00	2.75
60,000 - 74,999	22%	8%	1.75	2.46
75,000 - 99,000	11%	8%	2.00	3.26
100,000 - 124,999	6%	14%	3.00	2.95
125,000 - 150,000	0%	8%		3.07
More than 150,000	0%	13%		3.38
Total	100%	100%		

Figure 7 - Interest in Buying New Youth or Youth Summer Passes by School Board

	Would you buy \$36 Youth Pass During School Year?					
	Public Schools			Catholic Schools		
	Elementary	Junior High	Senior High	Elementary	Junior High	Senior High
YES - Would buy	13%	77%	44%	46%	50%	73%
NO - Would not buy	88%	23%	56%	54%	50%	27%
Total	100%	100%	100%	100%	100%	100%

	Would you buy \$48 Summer Pass for Local Transit					
	Public Schools			Catholic Schools		
	Elementary	Junior High	Senior High	Elementary	Junior High	Senior High
YES - Would buy	0%	54%	25%	46%	43%	73%
NO - Would not buy	88%	46%	31%	15%	29%	9%
Not Sure	13%	0%	44%	38%	29%	18%
Total	100%	100%	100%	100%	100%	100%

A majority of respondents (55 percent) were in favor of providing a significant discount for low income riders who are buying monthly passes, but 29 percent felt that discounts should be based on age, regardless of income. Fifteen percent did not have an opinion. When looked at by age group the under 65 population was in favor of income based discounts. The over 65 age group was almost evenly divided between supporting income discounts and age based discounts, as shown in Figure 8.

The proposal to have a 25 percent discount on transit fares for seniors and students/youth and a 75 percent discount for persons with low income was supported by 55 percent of respondents while 30

percent would prefer to leave the current 72 percent senior discount and 10 percent student discount in place. About 15 percent were unsure. As shown in Figure 9, seniors clearly favored keeping the existing student and senior discounts in place. Those under 65 however were strongly in favor of moving to a smaller discount for demographic categories.

Figure 8 - Age vs Income Based Discounts by Age Group

Do you believe fares should be discounted based on income rather than age?		
	Age 65 and over	Under age 65
Support discount based on income	47%	57%
Support discount based on age	50%	26%
Not sure	3%	17%
Total	100%	100%

Figure 9 - Support for 25 percent Demographic Discounts and 75 percent Discount for Income Based Discounts by Age Group

Would you support a 25% discount on transit fares for seniors and students and a 75% discount for low income		
	Age 65 and over	Under age 65
Support 25% discount for seniors and students who don't qualify for low income discount	28%	61%
I prefer to leave existing senior and student discounts in place	59%	25%
Not sure	14%	14%
Total	100%	100%

When asked if you support a 75 percent discount for low income riders 55 percent of respondents supported the concept. Just 26 percent supported retaining the existing pricing that offers variable discounts ranging from 57 to 100 percent for low income residents. About 19 percent were unsure how to respond. Figure 9 shows that in this case seniors were strongly in favor of a 75 percent discount based on low income.

Fully 73 percent of respondents supported lowering commuter cash and ticket prices, but 18 percent felt that cash and ticket prices should stay unchanged. Ten percent were unsure. Similarly 74 percent felt that lowering local fares was a good idea and 17 percent were opposed to the concept with 9 percent unsure.

The survey asked if you would be interested in an event pass that would allow a family of five or four adults to travel to Edmonton and back within 6 hours for a total price of \$10.00. A total of 63 percent of respondents would use such a pass. The pass was of no interest to 22 percent of respondents and 15 percent said they usually travel alone and would prefer an event pass priced for one person.

Figure 10 - Do you Support a 75 percent Discount for Low Income Riders by Age Group

Would you support a 75% discount on transit rides for all low-income residents		
	Age 65 and over	Under age 65
I support a 75% discount for all low income users	68%	55%
I prefer to leave in place existing discounts that offer reductions of 57% to 100% for low income riders	21%	26%
Not sure	11%	18%
Total	100%	100%

One of the proposed changes would be to allow Mobility Bus registered users to ride free of charge on Strathcona County Transit. Eight of the 15 Mobility Bus users who responded to the survey said they would use this service. One person would need travel training to be able to use the fixed route service and two persons said they would ride only if their personal care attendant could also ride free. Reducing Mobility Bus fares to the same levels as Strathcona County Transit (except for Everybody Rides) would result in 9 of the 15 respondents increasing their use of Mobility Bus, and three would not ride more often. The remaining respondents did not specify.

The last question provided respondents to share any other comments about transit fares. Comments were found on 104 of the 249 surveys. Some commenters mentioned more than one subject resulting in about the discussion of 166 topics. There were 47 forms that included comments about service including routes and frequency of service. This was the dominant topic and was mentioned by about 19 percent of the respondents. There were 37 comments, representing 15 percent of respondents that liked some or all of the proposed changes. A total of 12 comments or 5 percent of respondents took exception with the increase in the seniors pass although there were no comments about the new reduced senior tickets or cash prices. Five respondents or 2 percent suggested that new fare collection technology be implemented to improve convenience. Three persons or 2 percent of respondents suggested that local transit should be free. There were about 28 other comments on other subjects made by either one or two persons. The complete list of comments is provided in Appendix 2.

6. Edmonton Transit System (ETS)/St. Albert Transit (StAT)

Telephone interviews were held with representatives from the Edmonton Transit System and St. Albert Transit.

ETS was concerned that reducing the price of the Strathcona County Transit cash fare and tickets might require the interagency agreement be amended to ensure that Strathcona fares do not fall below the price level of ETS tickets and cash. ETS staff supported the shift away from deep discounts based on demographics to the provision of deep fare discounts based on a means test. ETS was pleased to hear that the fare system was smartcard ready and could be adapted to new technology now under consideration. ETS welcomed the opportunity to have Strathcona County Transit join their employer pass program.

ETS currently has a program that allows Edmonton Eskimo ticket holders to ride ETS free to games at Commonwealth Stadium. This program, in combination with the proposed Strathcona Event Pass would

allow four adult fans or a family from Sherwood Park to travel to and from Eskimo Games for \$10.00. During the interview with ETS it was clarified that their Day Pass, which is accepted by Strathcona County Transit, is valid for one adult and up to four children under age 13 for \$9.00. The proposed Strathcona County Day Pass would be \$10.00 for one adult. Both Day Passes allow passengers to travel on both systems, although passengers holding an Edmonton Day Pass would have to pay an additional dollar to ride Strathcona Transit.

St. Albert Transit does not believe the new fare structure would impact the use of their services. Although StAT does accept monthly passes and transfers from Strathcona County Transit there is no formal agreement. Strathcona Commuter cash fares and ticket prices are being lowered but the fares will not be less than StAT fares when the \$2.00 StAT transfer surcharge is added. A \$4.00 cash Strathcona County Transit cash fare with transfer, plus the \$2.00 StAT surcharge is equal to the \$6.00 StAT cash fare. A \$3.00 Strathcona ticket with a \$2.00 StAT surcharge is still more expensive than a StAT \$4.12 commuter ticket.

With the addition of a number of new fare products including a day pass it may be desirable to create a memorandum of understanding between the two systems regarding which products are accepted and identify any applicable surcharges. The discussions should include adding a provision to allow the Strathcona County Transit day pass to be accepted on StAT.

7. Changes to Recommendations based on Consultations

As a result of the stakeholder consultation process is recommended that changes be incorporated into the proposed recommended fare structure. This includes:

- a. Day Pass – It is proposed that the Strathcona County Transit Day Pass adopt the same rules and eligibility as the Family Day Pass used by ETS. It is proposed that the fare rules be amended to include allowing up to four children under age 13 ride along with the adult pass holder. Mimicking the ETS rules will simplify the use of the pass for transit operators in both systems and provide a further benefit for families living in Strathcona. This extended pass will also resolve the issue for people wishing to attend day long events in Edmonton without having to purchase the Special Event Pass that is intended to be limited to 6 hours.
- b. Family Event Pass – It is recommended that the Event Pass be expanded from allowing 2 Adults and 3 Children or 4 Adults to also permit 1 Adult and 4 Children. It is also recommended that the pass be modified to set the maximum age for children to be under 13, consistent with the Day Pass. The Event Pass is valid for use on Strathcona County Transit only.
- c. It is proposed that Mobility Bus users also be allowed to bring one personal care attendant free of charge when riding a fixed route bus. This would not change the rules that apply regarding companions or personal care attendants when using Mobility Bus.
- d. It is proposed in the implementation that time be provided to allow seniors to fully understand the new fare structure including the revised means testing and the availability of new products such as reduced cash and ticket prices. The reduced commuter cash and ticket prices are also allow free transfers to ETS.

8. Additional Considerations

1. Managing Fare Increases

The proposed fare structure has been designed around the adult cash commuter fare. A change to the adult cash fare would result in a change to every other fare in the system. Monthly passes are based on a set multiplier of the cash fare while special fares and tickets are based on established discounts based on either the cash price or monthly pass.

The Commuter monthly adult pass is 24 times the commuter cash fare. The senior and student/youth cash fare is available for a 25 percent discount on adult cash fare. Tickets (in books of 10) are a 25 percent discount on the equivalent cash fare and senior and student/youth passes are 24 times the student/youth and senior cash fares. The local adult cash fare is 50 percent of the commuter cash fare. The multiplier for local monthly passes is 24 times the cash fare. Discounts of 25 percent are offered for student/youth and senior cash fares and a further 25 discount is available for tickets based on the cash price. Local and Commuter Everybody Rides passes are offered and a 75 per cent discount on the regular adult prices.

The Mobility Bus fares within Sherwood Park and between Sherwood Park and Edmonton are the same as the adult cash, ticket and pass prices. Between Sherwood Park and rural Strathcona County the fare is \$7.25 or 1.75 times the Commuter adult cash fare. This relationship should be maintained in the future as well so that as the adult commuter fare increases so does the rural mobility bus fare.

The Day Pass and Event pass are priced at 2.5 times the cash adult fare. The Super Off Peak Concession for local service is 50 percent of the full student/youth monthly pass. The summer student/youth pass costs less than a single monthly student/youth pass during the school term. The Recreation Program Pass and Classroom Tripper program passes are priced independently.

This means that a single change to the commuter adult cash fare would ripple through the entire fare structure except for the Recreation Program Pass and Classroom Tripper program passes. Determining how and when to seek a fare change is a separate issue.

The current fare levels are designed to sustain a cost recovery of about 31 percent. As long as this level of cost recovery is desired the fares should be adjusted annual to maintain the farebox recovery. At some point in the future it may become necessary to increase the level of farebox recovery. Rather than across the board fare increases it is recommended that the multiplier be increased from 24 to up to 30 for the monthly pass. The maximum multiplier that should be implemented is about 31, based on the peer survey. In order to increase revenue beyond this level it would be necessary to increase the cash fares and ticket prices or reduce the discounted fares from the recommended level of a 25 percent discount.

2. New Technology

The recommended fare structure is fully compatible with the available smartcard or mobile ticketing systems currently available. If a smartcard or mobile ticketing system is implemented in the near future it is recommended that further changes in the fare structure be implemented. These include:

a. Replace tickets with stored value.

With the smartcard technology, users can load money onto their smartcard. This will eliminate the need to print tickets and end the problem of dealing with aged or counterfeit tickets. The level of discount can be maintained by issuing bonus value when a certain amount of cash is loaded into the card based account. For example a 25 percent bonus would be given if at least \$25.00 is loaded onto the card.

b. Elimination of Cash Transfers.

Transfer fraud and abuse is one of the major forms of fare evasion on most transit systems. Bus operators do not have sufficient time to carefully inspect every transfer that is presented to them. Eliminating paper transfers removes this area of abuse and encourages the acquisition of smartcards, which in turn provides more data on ridership patterns and helps reduce cash dumping, counting, sorting and banking.

The smartcard system will automatically put a transfer on the card when a cash fare is deducted. The period of validity of the transfer is likewise determined by the smartcard system and either accepted upon the next boarding or a new fare is deducted.

c. Implement Rolling Passes

One of the major drawbacks of the current monthly pass system is the rush that is created at customer service windows at the end and start of each month as passengers form queues to buy new passes. This problem can be eliminated by introducing rolling passes that can be renewed on a schedule other than a calendar month basis. Many transit systems have converted to 30 or 31 day passes, but the most effective system would be to create a 4 week or 28 day pass. Thirty or thirty-one day passes create some confusion as passengers forget when the pass expires and may try to ride with expired passes creating hassles for the operators and a potential loss of revenue for the system. The advantage of a 4 week pass is that it expires on the same day every four weeks therefore it is much easier for passengers to remember when a new pass is required. Also most schedules for work or school are based on whole weeks and passengers can choose for their passes to expire at the weekend to coincide with vacations, holidays or the end of term. If the monthly pass was shortened to four weeks (28 days) the price could be reduced, making the passes appear less expensive.

Using the same technology a Day Pass could be valid for 24 hours rather than expiring at the end of service day. This would make the sale of day passes more attractive later in the day when it would be impossible to make enough trips to be a worthwhile purchase.

d. Alternative Pass Periods

Passes of 7 days or 14 days can be issued using paper media, however tracking expiry dates puts a burden on bus operators and selling the products creates extra work for customer service

representatives. Longer term paper passes create security problems as an annual transit pass could easily have a value of more than \$1,000 and become an attractive target for counterfeiting. Smartcard systems eliminate these hassles and allow transit agencies to sell both short and long term passes without the extra hassle or security issues. If and when a smartcard system is adopted by Strathcona County Transit it is recommended that consideration be given to create a 1 week or 2 week short term pass as well as an annual pass or an automatically renewing 28 day pass. The short term passes should include a premium over the 28 day pass while the subscription/annual pass could include a larger discount than is available through the purchase of monthly passes.

e. Capping/Best Value

Capping or best value are two terms that are used to describe a fare system that automatically issues a pass when a certain number of single trips are purchased. Some transit systems implement this system for day passes. Using the proposed Strathcona County Transit fares as an example a passenger would have \$4.50 deducted from their card on their first trip to Edmonton, and \$4.50 on their second trip back to Sherwood Park. However if they rode again that day within Sherwood Park the system would take \$2.25 for a local fare but record the purchase of a \$11.25 day pass and the passenger could ride as many times as they wish for the remainder of the day. Alternatively the system could be designed to work on a 28 day basis and keep track of the number of cash trips taken. If the targeted number of trips (for example 24) was taken within 28 consecutive days the passenger would receive a pass allowing unlimited free rides until 28 days from the first trip taken.

9. Final Recommendations & Implementation

1. Implementation Recommendation

The elasticity model created for this project was based on 2013 ridership and revenue, and was designed to forecast fare changes for 2015 implementation. There was a significant delay in completing the project and as a result the first phase of implementation has now been pushed back to begin in February 2016 with minor increases in the commuter monthly passes. Several new products are implemented later in 2016 and all of the remaining changes are implemented in 2017 except the changes to the senior fares. The senior pass changes are now proposed to be phased in beginning in February 2018. The proposed fares and revised implementation schedule are shown in It is recommended that four changes also be incorporated as a result of the stakeholder consultation process. These changes include:

- Changing the Adult Day Pass to a Family Pass for one adult and up to four children under 13
- Allowing Mobility Bus users to bring one Personal Care Attendant free of charge when riding fixed route buses
- Extending the Event Pass to include up to four children and defining the age of children as under 13 years old
- Delaying the implementation of the higher cost commuter senior monthly pass for one year.

It is recommended that fares be adjusted annually as needed in order to maintain the revenue cost ratio at 31 percent, which is based on the initial consultation with Council.

It should be noted that there is no single best practice for setting the level of cost recovery. Every transit system and its local community and financial resources are unique. However, fare levels and fare policy are not the only factor that determines recovery rates. The cost of operations including the level of service, the length of trips, the urban form or land use patterns and the cost of inputs such as labor and fuel all impact the cost recovery. To balance the local transportation, social and environmental needs and costs to provide services, the community decides what level of municipal subsidy is most appreciate to support the required level of service. If required, a higher cost recovery can be achieved through higher fares, lower level of service, and more efficient operations.

Although the recommendations include a single person event pass it may be desirable to forego this product in order to simplify the overall fare schedule. A single person without an event pass can make a round trip for two cash fares or one regular day pass and avoid the extra restrictions of the special event pass while still being less expensive than parking. The purpose of the regular special event pass was to create a product competitive with parking and suitable for multiple adults or a family attending a major event.

In addition to the recommendations outlined above some additional advisory recommendations are provided for consideration if and when a new regional fare collection system is adopted. These advisory recommendations include:

- Replacing tickets with stored value and implementing a bonus to encourage balances in the accounts
- Eliminating transfers except when a fare is purchased with stored value
- Implementing rolling passes based on a 24 hours a day and 28 day rather than a calendar month
- Introducing new shorter period passes for either 7 days or 14 days
- Consider the use of capping or best value to automatically provide passengers with the least expensive fare

It is recommended that a formal agreement or memorandum of understanding be put into place with StAT to formalize the acceptance of each systems fare products on the other system.

It is recommended that in 2018 Mobility Bus fares match the Commuter and Local fixed route fares excluding Everybody Rides products. This does include cash, tickets and pass products. It is recommended the change be delayed to 2018 to allow time for Mobility Bus to acquire additional vehicles and train new operators. Allowing Mobility Bus users to ride fixed route should be implemented in February 2016.

Figure 11. The fares shown would be rounded to the nearest \$0.05 for cash and farebox purchases. It would be possible to stop full implementation of the senior pass prices in 2020 when senior passes are planned to be 55 percent of the adult pass price if there is strong opposition or a new direction from Council.

It is recommended that four changes also be incorporated as a result of the stakeholder consultation process. These changes include:

- Changing the Adult Day Pass to a Family Pass for one adult and up to four children under 13
- Allowing Mobility Bus users to bring one Personal Care Attendant free of charge when riding fixed route buses
- Extending the Event Pass to include up to four children and defining the age of children as under 13 years old
- Delaying the implementation of the higher cost commuter senior monthly pass for one year.

It is recommended that fares be adjusted annually as needed in order to maintain the revenue cost ratio at 31 percent, which is based on the initial consultation with Council.

It should be noted that there is no single best practice for setting the level of cost recovery. Every transit system and its local community and financial resources are unique. However, fare levels and fare policy are not the only factor that determines recovery rates. The cost of operations including the level of service, the length of trips, the urban form or land use patterns and the cost of inputs such as labor and fuel all impact the cost recovery. To balance the local transportation, social and environmental needs and costs to provide services, the community decides what level of municipal subsidy is most appropriate to support the required level of service. If required, a higher cost recovery can be achieved through higher fares, lower level of service, and more efficient operations.

Although the recommendations include a single person event pass it may be desirable to forego this product in order to simplify the overall fare schedule. A single person without an event pass can make a round trip for two cash fares or one regular day pass and avoid the extra restrictions of the special event pass while still being less expensive than parking. The purpose of the regular special event pass was to create a product competitive with parking and suitable for multiple adults or a family attending a major event.

In addition to the recommendations outlined above some additional advisory recommendations are provided for consideration if and when a new regional fare collection system is adopted. These advisory recommendations include:

- Replacing tickets with stored value and implementing a bonus to encourage balances in the accounts
- Eliminating transfers except when a fare is purchased with stored value
- Implementing rolling passes based on a 24 hours a day and 28 day rather than a calendar month
- Introducing new shorter period passes for either 7 days or 14 days
- Consider the use of capping or best value to automatically provide passengers with the least expensive fare

It is recommended that a formal agreement or memorandum of understanding be put into place with StAT to formalize the acceptance of each systems fare products on the other system.

It is recommended that in 2018 Mobility Bus fares match the Commuter and Local fixed route fares excluding Everybody Rides products. This does include cash, tickets and pass products. It is recommended the change be delayed to 2018 to allow time for Mobility Bus to acquire additional

vehicles and train new operators. Allowing Mobility Bus users to ride fixed route should be implemented in February 2016.

Figure 11 - Forecast Fares Prices by Type 2015 to 2020

		Feb-15	Feb-16	Feb-17	Feb-18	Feb-19	Feb-20
Commuter & Mobility Bus to Edmonton~#	Adult Cash	\$ 6.00	\$ 6.00	\$ 4.50	\$ 4.60	\$ 4.75	\$ 4.90
	Adult Monthly	\$ 103.00	\$ 105.00	\$ 108.00	\$ 110.40	\$ 114.00	\$ 117.60
	Adult Ticket*	\$ 4.20	\$ 4.20	\$ 3.38	\$ 3.45	\$ 3.56	\$ 3.68
	Student Cash	\$ 6.00	\$ 6.00	\$ 3.38	\$ 3.45	\$ 3.56	\$ 3.68
	Student Ticket*	\$ 4.20	\$ 4.20	\$ 2.53	\$ 2.59	\$ 2.67	\$ 2.76
	Student Monthly	\$ 93.00	\$ 93.00	\$ 81.00	\$ 82.80	\$ 85.50	\$ 88.20
	Senior Cash	\$ 5.00	\$ 5.00	\$ 3.38	\$ 3.45	\$ 3.56	\$ 3.68
	Senior Ticket*	\$ 4.20	\$ 4.20	\$ 2.53	\$ 2.59	\$ 2.67	\$ 2.76
	Senior Monthly	\$ 28.00	\$ 30.00	\$ 32.00	\$ 38.64	\$ 51.30	\$ 64.68
Commuter	Senior annual	\$ 332.25	\$ 332.25	\$ 332.25	N/A	N/A	N/A
	Senior Low Income Annual	\$ 155.00	\$ 155.00	\$ 155.00	N/A	N/A	N/A
	Family Day Pass@	N/A	N/A	\$ 11.25	\$ 11.50	\$ 11.88	\$ 12.25
	Everybody Rides Monthly	\$ 24.00	\$ 26.00	\$ 27.00	\$ 27.60	\$ 28.50	\$ 29.40
Local & Sherwood Park Mobility Bus~#	Adult Cash	\$ 3.25	\$ 3.25	\$ 2.33	\$ 2.33	\$ 2.38	\$ 2.45
	Adult Monthly	\$ 56.00	\$ 56.00	\$ 56.00	\$ 56.00	\$ 57.00	\$ 58.80
	Adult Ticket*	\$ 2.20	\$ 2.20	\$ 1.75	\$ 1.75	\$ 1.78	\$ 1.84
	Student Cash	N/A	\$ 3.25	\$ 1.75	\$ 1.75	\$ 1.78	\$ 1.84
	Student Ticket*	N/A	\$ 3.25	\$ 1.31	\$ 1.31	\$ 1.34	\$ 1.38
	Youth Monthly	\$ 54.00	\$ 54.00	\$ 42.00	\$ 42.00	\$ 42.75	\$ 44.10
	Senior Cash	N/A	\$ 3.25	\$ 1.75	\$ 1.75	\$ 1.78	\$ 1.84
	Senior Ticket*	N/A	\$ 3.25	\$ 1.31	\$ 1.31	\$ 1.34	\$ 1.38
	Senior Monthly	N/A	N/A	N/A	\$ 19.60	\$ 25.65	\$ 32.34
	Senior Free Off Peak	\$ -	\$ -	\$ -	N/A	N/A	N/A
Local	Everybody Rides Monthly	N/A	N/A	\$ 14.00	\$ 14.00	\$ 14.25	\$ 14.70
Special Products for Local or Commuter	Event Pass Family+	N/A	N/A	\$ 11.25	\$ 11.50	\$ 11.88	\$ 12.25
	Event Pass Single	N/A	N/A	\$ 6.75	\$ 6.90	\$ 7.13	\$ 7.35
	Employer Commuter Pass	N/A	N/A	\$ 81.00	\$ 82.80	\$ 85.50	\$ 88.20
	Employer Local Pass	N/A	N/A	\$ 42.00	\$ 42.00	\$ 42.75	\$ 44.10
	Super Off Peak Youth Local	N/A	\$ 20.00	\$ 21.00	\$ 21.00	\$ 21.38	\$ 22.05
	Rec Program Pass Weekly	N/A	N/A	\$ 11.20	\$ 11.20	\$ 11.40	\$ 11.76
	Classroom Tripper Local/Student	N/A	N/A	\$ 1.17	\$ 1.17	\$ 1.19	\$ 1.23
	Classroom Tripper Commuter/student	N/A	N/A	\$ 2.25	\$ 2.30	\$ 2.38	\$ 2.45
	Student Local Summer	N/A	\$ 32.00	\$ 33.60	\$ 33.60	\$ 34.20	\$ 35.28
Mobility Free			\$ -	\$ -	\$ -	\$ -	\$ -
Mobility Bus~	Within Sherwood Park Cash	\$ 5.00	\$ 5.00	\$ 5.00	Same as Commuter Adult, Student & Senior Fares for cash, tickets and passes. Everybody Rides Not Accepted		
	Within Sherwood Park Tickets*	\$ 4.50	\$ 4.50	\$ 4.50			
	Sherwood Pk - Edmonton Cash	\$ 7.75	\$ 7.75	\$ 7.75			
	Sherwood Pk - Edmonton Tickets*	\$ 7.00	\$ 7.00	\$ 7.00	Same as Local Adult, Student & Senior Fares for cash, tickets and passes. Everybody Rides Not Accepted		
	Rural - Sherwood Park Cash^*	\$ 7.25	\$ 7.25	\$ 7.25			
	Rural - Sherwood Park Tickets^*	\$ 6.50	\$ 6.50	\$ 6.50			

* Tickets sold in books of 10

^ Mobility Bus Rural to Edmonton fare is Rural to Sherwood Pk fare plus applicable Sherwood Pk to Edmonton Fare

~Personal Care Attendant rides free between same origin and destination on fixed route

@ Day Pass valid for up to 1 adult and 4 children under 13

+Event Pass Family valid for up to 4 adults or 1 adult and 4 children under 13

N/A Not available

Mobility Bus fares effective in 2018

2. Five Year Outlook to 2020

A second Elasticity Model was developed to look at the likely fare increases that may be required in order to maintain a 31 percent cost recovery ratio for the fixed route service from 2016 to 2020. Strathcona County Transit is assuming that ridership will increase at 3 percent per year from 2016 to 2020, excluding U-Pass holders, operating hours will increase 2 percent per year after 2016, and inflation will increase 2.5 percent from 2016 to 2020.

In order to maintain the current cost recovery of about 31 percent, the base fare in 2017 would need to be \$4.50 per adult commuter trip. This would also result in increases to all other fares. Strathcona County Transit will enter into U-Pass agreement negotiations for 2018 and assumes the growth in usage would be similar to the historical rate of increase in post-secondary enrollment at about 1.8 percent per year. The result is that further fare increases of \$0.10 to the base fare are required in 2018 and a \$0.15 increase is required in 2019 and 2020 in order to maintain the 31 percent cost recovery target in face of rising costs and the reduced growth in U-Pass revenue. These additional increases in the base fare ripple through the entire fare structure. The projections assume external factors such as gasoline prices and parking prices are stable and do not affect ridership.

Figure 12 - Five Year Cost Recovery Projections shows that with a base commuter cash fare of \$4.50 in 2017 and the other price adjustments in 2018, 2019 and 2020 the cost recovery can remain at 31 percent. The annual ridership grows from about 1.6 million in 2016 to about 1.8 million by 2020. Revenue grows from about \$5.1 million in 2016 to about \$5.8 million in 2020. Cost recovery remains stable at 31 percent from 2017 to 2020. In the future, if a higher cost recovery is deemed more appropriate for Strathcona County, fares could be increased to help achieve that. However, other factors, especially the required level of service also need to be considered to balance the community's transit needs and the level of municipal subsidy.

Figure 12 - Five Year Cost Recovery Projections

	2016	2017	2018	2019	2020
Base Fare Assumption	\$6.00	\$4.50	\$4.60	\$4.75	\$4.90
Projected Ridership	1,617,000	1,726,000	1,752,000	1,794,000	1,835,000
Actual Forecast Change in Ridership	3.0%	6.7%	1.5%	2.4%	2.3%
Projected Revenue	\$ 5,091,000	\$ 5,145,000	\$ 5,345,000	\$ 5,591,000	\$ 5,832,000
Projected Operating Cost	\$ 15,970,000	\$ 16,697,000	\$ 17,457,000	\$ 18,251,000	\$ 19,081,000
Projected Cost Recovery Rate	32%	31%	31%	31%	31%

Priorities Committee Meeting_Apr19_2016

STRATEGIC INITIATIVE AND UPDATE**Multi-Purpose Agricultural Facility Functional Plan Development****Report Purpose**

To update the Priorities Committee on the development of the functional plan for the Multi-Purpose Agricultural Facility.

Council History

January 20, 2015 - Council accepted the *Strathcona County Multi-Purpose Agricultural Facility Feasibility Study*

May 12, 2015 - Council directed administration to take the next steps as outlined in the study, and solicit potential partnership for facility development and/or operations

Strategic Plan Priority Areas

Economy: Municipal Infrastructure which will diversify agricultural business

Governance: The development and maintenance of relationships with stakeholder groups may be a means to provide infrastructure, programs and services

Social: Incorporates indoor and outdoor community amenities, programs, and services to support the diverse needs of our residents

Culture: Focuses on our agricultural heritage

Environment: Incorporates the natural environment and efficiently uses resources

Other Impacts

Policy: n/a

Legislative/Legal: n/a

Interdepartmental: Planning and Development Services; Economic Development and Tourism; Transportation and Agriculture Services; Recreation, Parks and Culture; Facility Services

Summary

The Expression of Interest (EOI) to identify potential partners was completed in February, with the identification of four parties who are interested in the project from an awareness or use perspective. The next step is to continue with the development of a functional plan. The functional plan would include all of the necessary information to move forward with the development of a facility.

To develop a detailed functional plan, it will be important to focus on the type of facility that Strathcona County sees providing the greatest benefit to our residents, and the parameters under which it must operate. It will be necessary to retain a consultant who can compile the various needs and costs associated with the levels of the proposed facility, including design, programming and planning.

The scope of the functional plan will include, but not be limited to:

1. Operating Model
 - Confirmation of users
 - Who will operate the facility
 - When will it operate
 - Cost to operate
 - User fees
2. Confirmation of needs
 - Validate feasibility study
3. Review alternatives
 - Options/models to meet the “need”
4. Identify phasing opportunities
5. Develop building options
 - Detailed cost evaluation and summary
 - Sketches, design concepts, schematic designs
 - Code and structural review
 - Value added considerations
6. Preliminary review of funding options
7. Narrowing of site location options

The intent of the functional plan is to establish the conceptual design, scale and relationship among the components of the project, as seen above in numbers one through five. The objective is to arrive at a clearly defined, feasible concept while exploring the most promising alternative design solutions. As there has been no formal decision for the level of construction of the facility, the information presented in the functional plan may not encompass all information required for the final cost of the facility.

Work on the functional plan will begin between April and September. We will complete the first step of the process which includes: gathering detailed information which considers facility costs, operating model, confirmation of needs, and a review of alternatives. Administration will return to Council in September for approval on options to move forward with the preliminary engineering designs and site servicing.

Priorities Committee Meeting_Apr19_2016

STRATEGIC INITIATIVE AND UPDATE**Strathcona County 2015 Annual Management Report****Report Purpose**

To provide the Strathcona County 2015 Annual (Q4) Management Report for information purposes.

Council History

December 9, 2014 Council approved the 2015 Operating and Capital Budgets and the 2015-2018 Corporate Business Plan

Strategic Plan Priority Areas

Economy: n/a

Governance: Quarterly reporting supports public involvement and communication with the community on issues affecting the County's future. This also provides for good governance by supporting strong fiscal management of programs and organizational capacity.

Social: n/a

Culture: n/a

Environment: n/a

Other Impacts

Policy: FIN-001-010: Financial Reporting

Legislative/Legal: n/a

Interdepartmental: All County departments

Summary

The Strathcona County 2015 Annual (Q4) Management Report (Enclosure 1) provides the operating results for the year compared to the approved budget (otherwise known as the annual operating surplus for tax purposes), a review of capital activity and an assessment of the County's financial condition using key financial indicators, plus reporting on goals and initiatives included in the business plan and budget process.

An analysis has been provided within Enclosure 2, which compares Strathcona County financial information to a select group of municipalities.

Communication Plan

Other: Strathcona County website, Financial Services page.

Enclosures

- 1 2015 Annual Management Report (Document: 8527567)
- 2 2015 Annual Management PowerPoint Presentation (Document: 8526250)

Strathcona County 2015 Annual Management Report

Prepared by Financial Services

Prepared for
Council
April 19, 2016

Annual Operating Surplus for Tax Purposes for Municipal, Utility, Library Operations and Pioneer Housing Foundation (PHF)

1. Annual Operating Surplus for Tax Purposes

The 2015 annual operating surplus for tax purposes is \$21.1 million, which is an increase of \$7.6 million or 56% as compared to \$13.5 million in 2014. The annual operating surplus for tax purposes includes reserve transactions and debt repayments that are excluded from Public Sector Accounting Standards (PSAS) financial reporting.

Annual Operating Surplus for Tax Purposes	2015 \$M	2014 \$M	2013 \$M	2012 \$M
Municipal	17.9 (6.6%)	9.7 (3.7%)	10.7 (4.3%)	12.7 (5.3%)
Utility	3.1 (5.4%)	3.7 (6.8%)	4.9 (9.4%)	0.4 (0.8%)
Library	0.1 (0.8%)	0.1 (1.5%)	0.3 (2.8%)	0.3 (3.6%)
PHF	-	-	-	-
TOTAL	21.1 (6.3%)	13.5 (4.2%)	15.9 (5.1%)	13.4 (4.5%)

Please note that the percentages represent the proportion of surplus compared to the respective annual operating budgets.

2. Analysis of the 2015 Annual Operating Surplus for Tax Purposes

a. Municipal Operations – \$17.9 million – Contributing Factors (In Order of Significance)

Favourable:

- i. Municipal property tax revenues and supplemental taxes exceeding the budget
- ii. Savings from lower fuel, road oil and asphalt prices than anticipated
- iii. Savings in contracted services costs, including P4 snow clearing and RCMP contract costs
- iv. Unbudgeted gains realized from the disposal of investments
- v. Personnel cost savings due to staff turnover, vacancies, and deferred hiring (net of slippage)
- vi. Unbudgeted grant revenues, mainly due to the Public Safety Answering Point (911) grant funding
- vii. Additional penalty and fines revenues, mainly due to a focus on enforcement
- viii. Savings on utility costs due to lower electricity prices and volumes

b. Utility Operations – \$3.7 million – Contributing Factors (In Order of Significance)

Favourable:

- i. Higher net revenues from additional external contract work
- ii. Lower water and wastewater volumes than anticipated

c. Library Operations – No significant impacts to report.

d. Pioneer Housing Foundations Operations – No significant impacts to report.

2015-2018 Corporate Business Plan Progress Report (Appendix 1)

An integral component of the Business Plan and Budget Implementation (BPBI) Project includes performance measurement and progress reporting. As such, going forward, quarterly management reports will include progress reporting on the goals within the 2015-2018 Corporate Business Plan, which demonstrates linkages to the Strategic Plan. Performance measures will also be reported on as part of the corporate business plan progress report, including ongoing refinement to the measures themselves as part of an evolving process.

Within the Corporate Business Plan Q4 Progress Report, there are some performance measures that are marked as “under development” and targets that have not yet been set. This reflects administration’s commitment to continue working on developing meaningful measures and informed targets that can be reported on to demonstrate the progression of business plan goals. Through ongoing research, and as work continues as part of the Business Plan and Budget Implementation Project, we will continue to review current performance measures and refine as required.

Corporate business plan reporting will be emphasized within the Q2 and annual (Q4) management report.

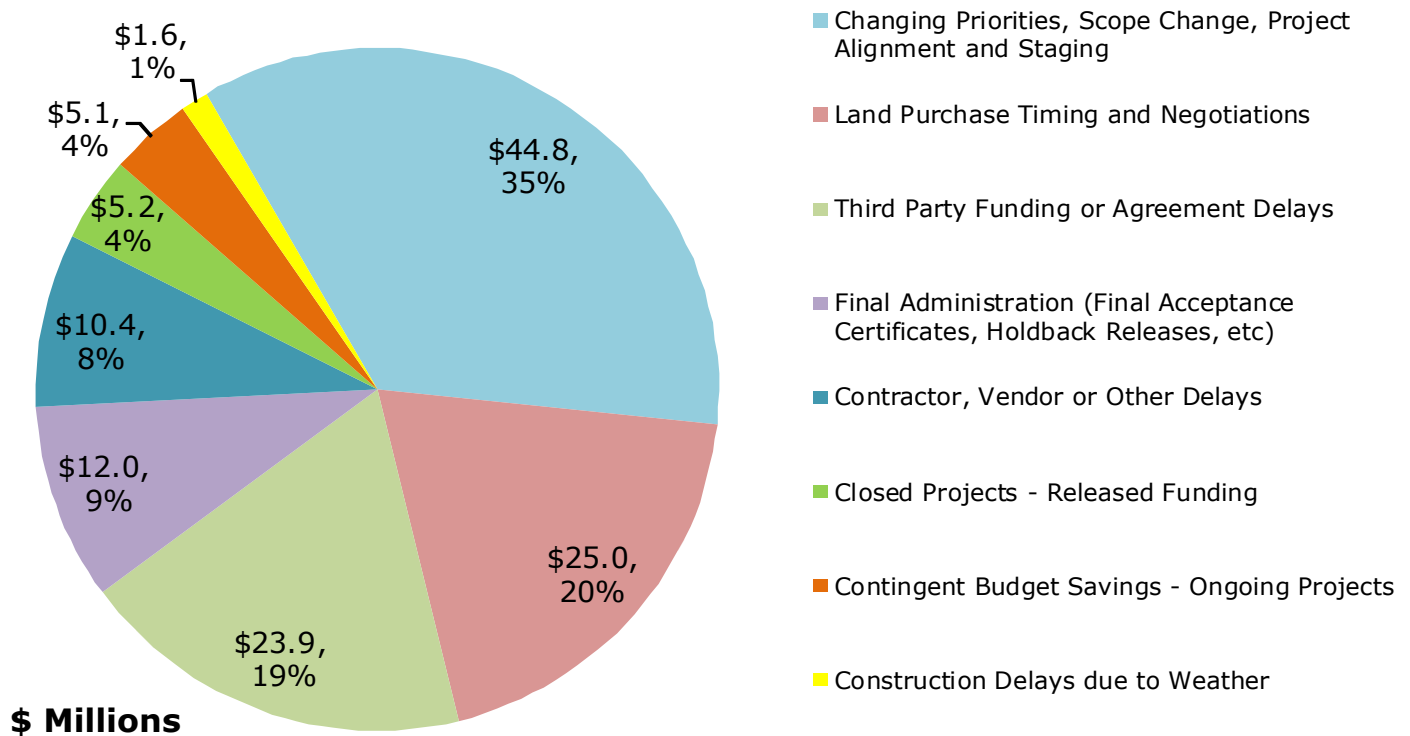
Capital Activity (Excluding PHF)

1. Capital Variance

The 2015 Capital Budget (cash flowed), as amended, totals \$216.9 million. The 2015 Capital Budget (cash flowed) is comprised of the 2015 Capital Budget of \$66.4 million, approved by Council on December 9, 2014; unspent prior years budgeted capital expenditures of \$274.2 million; less budget amendments approved in 2015 of (\$20.3) million; less budgeted capital expenditures planned to be incurred after 2015 of (\$103.4) million.

The capital spending, as of December 31, 2015, totals \$88.9 million (2014 \$89.8 million). Therefore, the 2015 budget variance between planned and actual capital expenditures is \$128.0 million. The supporting explanations for the 2015 capital variance of \$128.0 million are illustrated in the chart below.

2015 Capital Variance = \$128.0 Million



The total outstanding approved open capital project budget (non-cash flowed) totals \$226.1 million and there are 151 active capital projects at December 31, 2015.

2. Update on Completed Projects

During 2015, \$5.2 million of unused funding/financing was released from completed and cancelled projects with total combined budgets of \$64.9 million. Sixty-eight projects were completed \$5.2 million under budget. Of these amounts, \$2.2 million was from internal sources (reserves), \$2.6 was from debt financing, and \$0.4 million was budgeted to be funded from external grants and other sources. All funds released are allocated back to their original funding sources and are available for other emergent or future capital priorities.

3. Capital Project Count by Project Stage at December 31, 2015

<i>Project Stage</i> ¹	2015	2014	2013 and Prior	Total by Stage
1) 0 to 10% - Initiated	24	10	9	43
2) 11 to 85% - In Progress	16	12	19	47
3) 86 to 99% - Substantially Complete	14	11	36	61
TOTAL	54	33	64	151

¹ *Project Stage groupings are based on the assessments provided by responsible departments, based on the work or purchases completed to date. This is not reflective of the budgeted expenditures that have been incurred.*

4. 2015 Capital Budget Amendments

Thirty-seven (37) project amendments were approved in 2015 for a (\$20.3) million total net decrease of the capital budget as follows:

- i. 12 - 2015 projects were added in the amount of \$22.1 million
- ii. 7 - 2015 projects were amended to increase the budget by \$0.2 million
- iii. 15 - 2014 and prior year projects were amended to decrease the budget by (\$42.6) million.
- iv. 3 - 2014 and prior projects were amended without financial consequences, as funds were repurposed within the projects.

Assessment of the County's Financial Condition — Key Financial Indicators

The following section is prepared based on the 2015 Strathcona County Consolidated Financial Statements (draft) provided in Appendix 2. Please note, these statements are reported as draft until they are approved by Council. The Consolidated Financial Statements are prepared in accordance with Public Sector Accounting Standards (PSAS).

1. Statement of Financial Position — Highlights

a. Investments

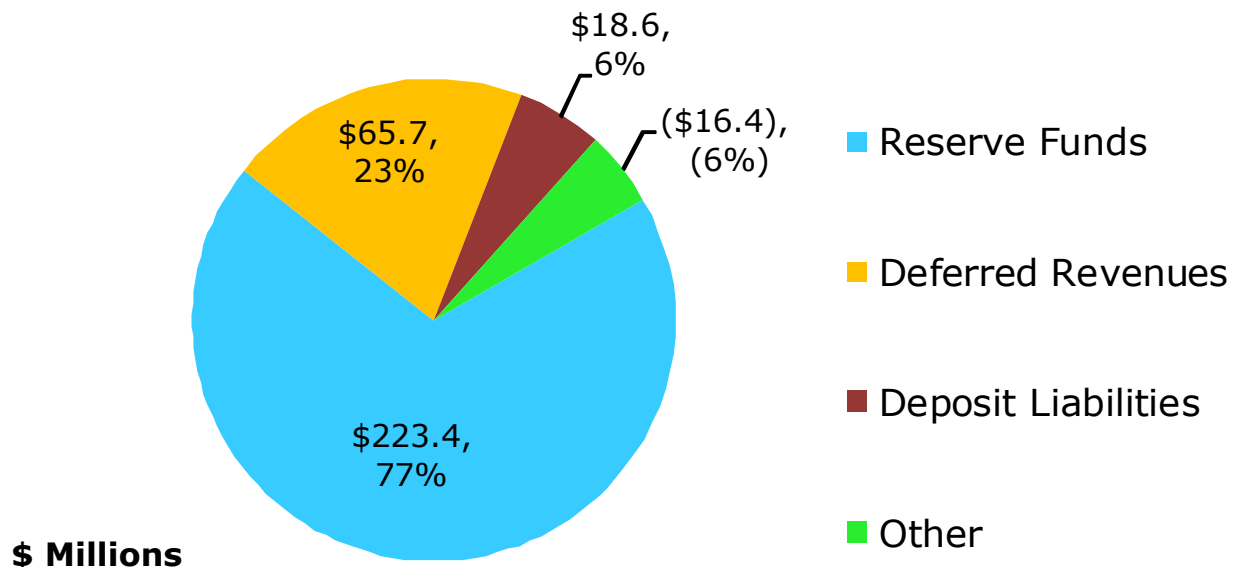
The County held \$291.3 million in investments at December 31, 2015 (2014 \$287.0 million). Prior to the allocation of interest to liabilities, the County earned \$7.3 million (2014 - \$7.5 million) in investment income, which was less than budgeted by (\$0.1) million, as the 2.32% (2014 - 2.52%) year-to-date weighted average return on investments was lower than the 2.42% (2014 - 2.42%) budgeted return. Additionally, \$1.8 million (2014 - \$0.5 million) of gains were realized from the disposal of investments.

Portfolio	Balance \$M	Effective Yield
Operating portfolio - terms up to one year	116.9	1.54% (2014 1.86%)
Mid-term portfolio - terms from one year to ten years	129.9	2.51% (2014 2.68%)
Long-term portfolio - terms greater than ten years	44.5	3.18% (2014 3.53%)
TOTAL	291.3	2.32% (2014 2.52%)

Please note the effective yield of each portfolio is calculated based on the average daily investment balance. Investments are in compliance with Policy: FIN-001-007 Investments.

The funds invested are mainly comprised of reserves, deferred revenues and deposit liabilities, as illustrated in the chart below. Please note that "Other" amounts mainly represent the use of funds to provide interim financing for capital projects in advance of borrowing.

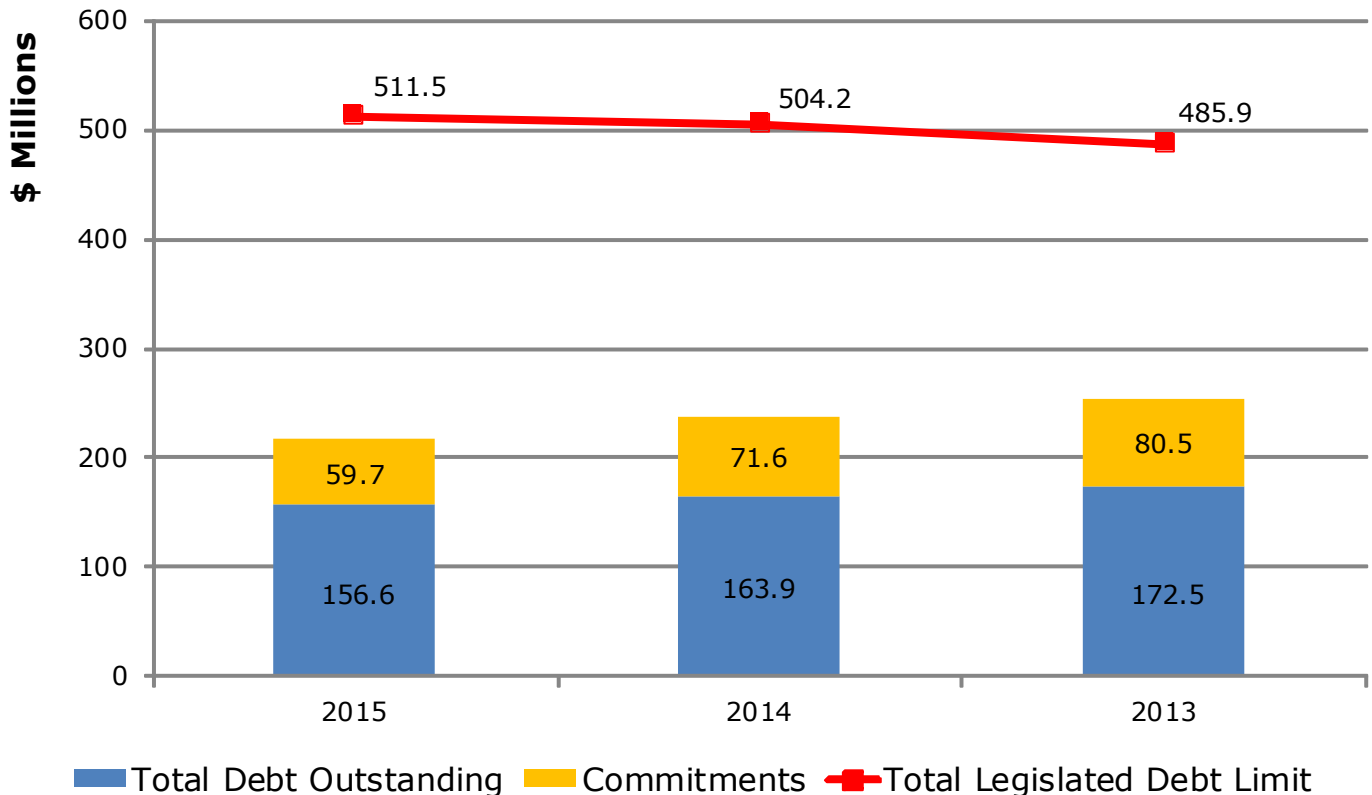
Composition of Investments = \$291.3 Million



b. Long-Term Debt

Long-term debt is only incurred to finance capital expenditures. Capital leases, which comprise part of the total debt outstanding, totalled \$0.1 million (2014 - \$0.2 million) at December 31, 2015. The total long-term debt outstanding at December 31, 2015 amounted to \$156.6 million (2014 - \$163.9 million), representing a decrease of (\$7.3) million from December 31, 2014. This is the result of \$4.6 million in new debt being issued and (\$11.9) million that was repaid.

Total Debt Outstanding versus Debt Limit



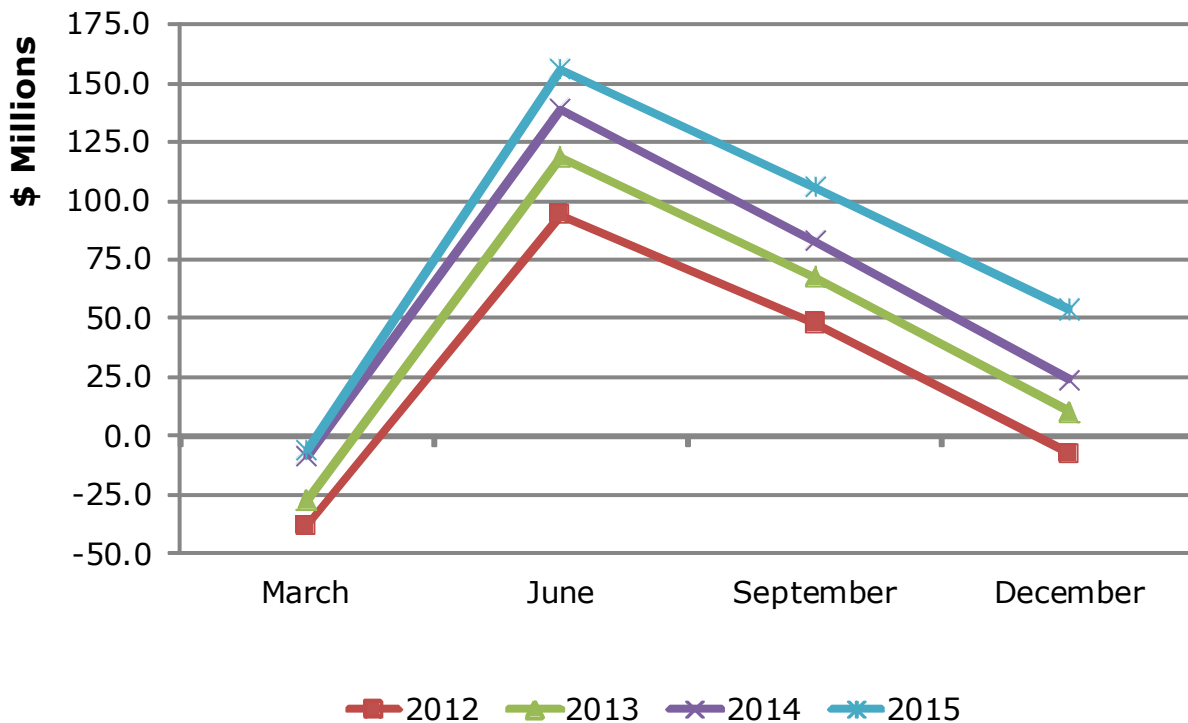
As of December 31, 2015, the County's remaining capacity to borrow is \$354.9 million (2014 - \$340.3 million) of the Municipal Government Act (MGA) legislated debt limit of \$511.5 million (2014 - \$504.2 million). Please note that the County has committed an additional \$59.7 million (2014 - \$71.6 million) of debt against capacity, through Council approved borrowing by-laws, as at December 31, 2015.

2. Net Financial Assets (Net Debt) Position

As of December 31, 2015, the County's net financial asset position was \$53.3 million compared to a \$23.6 million net financial asset position at December 31, 2014, an increase of \$29.7 million. Due to the significance of the County's capital activity, the timing of capital spending is a key contributor to changes in net financial assets. In 2015, the annual surplus exceeded the net investment in Tangible Capital Assets, resulting in the increase in net financial assets. The increase in net financial assets reflects an increase in our financial resources to meet future operating and capital needs.

a. Net Financial Assets Trend Analysis

Net Financial Assets (Net Debt)



Net financial assets trended normally for the 2015 year. Over a multi-year comparative period, net financial assets are increasing which corresponds to growth in reserves and decreases in long-term debt.

3. Reserves

The following table provides a summary of the County's reserve balances as at December 31, 2015 and includes the additional allocation of the 2015 annual operating surplus for tax purposes. The presentation of reserve groupings is in accordance with the policy: FIN-001-024 Financial Reserves.

Reserves	Committed \$M	Designated \$M	Total \$M	Optimal Variance \$M
Municipal				
Stabilization and Contingency	-	9.5	9.5	(2.6)
Projects	50.8	18.6	69.4	(3.0)
Infrastructure, Lifecycle, Maintenance and Replacement	25.1	37.8	62.9	4.1
Special Purpose	15.4	12.8	28.2	3.8
Total Municipal	91.3	78.7	170.0	2.3
Utilities				
Stabilization and Contingency	(0.3)	1.4	1.1	(1.3)
Projects	-	-	-	-
Infrastructure, Lifecycle, Maintenance and Replacement	3.3	40.1	43.4	(33.7)
Special Purpose	4.8	-	4.8	-
Total Utilities	7.8	41.5	49.3	(35.0)
Total Library	(0.1)	4.2	4.1	-
Total Reserves	99.0	124.4	223.4	(32.7)
Percent of Total	44%	56%	100%	

Please note that the optimal variance column is determined through a comparison of the reserve's optimal balance with the designated funds available within the respective reserve. A positive figure indicates a balance above the optimal amount and a negative figure indicates a balance below the optimal amount.

4. Accumulated Surplus

Accumulated surplus totals \$1,824.6 million at December 31, 2015 (\$1,697.1 million at December 31, 2014). The composition of the 2015 accumulated surplus is as follows:

- i. Reserves of \$223.4 million (2014 - \$191.5 million);
- ii. Investments in tangible capital assets of \$1,611.5 million (2014 - \$1,507.0 million); and
- iii. The unrestricted surplus (deficit) of (\$10.3) million (2014 - (\$1.4) million).

Appendix

1. 2015 - 2018 Corporate Business Plan Progress Report
2. Consolidated Financial Statements and Supporting Schedules for the year ended December 31, 2015 (unaudited)
3. Glossary of Terms



2015 - 2018 Corporate Business Plan Progress Report

For the period ending December 31, 2015

GOAL 1

Strathcona County has planned for long-term financial sustainability in support of service delivery and infrastructure asset management.

Outcome

Stakeholders are aware of and support multi-year capital and operating budgets and business plans, and the supporting principles and policies.

Linkages back to:

Strategic Plan Prioritized Goals

1. Strategically manage, invest and plan for sustainable infrastructure.

Economic Sustainability Framework

Progress

- Revisions to and approval of financial policies including quarterly financial reporting, investments, allocation of year end operating surplus for tax purposes, tangible capital assets financial reporting, and financial reserves policy for the inclusion of optimal reserve balance
- Continued implementation of the Business Plan and Budget Implementation Project included priority driven budget requests in the 2016 Proposed Budget
- Review of asset management between internal departments for the ongoing maintenance of County buildings to improve process efficiency and align asset management objectives

Objectives

- 1) Establish a long-range financial plan to guide decision making on appropriate growth, balance and timing of operating and capital costs.
- 2) Establish the business planning and budget process to guide priority-based decision making.
- 3) Identify appropriate service levels for the community and their costs.
- 4) Ensure current and future infrastructure is planned throughout its lifecycle, constructed and managed efficiently and effectively, balancing environmental, economic and operational realities, including capacity.

Key Performance Indicator and Measures	Benchmark	Target
Percentage of debt utilized (target to be set upon completion of long range financial plan)	30.6% (2015)	TBD
Percentage of committed to designated reserves (target to be set upon completion of long range financial plan)	44% committed 56% designated (2015)	TBD
Rate of optimal reserve balance to total reserves (under development)		
Infrastructure asset management measure (under development)		



GOAL 2

Strathcona County priorities, successes and challenges are known.

Outcome

Citizen, staff, and other stakeholders are informed about the community priorities, successes and challenges.

Linkages back to:

Strategic Plan Prioritized Goals

3. Increase public involvement and communicate with the community on issues affecting the County's future.
4. Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity.

Objectives

- 1) Provide open, transparent and meaningful stakeholder communication.
- 2) Use various communications tools to make the provision of municipal services known.
- 3) Inform stakeholders of the short- and longer-term strategic and corporate priorities.
- 4) Build support, knowledge and understanding of organizational direction.
- 5) Provide opportunities for public engagement and participation.

Progress

- Updates to the Strathcona County website homepage to give more prominence to County Connect's service requests
- Continuation of the social engagement program was implemented at the New Year's Eve festival (#NYEinSC)
- Website enhancements to provide more information regarding the Taxi Bylaw and Alarm Bylaw
- Feedback collected as part of the Glen Allan traffic calming workshops and open house assisted in the development of recommendations approved by Council in October
- Implementation of new online tax calculator to help residents estimate property taxes based on tax rates and tax increases after completing a project or adding something new to a property

Key Performance Indicator and Measures	Benchmark	Target
Citizens feel informed about services and activities	80.9% (2014)	85% (2018)
Citizen awareness of Strategic Plan	29.2% (2014)	50% (2018)
Citizen satisfaction in opportunity to express opinion (high/very high)	45.8 % (2014)	60% (2018)



GOAL 3

Economic opportunities are created through strategic partnerships.

Outcome

New industrial, commercial and residential developments are occurring at fiscally sustainable rates within Strathcona County.

Linkages back to:

Strategic Plan Prioritized Goals

2. Increase and diversify the petrochemical business.
4. Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity.

Economic Sustainability Framework

Objectives

- 1) Leverage external and internal partnerships to expand our economic capacity.
- 2) Strengthen relationships with other orders of government and regional municipalities.
- 3) Promote and support partnerships with groups, organizations and businesses in the community.
- 4) Sequence development by collaborative infrastructure investments and evaluate by decision support tools such as the sustainability frameworks.
- 5) Ensure new development is strategically planned and sustainably funded.
- 6) Direct focus on development within the Urban Service Area and Hamlet of Ardrossan.
- 7) Develop a generally available program to promote and support heavy industrial development.

Progress

- Updates to the Regional Transportation Model (RTM) are in progress with the City of Edmonton and Alberta Transportation
- Ongoing partnerships with community agencies including Boys and Girls Club, Parents Empowering Parents, Community Adult Learning and Literacy Society, and Mediation and Youth Justice Committee
- Heartland Area Structure Plan will be presented to Council in spring 2016

Key Performance Indicator and Measures	Benchmark	Target
Tax revenue by source type (target to be set upon completion of long range financial plan)	37% residential 63% non-residential (2014)	TBD
Citizens perception of Strathcona County's municipal government as collaborative (excellent/good)	52% (2015)	60% (2018)
Joint projects and regional initiatives measure (under development)		



GOAL 4

Informed decision making supports quality of life in the community.

Outcome

Anticipated growth maintains quality of life for our community.

Linkages back to:

Strategic Plan: overall

Economic Sustainability Framework

Environmental Sustainability Framework

Social Sustainability Framework

Objectives

- 1) Explore and present elements of change, such as the impact of decisions regarding growth.
- 2) Continue to use evidence-based analysis to inform planning and decision making.
- 3) Use program and service evaluation and adjustments to facilitate a safe, healthy and thriving community.
- 4) Provide opportunities for public awareness, engagement, and participation.

Progress

- Continued implementation of County Connect to include more departments' service requests
- Continued work with all County departments to discuss future direction of business continuity, municipal emergency plan, and Emergency Operations Centre
- Continued progress on the Social Sustainability Framework update
- Transit fare strategy report is currently being completed
- Update on the Open Space and Recreation Facility Strategy (OSRFS) was provided to Council in November

Key Performance Indicator and Measures	Benchmark	Target
Overall citizen satisfaction with quality of life (very high/high)	83.4% (2014)	85% (2018)
Citizen rating that quality of service is much better/better compared to two years ago	25.6% (2014)	40% (2018)
Evidence-based analysis and decision making measure (under development)		





GOAL 5

We are efficient and effective in daily operations.

Outcome

Strathcona County demonstrates efficient operations.

Linkages back to:

Strategic Plan Prioritized Goals

1. Strategically manage, invest and plan for sustainable municipal infrastructure.

Objectives

- 1) Promote innovation, technology and best practices appropriately.
- 2) Ensure policies, procedures and practices support and guide decision making at an appropriate level and that policies are regularly presented.
- 3) Continue to support service and program reviews.
- 4) Examine reallocation, or sharing of resources and leverage partnerships and revenue opportunities.
- 5) Support effective County operations and decision making through technology, integrated systems, tools, and performance measurement.

Progress

- Information technology roadmaps have been created for a number of departments
- New Chief Administrative Officer Bylaw was passed to clearly define administrative roles and responsibilities and triggered a program to update delegated authority
- Piloting of transit service controller project using GPS to monitor bus locations showed positive results (i.e. reduced missed connections)
- Trial of tablet technology to update Utilities' program status resulted in gained administrative and operational efficiencies
- Continuation of business mapping in the organization to identify opportunities for improved efficiency and effectiveness

Key Performance Indicator and Measures	Benchmark	Target
Citizens feel they are getting value for their tax dollar (very good/good)	59% (2014)	65% (2018)
Staff collaboration index	79.6 (2014)	85 (2018)
Operating expenses KPI/measures (under development)		
Efficiency/effectiveness service and program reviews (under development)		



GOAL 6

Strathcona County is an employer of choice, attracting and retaining the best people in all aspects of municipal service delivery.

Outcome

Quality service delivery is evident in staff engagement and customer satisfaction.

Linkages back to:

Strategic Plan: overall

Objectives

- 1) Promote leadership and collaboration throughout the organization.
- 2) Support appropriate training and development opportunities for staff.
- 3) Endorse and promote a culture that reflects our corporate values.
- 4) Support a comprehensive attraction and retention strategy.

Progress

- Planning for the next employee survey is underway
- Workshops held for County staff on leadership, coaching, and trust and collaboration
- Implementation of the Performance Planning and Review process is complete

Key Performance Indicator and Measures	Benchmark	Target
Overall citizen satisfaction with quality of service (very high/high)	79.4% (2014)	85% (2018)
Staff engagement index	79.6 (2014)	85 (2018)
Staff communication index	72.2 (2014)	77 (2018)
Work environment index	70.0 (2014)	75 (2018)
Career and compensation index	69.8 (2014)	75 (2018)
Permanent employee voluntary turnover rate	5.3% (2014)	TBD
Permanent employee short-term (less than 12 months) turnover rate	10.5% (2014)	TBD



STRATHCONA COUNTY
CONSOLIDATED
FINANCIAL STATEMENTS
Year ended December 31, 2015

STRATHCONA COUNTY
Consolidated Financial Statements
Year ended December 31, 2015

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MANAGEMENT REPORT

The accompanying consolidated financial statements are the responsibility of the management of Strathcona County.

These consolidated financial statements have been prepared by management. Financial statements are not precise in nature as they include certain amounts based on estimates and judgements. Management has determined such amounts within reasonable limits of materiality in order to provide that the financial statements are presented fairly in all material respects.

The County maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable, accurate, and that the County's assets are properly accounted for and adequately safeguarded.

The elected Council of Strathcona County is ultimately responsible to oversee management's fulfillment of the financial reporting obligations, and for reviewing and approving the financial statements. Council generally meets twice a year with management and the external auditors to discuss internal controls, auditing matters, financial reporting issues, and to satisfy itself that each party is properly discharging its responsibilities. Council approves the engagement or reappointment of the external auditors. In addition to the above, quarterly financial reports are presented to Council.

The consolidated financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian Auditing Standards on behalf of Council, residents and ratepayers of the County. KPMG LLP has full and free access to Council.

Gregory J. Yeomans, CPA, CGA, MBA
Associate Commissioner, Chief Financial Officer

April 26, 2016



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 Canada

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INDEPENDENT AUDITORS' REPORT

To the Mayor and Members of Council of Strathcona County

We have audited the accompanying consolidated financial statements of Strathcona County, which comprise the consolidated statement of financial position as at December 31, 2015, the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Strathcona County as at December 31, 2015, and its consolidated results of operations, its consolidated change in its net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

April 26, 2016
 Edmonton, Canada

STRATHCONA COUNTY
Consolidated Statement of Financial Position
As at December 31, 2015 (in thousands of dollars)

	2015	2014
FINANCIAL ASSETS		
Cash and Cash Equivalents (Note 2)	\$ 4,214	\$ -
Accounts Receivable		
Property Taxes	4,827	3,299
Government Transfers	9,853	2,409
Trade and Other	13,630	15,501
Development Levies and Charges	2,816	6,790
Land Held for Resale	2,632	2,625
Investments (Note 3)	291,293	286,988
Investment Interest Receivable	8,217	6,293
	<u>337,482</u>	<u>323,905</u>
LIABILITIES		
Cheques Issued in Excess of Cash (Note 2)	-	3,464
Accounts Payable and Accrued Liabilities (Note 4)	44,777	37,194
Deposit Liabilities (Note 5)	18,639	16,576
Deferred Revenue (Note 6)	64,088	79,058
Capital Leases (Note 7)	108	246
Long-Term Debt (Note 8)	156,545	163,724
	<u>284,157</u>	<u>300,262</u>
NET FINANCIAL ASSETS	<u>53,325</u>	<u>23,643</u>
NON-FINANCIAL ASSETS		
Tangible Capital Assets (Note 12)	1,767,591	1,670,280
Inventories of Materials and Supplies	975	850
Prepaid Expenses	2,738	2,328
	<u>1,771,304</u>	<u>1,673,458</u>
ACCUMULATED SURPLUS (Note 14)	<u>\$ 1,824,629</u>	<u>\$ 1,697,101</u>
Commitments and Contingencies (Note 21)		

See accompanying Notes to Consolidated Financial Statements.

STRATHCONA COUNTY
Consolidated Statement of Operations and Accumulated Surplus
Year ended December 31, 2015 (in thousands of dollars)

	2015 Budget (Note 11)	2015	2014
OPERATING REVENUE			
Property Taxes (Note 15)	\$ 207,930	\$ 211,377	\$ 198,580
Utility User Rates	53,237	52,353	51,160
User Fees and Charges	39,257	41,870	44,257
Penalties and Fines	5,417	6,901	6,063
Investment Income	6,157	7,845	6,839
Government Transfers - Operating (Note 16)	5,457	7,412	7,531
Other	8,187	9,407	10,044
TOTAL OPERATING REVENUE	325,642	337,165	324,474
EXPENSES			
Infrastructure and Planning Services			
Capital Planning and Construction	4,033	3,195	2,905
Economic Development and Tourism	1,688	1,338	1,362
Planning and Development Services	11,318	9,509	9,443
Transportation and Agriculture Services	29,017	26,663	29,216
Utilities	55,589	53,823	53,585
	101,645	94,528	96,511
Community Services			
Emergency Services	33,144	32,388	31,709
Family and Community Services	7,109	7,412	7,167
Strathcona Transit	19,014	17,811	17,689
RCMP and Enforcement Services	22,477	21,137	20,296
Recreation, Parks and Culture	40,942	39,407	39,844
	122,686	118,155	116,705
Corporate Services	32,894	29,282	26,677
Chief Financial Officer	5,848	5,503	4,937
Senior Administration	6,381	6,260	6,035
Elected Officials	1,233	1,125	1,161
Fiscal Services	47,493	50,394	46,707
Strathcona County Library	9,758	9,702	9,390
Pioneer Housing Foundation	991	986	980
	104,598	103,252	95,887
TOTAL EXPENSES	328,929	315,935	309,103
SURPLUS (DEFICIT) BEFORE CAPITAL REVENUE	(3,287)	21,231	15,371
CAPITAL REVENUE			
Contributed Tangible Capital Assets (Note 12)	-	60,325	28,695
Government Transfers - Capital (Note 16)	48,356	43,941	27,507
Other Capital Revenues (Note 17)	38,538	2,032	11,688
TOTAL CAPITAL REVENUE	86,894	106,298	67,890
ANNUAL SURPLUS	83,607	127,528	83,261
ACCUMULATED SURPLUS, BEGINNING OF YEAR	1,697,101	1,697,101	1,613,840
ACCUMULATED SURPLUS, END OF YEAR (Note 14)	\$ 1,780,708	\$ 1,824,629	\$ 1,697,101

See accompanying Notes to Consolidated Financial Statements.

STRATHCONA COUNTY
Consolidated Statement of Change in Net Financial Assets (Net Debt)
Year ended December 31, 2015 (in thousands of dollars)

	2015 Budget (Note 11)	2015	2014
ANNUAL SURPLUS	\$ 83,607	\$ 127,528	\$ 83,261
Acquisition of Tangible Capital Assets	(216,894)	(88,863)	(89,769)
Contributed Tangible Capital Assets	-	(60,325)	(28,695)
Amortization of Tangible Capital Assets	50,699	51,153	46,674
Loss on Tangible Capital Asset Transfers and Disposals	-	307	1,948
Proceeds from Transfers and Disposals of Tangible Capital Assets	-	417	678
	<u>(82,588)</u>	<u>30,217</u>	<u>14,097</u>
Acquisition of Inventories of Materials and Supplies	-	(1,908)	(557)
Acquisition of Prepaid Expenses	-	(3,608)	(2,733)
Use of Inventories of Materials and Supplies	-	1,783	359
Use of Prepaid Expenses	-	3,198	2,054
	<u>-</u>	<u>(535)</u>	<u>(877)</u>
INCREASE (DECREASE) IN NET FINANCIAL ASSETS (NET DEBT)	(82,588)	29,682	13,220
NET FINANCIAL ASSETS, BEGINNING OF YEAR	<u>23,643</u>	<u>23,643</u>	<u>10,423</u>
NET FINANCIAL ASSETS (NET DEBT), END OF YEAR	<u>\$ (58,945)</u>	<u>\$ 53,325</u>	<u>\$ 23,643</u>

See accompanying Notes to Consolidated Financial Statements.

STRATHCONA COUNTY
Consolidated Statement of Cash Flows
Year ended December 31, 2015 (in thousands of dollars)

	2015	2014
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Annual Surplus	\$ 127,528	\$ 83,261
Items Not Involving Cash:		
Contributed Tangible Capital Assets	(60,325)	(28,695)
Amortization of Tangible Capital Assets	51,153	46,674
Amortization of Premium (Discount) on Investments	51	(15)
Loss on Tangible Capital Asset Transfers and Disposals	307	1,948
Gain on Disposal of Investments	(1,835)	(540)
Changes to Non-Cash Assets and Liabilities:		
Property Taxes Receivable	(1,528)	566
Government Transfers Receivable	(7,444)	2,491
Trade and Other Receivables	1,871	(3,363)
Development Levies and Charges	3,974	(5,599)
Land Held for Resale	(7)	-
Accounts Payable and Accrued Liabilities	7,583	(8,331)
Deposit Liabilities	2,063	1,636
Deferred Revenue	(14,970)	16,196
Inventories of Materials and Supplies	(125)	(198)
Prepaid Expenses	(410)	(679)
Cash Provided by Operating Activities	<u>107,886</u>	<u>105,352</u>
CAPITAL		
Proceeds from Transfers and Disposal of Tangible Capital Assets	417	678
Acquisition of Tangible Capital Assets	(88,863)	(89,769)
Cash Applied to Capital Activities	<u>(88,446)</u>	<u>(89,091)</u>
INVESTING		
Purchase of Investments	(332,130)	(287,498)
Proceeds from Sale/Maturity of Investments	329,609	268,744
Change to Investment Interest Receivable	(1,924)	(1,258)
Cash Applied to Investing Activities	<u>(4,445)</u>	<u>(20,012)</u>
FINANCING		
Long-Term Debt Issued	4,600	4,410
Capital Leases Repaid	(138)	(594)
Long-Term Debt Repaid	(11,779)	(12,352)
Cash Applied to Financing Activities	<u>(7,317)</u>	<u>(8,536)</u>
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	<u>7,678</u>	<u>(12,287)</u>
CASH AND CASH EQUIVALENTS (CHEQUES ISSUED IN EXCESS OF CASH), BEGINNING OF YEAR	<u>(3,464)</u>	<u>8,823</u>
CASH AND CASH EQUIVALENTS (CHEQUES ISSUED IN EXCESS OF CASH), END OF YEAR	<u>\$ 4,214</u>	<u>\$ (3,464)</u>
Cash Paid for Interest	\$ 7,015	\$ 7,590
Cash Received from Interest	\$ 5,451	\$ 6,565

See accompanying Notes to Consolidated Financial Statements.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

Strathcona County (the County) is a specialized municipality in the Province of Alberta and operates under the provisions of the Municipal Government Act (MGA), R.S.A. 2000, c. M-26, as amended.

1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the County are prepared by management in accordance with Canadian Public Sector Accounting Standards. Significant accounting policies adopted by the County are as follows:

a) Reporting Entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, and accumulated surplus of the reporting entity. The reporting entity is comprised of all organizations which are owned or controlled by the County, and are, therefore, accountable for the administration of their financial affairs and resources.

The reporting entity includes all divisions and departments that comprise County operations, the Strathcona County Library Board (Library) and the Pioneer Housing Foundation (PHF). Inter-organizational transactions and balances between these entities have been eliminated.

The County is associated with various other boards, commissions and other organizations that are not part of the government reporting entity, including the Heartland Housing Foundation, the Alberta Capital Region Wastewater Commission, the Capital Region Northeast Water Services Commission, and the John S. Batiuk Regional Water Commission.

Property taxes levied also include requisitions for education and seniors housing; organizations that are not part of the government reporting entity. The consolidated financial statements exclude any trusts under administration for the benefit of external parties.

b) Basis of Accounting

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

c) Property Taxes

Property tax revenue is based on approved annual budget and requisition requirements. Property tax rates, per class, are determined by the total revenue requirements divided by the total taxable assessment, which are comprised of market value and regulated value assessments. Taxation revenues are recorded at the time the tax rates are authorized by Council and the tax notices are issued.

d) Government Transfers

Government transfers are recognized in the consolidated financial statements as revenues in the period the events giving rise to the transfer have occurred; provided that the transfer is authorized, eligibility criteria have been met, and reasonable estimates of the amount can be made. Stipulations are terms imposed by a transferring government regarding the use of transferred resources or the actions that must be performed in order to keep a transfer. Any unfulfilled stipulations related to a government transfer would preclude recognition of revenue until such time that all stipulations have been met.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e) Local Improvements

Construction and borrowing costs associated with local improvement projects are recovered through annual special assessments during the period of the related borrowings. These levies are collectible from property owners for work performed by the County.

Local improvement levies represent funds from external parties that are restricted by legislation, and are accounted for as deferred revenue until the special assessments are authorized by Council, issued to the property owners, and the funds are used for the purpose specified.

f) Requisition Overlevies and Underlevies

Overlevies and underlevies arise from the difference between the actual levy made to provide for each requisition, and the amount requisitioned.

If the actual levy exceeds the requisition, the overlevy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition, the underlevy is accrued as a receivable and property tax revenue is increased.

Requisition tax rates in the subsequent year are adjusted for any overlevies or underlevies of the prior year.

g) Deferred Revenue

Deferred revenue consists of conditional government transfers, unearned revenue, and development levies. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Development levies are collected pursuant to agreements between the County and developers. Accumulated development levies are credited with interest based on the County's average rate of return on investments.

h) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand, cheques issues in excess of cash and bank overdrafts. Cheques issued in excess cash results from outstanding cheques exceeding the outstanding deposits and cash on hand. The County's bank overdraft is included as a component of cash and cash equivalents as the bank balance can fluctuates from being positive cash position to overdrawn.

i) Land Held for Resale

Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.

j) Investments

Investments are recorded at amortized cost. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. When there has been a loss in value, other than a temporary decline, the respective investment is written down to recognize the loss.

Investment income is reported as revenue in the period earned. When required by agreement or legislation, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

k) Employee Benefit Obligations

The cost of employment benefits, pension benefits, compensated absences and termination benefits are recorded as an expense at the time the event giving rise to the obligation occurs.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

l) Contaminated Sites Liability

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring.

m) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations.

i. Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The tangible capital asset cost, less residual value, excluding land, is amortized on a straight-line basis over the estimated useful life, as follows:

<u>Asset</u>	<u>Useful Life - Years</u>
Land Improvements	10 - 25
Buildings	10 - 50
Engineered Structures	
Roadway System	10 - 80
Water Distribution System	35 - 90
Wastewater Treatment System	25 - 75
Storm Sewer System	15 - 75
Other Engineered Structures	5 - 40
Machinery and Equipment	4 - 40
Books and Periodicals	10
Vehicles	4 - 20

In the year the asset is available for productive use and in the year of disposal, only one-half of the annual amortization is charged. Assets under construction are not amortized until the asset is available for productive use.

ii. Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at fair value on the date of receipt and are also recorded as Contributed Tangible Capital Asset revenues in the Consolidated Statement of Operations and Accumulated Surplus.

iii. Leased Tangible Capital Assets

Leases which transfer substantially all the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

iv. Inventories of Materials and Supplies

Inventories of materials and supplies include roadway maintenance materials, vehicle equipment and facility parts, and print shop materials. Inventories of materials and supplies are valued at the lower of average cost or replacement cost.

v. Works of Art and Historical Treasures

The County manages and controls various works of art and non-operational historical cultural assets, including artifacts, paintings, and sculptures located at County sites and areas of public display. These assets are not recorded as tangible capital assets and are not amortized.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

n) Reserves for Future Expenditures

Certain amounts, as approved by Council, are designated within accumulated surplus as reserves for future operating and capital expenditures.

o) Equity in Tangible Capital Assets

Equity in tangible capital assets is included within accumulated surplus. It represents the investment in tangible capital assets, after deducting the portion financed by long-term debt and capital leases, and adding back long-term debt financing applicable to local improvement levy projects.

p) Use of Estimates

The preparation of the consolidated financial statements of the County requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the period. Actual results may differ from those estimates.

Estimates have been used to determine provisions for accrued liabilities, useful lives of tangible capital assets, historic costs of certain tangible capital assets, fair values of contributed tangible capital assets, and provisions made for allowances for doubtful receivable accounts.

q) Future Accounting Standard Pronouncements

The following summarizes upcoming changes to Canadian Public Sector Accounting Standards issued by the Public Sector Accounting Standards Board. In 2016, the County will continue to assess the impact and prepare for the adoption of these standards. While the timing of standard adoption can vary, certain standards must be adopted concurrently. The requirements in Financial Statement Presentation (PS1201), Financial Instruments (PS3450), Foreign Currency Translations (PS2601) and Portfolio Investments (PS3041) must be implemented at the same time.

Public Sector Accounting Standard	Name	Effective date (fiscal years beginning on or after...)
PS2200	Related Party Transactions	April 1, 2017
PS3420	Inter-Entity Transactions	April 1, 2017
PS3210	Assets	April 1, 2017
PS3320	Contingent Assets	April 1, 2017
PS3380	Contractual Rights	April 1, 2017
PS3430	Restructuring Transactions	April 1, 2018
PS1201	Financial Statement Presentation	April 1, 2019
PS3450	Financial Instruments	April 1, 2019
PS2601	Foreign Currency Translation	April 1, 2019
PS3041	Portfolio Investments	April 1, 2019

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

2. CASH AND CASH EQUIVALENTS

	2015	2014
Cash	\$ 4,214	\$ -
Cheques Issued in Excess of Cash	-	(3,464)
	<u>\$ 4,214</u>	<u>\$ (3,464)</u>

The County has an operating line of credit available for use, up to a maximum of \$5,000 (2014 – \$5,000), bearing interest at prime rate minus 0.5 per cent (2014 – 0.5 per cent) and is secured by the County at large. As at December 31, 2015, nil (2014 – nil) was drawn against the available operating line of credit.

The County also has an acquisition line of credit available for financing new development, if required, up to a maximum of \$2,449 (2014 – \$2,449), bearing interest at prime minus 0.50 per cent (2014 – 0.50 per cent) and is secured by the County at large. As at December 31, 2015, nil (2014 – nil) was drawn against the available acquisition line of credit.

3. INVESTMENTS

	2015		2014	
	Carrying Amount	Market Value	Carrying Amount	Market Value
Term Deposits and Notes	\$ 171,311	\$ 171,345	\$ 154,604	\$ 154,604
Government Guaranteed Bonds	87,765	92,022	103,638	110,690
Corporate Bonds	32,217	34,483	28,746	30,454
	<u>\$ 291,293</u>	<u>\$ 297,850</u>	<u>\$ 286,988</u>	<u>\$ 295,748</u>

Term deposits and notes, government guaranteed bonds and corporate bonds have effective interest rates of 1.46 to 3.65 per cent (2014 – 1.75 to 4.38 per cent) with maturity dates from January 2016 to February 2026 (2014 – January 2015 to February 2032).

The market value of the bonds is based on quoted market values. The market value of the bonds fluctuates based on changes in market interest rates.

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2015	2014
Trade	\$ 28,804	\$ 23,985
Employee Benefit Obligations	9,077	7,958
Payroll and Remittances	5,573	3,735
Interest	1,323	1,516
	<u>\$ 44,777</u>	<u>\$ 37,194</u>

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

5. DEPOSIT LIABILITIES

	2015	2014
Security Deposits	\$ 15,997	\$ 14,529
Overlevies	681	265
Other Deposits	1,961	1,782
	<u>\$ 18,639</u>	<u>\$ 16,576</u>

6. DEFERRED REVENUE

Deferred revenue comprises the amounts noted below, the use of which, together with any earnings thereon, is externally restricted. Certain deferred revenues relate to government transfers as further described in Note 16.

	Balance at December 31, 2014	Externally Restricted Contributions	Interest Earned	Contributions Recognized as Revenue	Balance at December 31, 2015
Capital Government Transfers	\$ 43,078	\$ 23,980	\$ 674	\$ (43,941)	\$ 23,791
Operating Government Transfers	1,121	7,333	14	(7,412)	1,056
Development Levies & Charges	20,244	2,394	314	(1,006)	21,946
Other	14,615	12,709	52	(10,081)	17,295
	<u>\$ 79,058</u>	<u>\$ 46,416</u>	<u>\$ 1,054</u>	<u>\$ (62,440)</u>	<u>\$ 64,088</u>

7. CAPITAL LEASES

	2015	2014
Capital Leases	<u>\$ 108</u>	<u>\$ 246</u>

Capital leases have been issued on the credit and security of the County at large. Capital leases bear interest at rates of 4.32 per cent (2014 – 4.25 to 4.61 per cent) and mature in 2016.

Capital lease principal and interest payments are due as follows:

	Principal	Interest	Total
2016	<u>\$ 108</u>	<u>\$ 1</u>	<u>\$ 109</u>

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

8. LONG-TERM DEBT

	2015	2014
Tax-supported Debentures – Municipal	\$ 40,059	\$ 39,857
Tax-supported Debentures – Library	21,522	22,207
	61,581	62,064
Non Tax-supported Debentures – Municipal – Local Improvements	\$ 82	\$ 86
Non Tax-supported Debentures – Utilities – Local Improvements	573	608
Non Tax-supported Debentures – Municipal	16,877	19,630
Non Tax-supported Debentures – Utilities	62,570	65,909
Non Tax-supported Debentures – PHF	14,862	15,427
	94,964	101,660
	\$ 156,545	\$ 163,724

Debenture debt has been issued on the credit and security of the County at large. Debenture debt is repayable to the Alberta Capital Finance Authority and bears interest at rates ranging from 2.46 to 9.13 per cent (2014 – 2.60 to 9.13 per cent) and matures in periods 2016 through 2040.

Long-term debt principal and interest payments are due as follows:

	Principal	Interest	Total
2016	\$ 9,669	\$ 6,534	\$ 16,203
2017	9,375	6,092	15,467
2018	9,541	5,672	15,213
2019	8,947	5,248	14,195
2020	9,098	4,863	13,961
Thereafter	109,915	33,786	143,701
	\$ 156,545	\$ 62,195	\$ 218,740

9. DEBT AND DEBT SERVICE LIMITS

Provincial legislation (Section 276(2) of the MGA) requires that debt and service on debt limits as defined by regulation for the County be disclosed as follows:

	2015	2014
Total debt limit	\$ 511,522	\$ 504,244
Total debt (including capital leases)	156,653	163,970
Percentage used	30.6%	32.5%
Service on debt limit	\$ 85,254	\$ 84,041
Service on debt (including capital leases)	16,312	18,932
Percentage used	19.1%	22.5%

The total debt limit is calculated at 1.5 times the revenue of the County (as defined in Alberta Regulation 255/2000), and the service on debt limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are a conservative guideline used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the consolidated financial statements must be interpreted as a whole.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

10. CONTAMINATED SITES LIABILITY

On January 1, 2015, the County adopted PS3260 Liability for Contaminated Sites, which establishes standards on recognition, and measurement of liabilities associated with contaminated sites, and provides requirements for financial statement presentation and disclosure. The County has implemented procedures, and systems to ensure consistent and accurate identification and estimation of liabilities associated with contaminated sites. The standard was applied on a retroactive basis and did not result in any adjustments to the financial liabilities, tangible capital assets or accumulated surplus of the County.

11. BUDGET DATA

The budget data presented in the consolidated financial statements of the County includes:

- The 2015 operating budget of \$325,642 (2014 – \$315,627), approved by Council on December 9, 2014.
- The capital budget of \$216,894 (2014 – \$148,130) (cash flowed), as amended, which is comprised of the following:
 - The 2015 capital budget of \$66,355 (2014 – \$100,579) approved by Council on December 9, 2014;
 - 2015 Council approved capital budget amendments of (\$20,345) (2014 – \$75);
 - Unspent prior years budgeted capital expenditures and amendments of \$274,183 (2014 – \$272,118); and
 - Budgeted capital expenditures planned to be incurred after 2015 of (\$103,299) (2014 – (\$224,642)).

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

12. TANGIBLE CAPITAL ASSETS

Cost	Balance at January 1, 2015	Additions	Contributed Additions	Disposals	Balance at December 31, 2015
Land	\$ 446,022	\$ 3,189	\$ 24,659	\$ -	\$ 473,870
Land Improvements	79,068	14,574	5,817	(952)	98,507
Buildings	369,042	5,212	-	(152)	374,102
Engineered Structures	1,074,869	32,841	29,846	(12,079)	1,125,477
Machinery and Equipment	64,124	8,513	-	(4,288)	68,349
Books and Periodicals	5,267	615	3	(293)	5,592
Vehicles	69,538	2,026	-	(2,160)	69,404
Assets under Construction	45,794	21,893	-	-	67,687
	\$ 2,153,724	\$ 88,863	\$ 60,325	\$ (19,924)	\$ 2,282,988

Accumulated Amortization	Balance at January 1, 2015	Disposals	Amortization Expense	Balance at December 31, 2015
Land	\$ -	\$ -	\$ -	\$ -
Land Improvements	26,318	(890)	4,432	29,860
Buildings	82,039	(63)	8,985	90,961
Engineered Structures	315,355	(11,752)	26,231	329,834
Machinery and Equipment	30,180	(4,081)	5,787	31,886
Books and Periodicals	2,276	(293)	543	2,526
Vehicles	27,276	(2,121)	5,175	30,330
Assets under Construction	-	-	-	-
	\$ 483,444	\$ (19,200)	\$ 51,153	\$ 515,397

Net Book Value	Balance at December 31, 2015
Land	\$ 473,870
Land Improvements	68,647
Buildings	283,141
Engineered Structures	795,643
Machinery and Equipment	36,463
Books and Periodicals	3,066
Vehicles	39,074
Assets under Construction	67,687
	\$ 1,767,591

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

12. TANGIBLE CAPITAL ASSETS (CONTINUED)

Cost	Balance at January 1, 2014	Additions	Contributed Additions	Disposals	Balance at December 31, 2014
Land	\$ 426,248	\$ 6,394	\$ 13,380	\$ -	\$ 446,022
Land Improvements	59,528	19,119	2,632	(2,211)	79,068
Buildings	360,837	8,890	-	(685)	369,042
Engineered Structures	1,033,395	42,618	12,660	(13,804)	1,074,869
Machinery and Equipment	62,692	5,093	6	(3,667)	64,124
Books and Periodicals	4,894	609	17	(253)	5,267
Vehicles	62,909	12,200	-	(5,571)	69,538
Assets under Construction	50,948	(5,154)	-	-	45,794
	\$ 2,061,451	\$ 89,769	\$ 28,695	\$ (26,191)	\$ 2,153,724
Accumulated Amortization	Balance at January 1, 2014	Disposals		Amortization Expense	Balance at December 31, 2014
Land	\$ -	\$ -		\$ -	\$ -
Land Improvements	26,928	(2,193)		1,583	26,318
Buildings	74,526	(685)		8,198	82,039
Engineered Structures	302,199	(13,035)		26,191	315,355
Machinery and Equipment	28,101	(3,455)		5,534	30,180
Books and Periodicals	2,021	(253)		508	2,276
Vehicles	26,560	(3,944)		4,660	27,276
Assets under Construction	-	-		-	-
	\$ 460,335	\$ (23,565)		\$ 46,674	\$ 483,444
Net Book Value					Balance at December 31, 2014
Land					\$ 446,022
Land Improvements					52,750
Buildings					287,003
Engineered Structures					759,514
Machinery and Equipment					33,944
Books and Periodicals					2,991
Vehicles					42,262
Assets under Construction					45,794
					\$ 1,670,280

a) Assets under Construction

Assets under construction having a value of \$67,687 (2014 – \$45,794) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

12. TANGIBLE CAPITAL ASSETS (CONTINUED)

b) Contributed Tangible Capital Assets

Contributed tangible capital assets are recognized at fair value at the date of contribution. The value of contributed tangible capital assets received during the year is \$60,325 (2014 – \$28,695).

c) Write-down of Tangible Capital Assets

The County did not write down any tangible capital assets in 2015 or 2014.

13. EQUITY IN TANGIBLE CAPITAL ASSETS

	2015	2014
Tangible Capital Assets – Cost (Note 12)	\$ 2,282,988	\$ 2,153,724
Accumulated Amortization (Note 12)	(515,397)	(483,444)
Capital Leases (Note 7)	(108)	(246)
Long-Term Debt (Note 8)	(156,545)	(163,724)
Local Improvements Levies Applicable to Debt (Note 8)	655	694
	<u>\$ 1,611,593</u>	<u>\$ 1,507,004</u>

14. ACCUMULATED SURPLUS

Accumulated surplus comprises unrestricted surplus (deficit), equity in tangible capital assets and reserves as follows:

	2015	2014
Surplus:		
Unrestricted Surplus (Deficit)	\$ (10,330)	\$ (1,373)
Equity in Tangible Capital Assets	1,611,593	1,507,004
	<u>1,601,263</u>	<u>1,505,631</u>
Reserves:		
Stabilization and Contingency	10,638	10,404
Projects	69,449	57,551
Infrastructure Lifecycle, Maintenance and Replacement	106,198	86,057
Special Purpose	32,992	33,515
Library	4,089	3,943
	<u>223,366</u>	<u>191,470</u>
	<u>\$ 1,824,629</u>	<u>\$ 1,697,101</u>

The reserves groupings have been reported in accordance with the Council approved Policy: FIN-001-024 Municipal Reserves.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

15. PROPERTY TAXES

	Municipal	Non-Municipal	2015	2014
Property Taxes				
Residential and Farmland	\$ 74,170	\$ 41,105	\$ 115,275	\$ 110,441
Commercial and Industrial	130,028	16,733	146,761	134,919
Electric Power and Pipeline	6,992	2,399	9,391	8,962
Government Grants in Lieu of Taxes	174	54	228	270
Local Improvement Levies	13	-	13	351
	\$ 211,377	\$ 60,291	\$ 271,668	\$ 254,943
Non-Municipal				
Provincial Alberta School Foundation Fund			50,802	47,759
Elk Island CSRD No. 41			6,790	6,582
Heartland Housing Foundation			2,699	2,022
Taxes on Behalf of Non-Municipal Requisitioning Authorities			\$ 60,291	\$ 56,363
Taxes for Provision of Municipal Services			\$ 211,377	\$ 198,580

16. GOVERNMENT TRANSFERS

	2015	2014
Government Transfers for Operations		
Federal Transfers	\$ 126	\$ 290
Provincial Transfers	7,286	7,241
	7,412	7,531
Government Transfers for Capital		
Federal Transfers	2,805	2,971
Provincial Transfers	41,136	24,536
	43,941	27,507
	\$ 51,353	\$ 35,038

The nature of the major government transfers recognized during 2015, include, but are not limited to the following:

The Provincial government introduced the Alberta Municipal Infrastructure Program (AMIP) Grant to assist municipalities in addressing capital infrastructure needs. In 2009, the County received its final per capita transfer allocation of \$14,452 under this program. In 2015, \$647 (2014 – \$393) was recognized in capital transfers, including interest of \$11 (2014 – \$19). The AMIP grant funds have been recognized in full as of December 31, 2015.

In 2011, the Provincial government consolidated the Basic Capital Grant, the Hamlet Streets Improvement Grant, the Rural Transportation Grant and the Provincial Highway Maintenance Grant into a single grant called the Basic Municipal Transportation Grant. In 2015, the County received nil (2014 – nil) under this program, and \$938 (2014 – \$2,860) has been recognized in capital transfers. A total of \$699 (2014 – \$1,612), including interest of \$25 (2014 – \$55), remains deferred to future years.

The Federal government introduced the Federal Gas Tax Fund to transfer federal gas tax revenue to the Province of Alberta to assist in reducing the backlog of necessary sustainable capital municipal infrastructure projects that have been deferred. In 2015, the County received \$4,621 (2014 – nil) under this program, and \$2,872 (2014 – \$2,723) has been recognized in capital transfers. A total of \$6,713 (2014 – \$4,900), including interest of \$64 (2014 – \$111), remains deferred to future years.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

16. GOVERNMENT TRANSFERS (CONTINUED)

The Municipal Sustainability Initiative (MSI) is the Province of Alberta's funding commitment to assist municipalities in meeting growth-related challenges and enhancing long-term sustainability.

- In 2015, the County received \$12,626 (2014 – \$25,254) in MSI Capital Funding, and \$31,232 (2014 – \$18,189) has been recognized in capital transfers. A total of \$16,177 (2014 – \$34,242) remains deferred to future years, including interest of \$541 (2014 – \$554).
- In 2015, the County received \$757 (2014 – \$819) in MSI Conditional Operating Funding. During 2015, \$792 (2014 - \$1,763) has been recognized in operating transfers. The MSI Conditional Operating funds have been recognized in full as of December 31, 2015.
- From 2008 to 2010, the County received \$12,387 in MSI Affordable Housing Funding. During 2015, \$88 (2014 – \$49) has been recognized in operating and capital transfers. A total of \$296 (2014 – \$377) of the amounts received since inception of the initiative remains deferred to future years, including interest of \$7 (2014 – \$9).

The Provincial government announced the Green Transit Incentives Program (GreenTRIP) in July 2008. GreenTRIP supports new public transit projects that will lead to a reduction of greenhouse gas emissions and traffic congestion by decreasing the number of vehicles on the roads. In 2015, the County received \$nil (2014 – \$896) in GreenTRIP funding, and \$6,438 (2014 – \$2,985) has been recognized in capital transfers. A receivable of \$6,438 (2014 – \$1,999 as a receivable) has been recorded.

17. OTHER CAPITAL REVENUES

	2015	2014
Development Levies and Charges	\$ 711	\$ 5,927
Developer Contributions	310	2,593
Other	1,011	3,168
	<u>\$ 2,032</u>	<u>\$ 11,688</u>

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

18. SALARIES AND BENEFITS DISCLOSURE

The following salaries and benefits are disclosed on a cash flow basis, as required under the Supplementary Accounting Principles and Standards Regulation (AR 313/2000) of the MGA:

	Salaries	Benefits & Allowances	2015	2014
Elected Officials:				
Mayor	\$ 120	\$ 17	\$ 137	\$ 127
Councillor – Ward 1	71	8	79	76
Councillor – Ward 2	71	15	86	80
Councillor – Ward 3	71	13	84	78
Councillor – Ward 4	71	15	86	80
Councillor – Ward 5	71	15	86	80
Councillor – Ward 6	71	12	83	77
Councillor – Ward 7	71	9	80	73
Councillor – Ward 8	71	12	83	77
	\$ 688	\$ 116	\$ 804	\$ 748
Chief Commissioner	\$ 272	\$ 44	\$ 316	\$ 315

Benefits and allowances include the County's share of Canada Pension Plan, Workers' Compensation Board, retirement contributions, group insurance, extended health care, dental benefits, accidental death and dismemberment, and car allowance. Benefits also include the County's share of employment insurance and long-term disability insurance for the Chief Commissioner.

19. PENSION PLAN

a) Local Authorities Pension Plan

County employees participate in the Local Authorities Pension Plan (LAPP or the Plan), which is one of the plans covered by the Alberta Public Sector Pension Plans Act.

The County was required to make current service contributions to the Plan of 11.39 per cent (2014 – 11.39 per cent) of pensionable payroll up to the yearly maximum pensionable earnings (YMPE) and 15.84 per cent (2014 – 15.84 per cent) thereafter. Employees of the County are required to make current service contributions of 10.39 per cent (2014 – 10.39 per cent) of pensionable salary up to YMPE, and 14.84 per cent (2014 – 14.84 per cent) thereafter.

Total current service contributions by the County to LAPP in 2015 were \$12,282 (2014 – \$11,461). Total current service contributions by the employees of the County to LAPP in 2015 were \$11,330 (2014 – \$10,634).

As stated in their 2014 Annual Report, LAPP serves 237,612 members and 423 employers. It is financed by employer and employee contributions and investment earnings of the LAPP fund. At December 31, 2014, the plan reported an actuarial deficiency of \$2.45 billion.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

19. PENSION PLAN (CONTINUED)

b) APEX

The APEX supplementary pension plan, an Alberta Urban Municipalities Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act, commenced on January 1, 2004. This plan provides supplementary pension benefits to a prescribed class of employees (Executive and Director level employees). The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and Strathcona County. The employees contribute 2.50 per cent and Strathcona County contributes 3.00 per cent of pensionable earnings up to \$141 (2014 - \$139).

Total contributions made by the employees to APEX in 2015 were \$76 (2014 - \$72). Total contributions made by Strathcona County to APEX in 2015 were \$91 (2014 - \$86).

20. FINANCIAL INSTRUMENTS

The County's financial instruments consist of cash and cash equivalents, accounts receivable, investments, cheques issued in excess of cash, accounts payable and accrued liabilities, deposit liabilities, capital leases and long-term debt. It is management's opinion that the County is not exposed to significant interest, currency, or credit risk arising from these financial instruments. Unless otherwise noted, the fair values of these financial instruments approximate their carrying values.

21. COMMITMENTS AND CONTINGENCIES

a) Capital

As at December 31, 2015, authorized costs on capital projects committed through a purchase order or other contractual agreement, but not yet expended, amounted to \$31,034 (2014 - \$58,904).

b) Leases

The County has ongoing operating leases for building space, office equipment and other miscellaneous equipment. Operating leases are generally for periods of three to five years.

The future minimum lease payments are as follows:

2016	\$ 874
2017	\$ 775
2018	\$ 598
2019	\$ 569
2020	\$ 452

c) Legal Disputes

As at December 31, 2015, the County was involved in various legal disputes. While it is not possible to estimate the outcome of these disputes, management believes that there will be no significant adverse effects on the financial position of the County.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

21. COMMITMENTS AND CONTINGENCIES (CONTINUED)

d) Development Agreements

Developers have entered into agreements with the County in the amount of approximately \$10,908 (2014 – \$37,050) and are committed to the installation and construction of certain works to serve development of lands within the County. The County has taken performance securities from developers in the form of deposit liabilities in the amount of nil (2014 – nil) and letters of credit in the amount of \$3,899 (2014 – \$10,786) to ensure performance by the developers under the agreements. Security taken by the County is reduced accordingly as the above-noted works are constructed.

e) Alberta Health Services

The County is currently under agreement with Alberta Health Services to provide emergency medical services to the County and the region until March 31, 2019. This agreement contains a provision for extension of the initial term for up to two additional two year periods.

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

22. SEGMENTED INFORMATION

Segmented information has been identified based on the types of services provided by the County to its residents. The types of services are identified in the Consolidated Statement of Operations and Accumulated Surplus. Certain allocation methodologies are used in the preparation of segmented financial information. Taxation revenues and payments in lieu of taxes are allocated to the segments based on the segment's budgeted net expenditures. User charges and other revenue have been allocated to the segments based upon the segment that generated the revenue. Government transfers have been allocated to the segment based upon the purpose for which the transfer was made. Development charges earned and developer contributions received were allocated to the segment for which the charge was collected.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1.

	Municipal Operations	Utility Operations	Library Operations	PHF Operations	Eliminations	2015	2015 Budget (Note 11)
OPERATING REVENUE							
Property Taxes	\$ 202,655	\$ 13	\$ 8,709	\$ -	\$ -	\$ 211,377	\$ 207,930
Government Transfers - Operating	6,836	43	533	-	-	7,412	5,457
Utility User Rates	-	52,353	-	-	-	52,353	53,237
User Fees and Charges	38,615	3,089	166	-	-	41,870	39,257
Penalties and Fines	6,738	-	163	-	-	6,901	5,417
Investment Income	6,763	961	121	-	-	7,845	6,157
Other	8,482	209	140	1,254	(678)	9,407	8,187
TOTAL OPERATING REVENUE	270,089	56,668	9,832	1,254	(678)	337,165	325,642
EXPENSES							
Salaries, Wages and Benefits	137,062	10,453	5,819	-	-	153,334	153,990
Contracted and General Services	42,046	12,263	352	6	-	54,667	59,823
Supplies, Materials and Utilities	22,538	21,902	1,175	-	-	45,615	53,698
Interest on Long-Term Debt	3,214	2,625	983	678	(678)	6,822	7,332
Grants and Requisitions	2,150	-	-	-	-	2,150	1,960
Amortization	42,406	6,405	1,362	980	-	51,153	50,699
Loss on Asset Transfers and Disposals	211	88	8	-	-	307	-
Other Expenses	1,797	87	3	-	-	1,887	1,427
TOTAL EXPENSES	251,424	53,823	9,702	1,664	(678)	315,935	328,929
SURPLUS (DEFICIT) BEFORE CAPITAL REVENUE	18,665	2,845	130	(410)	-	21,230	(3,287)
CAPITAL REVENUE							
Contributed Tangible Capital Assets	42,825	17,497	3	-	-	60,325	-
Government Transfers - Capital	41,325	2,616	-	-	-	43,941	48,356
Other Capital Revenues	1,866	166	-	-	-	2,032	38,538
TOTAL CAPITAL REVENUE	86,015	20,279	3	-	-	106,298	86,894
ANNUAL SURPLUS	104,681	23,124	133	(410)	-	127,528	83,607
ACCUMULATED SURPLUS (DEFICIT), BEGINNING OF YEAR	1,389,560	289,613	9,317	16,035	(7,424)	1,697,101	1,697,101
ACCUMULATED SURPLUS (DEFICIT), END OF YEAR	\$1,494,241	\$ 312,737	\$ 9,450	\$ 15,625	\$ (7,424)	\$1,824,629	\$1,780,708

STRATHCONA COUNTY
Notes to Consolidated Financial Statements
Year ended December 31, 2015 (in thousands of dollars)

22. SEGMENTED INFORMATION (CONTINUED)

	Municipal Operations	Utility Operations	Library Operations	PHF Operations	Eliminations	2014
REVENUE						
Property Taxes	\$ 189,807	\$ 351	\$ 8,422	\$ -	\$ -	\$ 198,580
Government Transfers - Operating	6,988	18	525	-	-	7,531
Utility User Rates	-	51,160	-	-	-	51,160
User Fees and Charges	38,830	5,255	172	-	-	44,257
Penalties and Fines	5,891	-	172	-	-	6,063
Investment Income	5,734	982	123	-	-	6,839
Other	9,241	141	148	1,206	(692)	10,044
TOTAL REVENUES	256,491	57,907	9,562	1,206	(692)	324,474
EXPENSES						
Salaries, Wages and Benefits	128,904	9,170	5,595	-	-	143,669
Contracted and General Services	43,335	13,438	317	6	-	57,096
Supplies, Materials and Utilities	25,224	21,704	1,106	-	-	48,034
Interest on Long-Term Debt	3,561	2,808	1,013	692	(692)	7,382
Grants and Requisitions	2,165	-	-	-	-	2,165
Amortization	38,010	6,352	1,338	974	-	46,674
Loss on Asset Transfers and Disposals	1,932	-	16	-	-	1,948
Other Expenses	2,017	113	5	-	-	2,135
TOTAL EXPENSES	245,148	53,585	9,390	1,672	(692)	309,103
SURPLUS (DEFICIT) BEFORE CAPITAL REVENUE	11,343	4,322	172	(466)	-	15,371
CAPITAL REVENUE						
Contributed Tangible Capital Assets	21,203	7,475	17	-	-	28,695
Government Transfers - Capital	25,265	2,242	-	-	-	27,507
Other Capital Revenues	5,675	6,001	12	-	-	11,688
TOTAL CAPITAL REVENUE	52,143	15,718	29	-	-	67,890
ANNUAL SURPLUS	63,486	20,040	201	(466)	-	83,261
ACCUMULATED SURPLUS (DEFICIT), BEGINNING OF YEAR	1,326,074	269,573	9,116	16,501	(7,424)	1,613,840
ACCUMULATED SURPLUS (DEFICIT), END OF YEAR	\$1,389,560	\$ 289,613	\$ 9,317	\$ 16,035	\$ (7,424)	\$1,697,101

23. COMPARATIVE INFORMATION

Certain comparative information has been reclassified to conform to the current year's presentation.

GLOSSARY OF TERMS:

- **Annual Operating Surplus for Tax Purposes** – The annual surplus or (deficit) resulting from the modified cash flow basis, which includes debt repayment expenditures and reserve transactions, and excludes amortization expense, gains/losses on asset disposals and capital revenues, unlike the Public Sector Accounting Standards (PSAS) Surplus.
- **Committed** – Funding approved as per FIN-001-024: Municipal Reserves policy to be applied towards specific expenditures.
- **Designated** – Funding designated to reserves for a specific purpose, which has not yet been approved by Council to be applied towards specific expenditures.
- **Forecast Variances** – Future variances to budget that have yet to occur, but are expected to be realized based on current information, and are projected to affect the year-end surplus or (deficit).
- **Permanent Differences** – Variances to budget that have occurred and will affect the year-end surplus or (deficit).
- **PSAS Surplus** – The surplus or (deficit) resulting from financial statements prepared in accordance with PSAS.
- **Timing Differences** – Variances to budget that are expected to reverse during the remainder of the year and not affect the year-end surplus or (deficit).
- **Year-End Forecast** – Permanent Differences plus the Forecast Variances make up the Year-End Forecast surplus or (deficit).
- **Year-To-Date Operating Variance** – The favourable or (unfavourable) difference between budget and actuals at a point in time including any Timing Differences.

2015 ANNUAL MANAGEMENT REPORT

Strathcona County Priorities Committee Presentation April 19, 2016

Overview

- 2015 Annual (Q4) Management Report includes:
 - Review of the consolidated operating results (Annual Operating Surplus for Tax Purposes);
 - 2015-2018 Corporate Business Plan reporting update;
 - Review of the capital activity; and
 - Review of the key financial indicators of the County.
- Comparison Analysis

County Annual Operating Surplus for Tax Purposes - \$21.1M (Page 2 and 3)

For the year ended December 31, 2015

<i>Millions</i> \$	Annual Operating Surplus for Tax Purposes
Municipal	17.9
Utility	3.1
Library	0.1
Pioneer Housing Foundation	-
TOTAL	21.1

2015-2018 Corporate Business Plan Reporting Update (Appendix 1)

- Reporting on the Corporate Business Plan
 - Progress on goals and timely information on Key Performance Indicators and measures
 - Linkages back to the Strategic Plan prioritized goals / outcomes
- Evolving process occurring throughout the year
- Reporting to Council will be provided as part of the quarterly and annual management reports, with emphasis on the Q2 and annual (Q4) reports

Capital Activity (Page 4)

As at December 31, 2015

2015 Capital Budget (Cash Flowed):

- The 2015 Capital Budget (cash flowed), as amended, totals **\$216.9 million**.
- The 2015 Capital Budget (cash flowed) is comprised of:
 - The 2015 Capital Budget of \$66.4 million, approved by Council on December 9, 2014;
 - Plus unspent prior years budgeted capital expenditures of \$274.2 million;
 - Less budget amendments approved in 2015 of (\$20.3) million; and
 - Less budgeted capital expenditures planned to be incurred after 2015 of (\$103.4) million.

Capital Activity (Page 4)

As at December 31, 2015

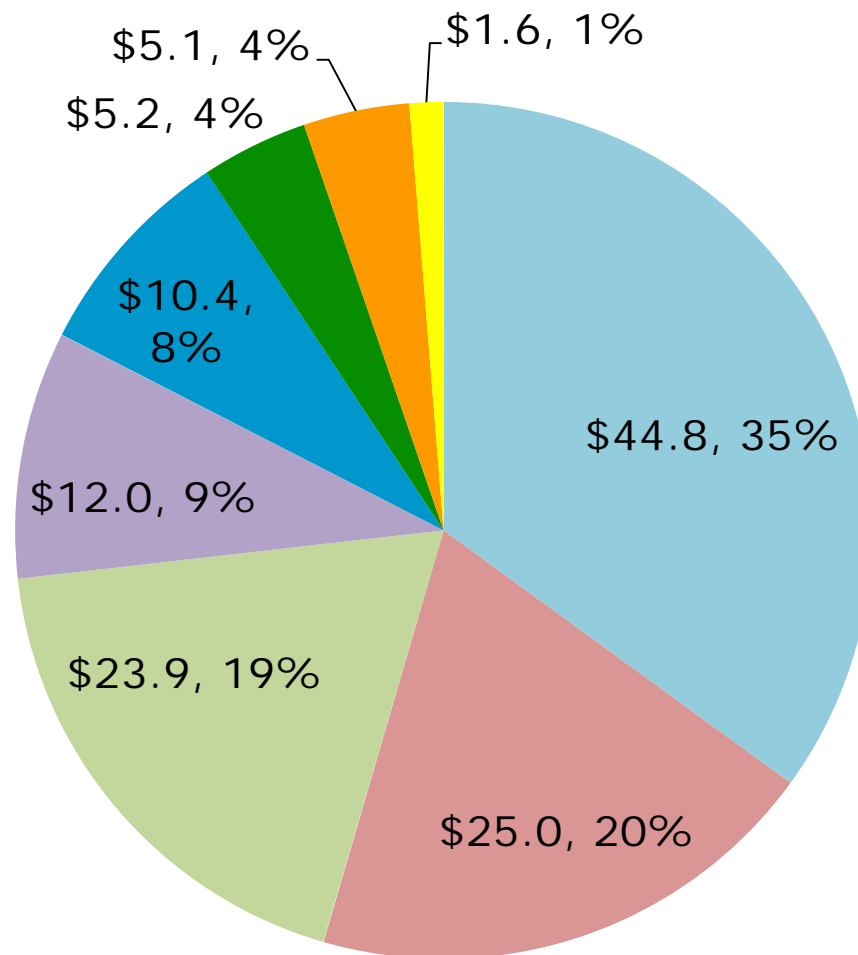
Capital Variance:

	\$M
2015 Capital Budget (Cash Flowed)	216.9
2015 Capital Expenditures	(88.9)
2015 Capital Variance	128.0

Capital Activity (Page 4)

As at December 31, 2015

2015 Capital Variance = \$128.0 Million



- Changing Priorities, Scope Change, Project Alignment and Staging
- Land Purchase Timing and Negotiations
- Third Party Funding or Agreement Delays
- Final Administration (Final Acceptance Certificates, Holdback Releases, etc)
- Contractor, Vendor or Other Delays
- Closed Projects - Released Funding
- Contingent Budget Savings - Ongoing Projects
- Construction Delays due to Weather

Capital Activity (Page 5)

As at December 31, 2015

Update on Completed Projects:

- 68 projects were completed \$5.2 million under a total combined budget of \$64.9 million
- The composition of the funding/financing released is:
 - \$2.2 million reserves
 - \$2.6 million debenture financing
 - \$0.4 million external grants and other sources

Capital Activity (Page 5)

As at December 31, 2015

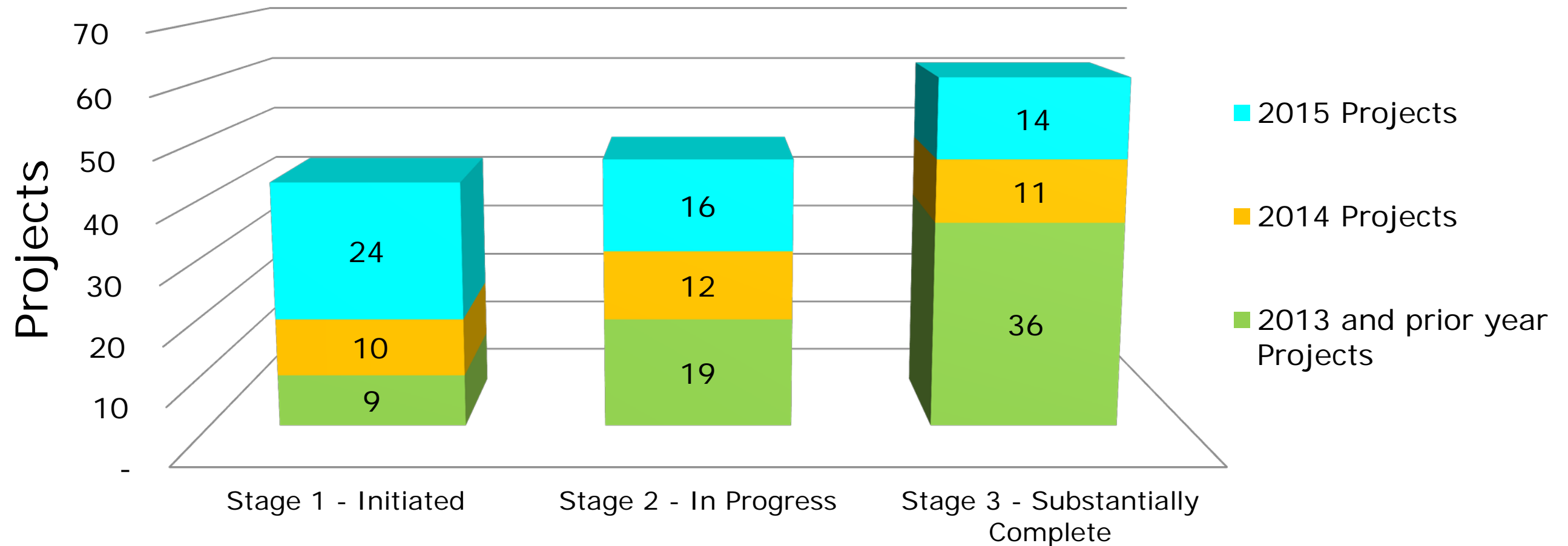
Capital projects have been grouped based on work completed according to assessments provided by the responsible departments, consisting of the following project stage groupings:

Active Project Stages:		
1	0 – 10%	Initiated
2	11 – 85%	In Progress
3	86 – 99%	Substantially Complete

Capital Activity (Page 5)

As at December 31, 2015

151 Active Capital Projects at December 31, 2015:



Assessment of Financial Condition

- Key Financial Indicators (Page 6 to 9)

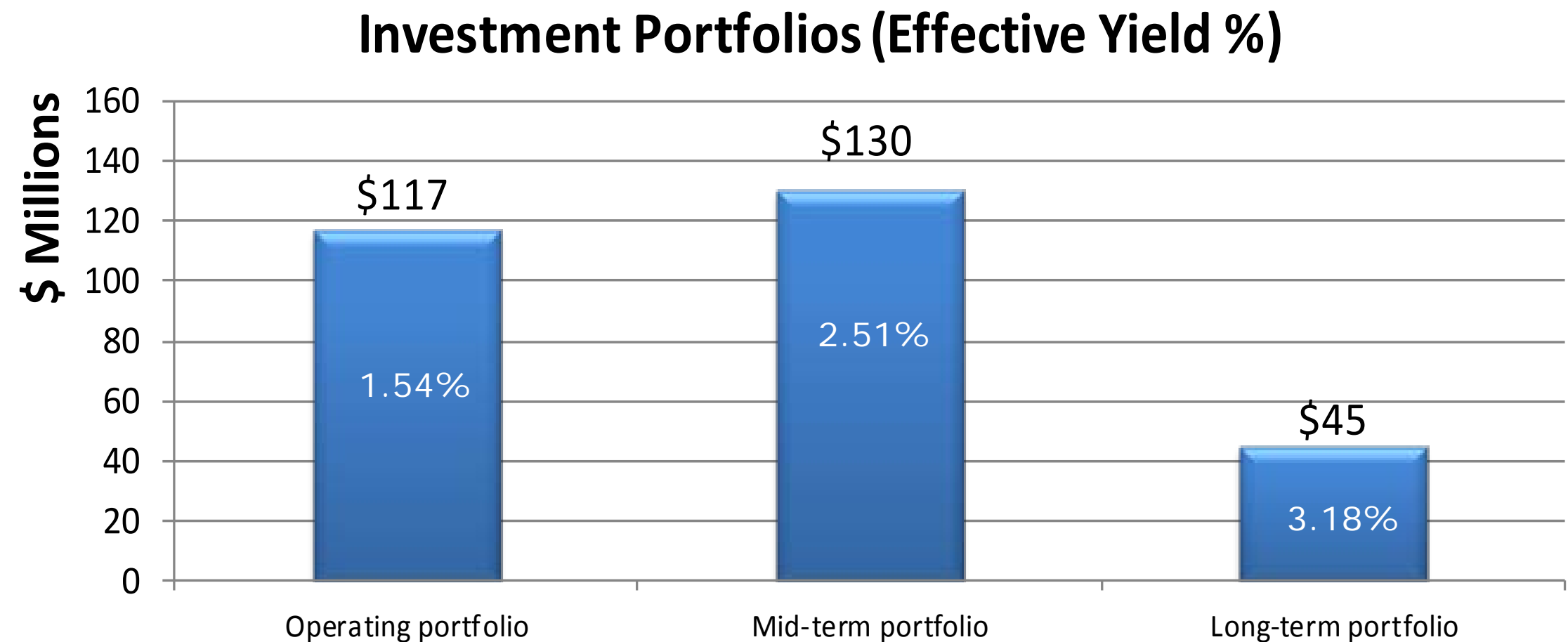
The Key Financial Indicators are based on the Unaudited Consolidated Financial Statements for the year ended December 31, 2015 (Appendix 1):

- Statement of Financial Position
 - Investments
 - Long-term Debt
- Net Financial Asset (Net Debt) Position
- Accumulated Surplus

*The unaudited consolidated financial statements are prepared in accordance with **Public Sector Accounting Standards (PSAS)**.*

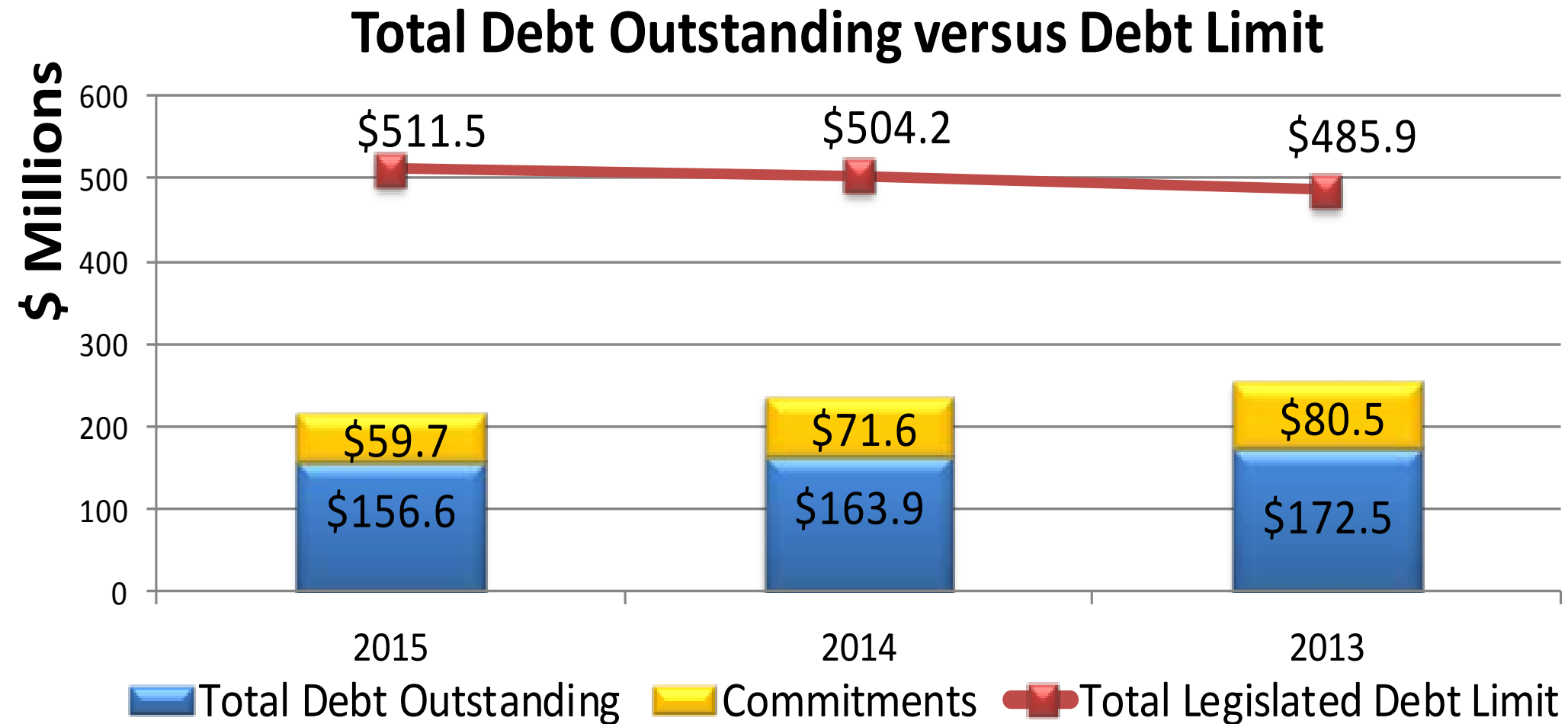
Key Indicator: Investments (Page 6)

December 31, 2015 Investments Total \$291.3 Million



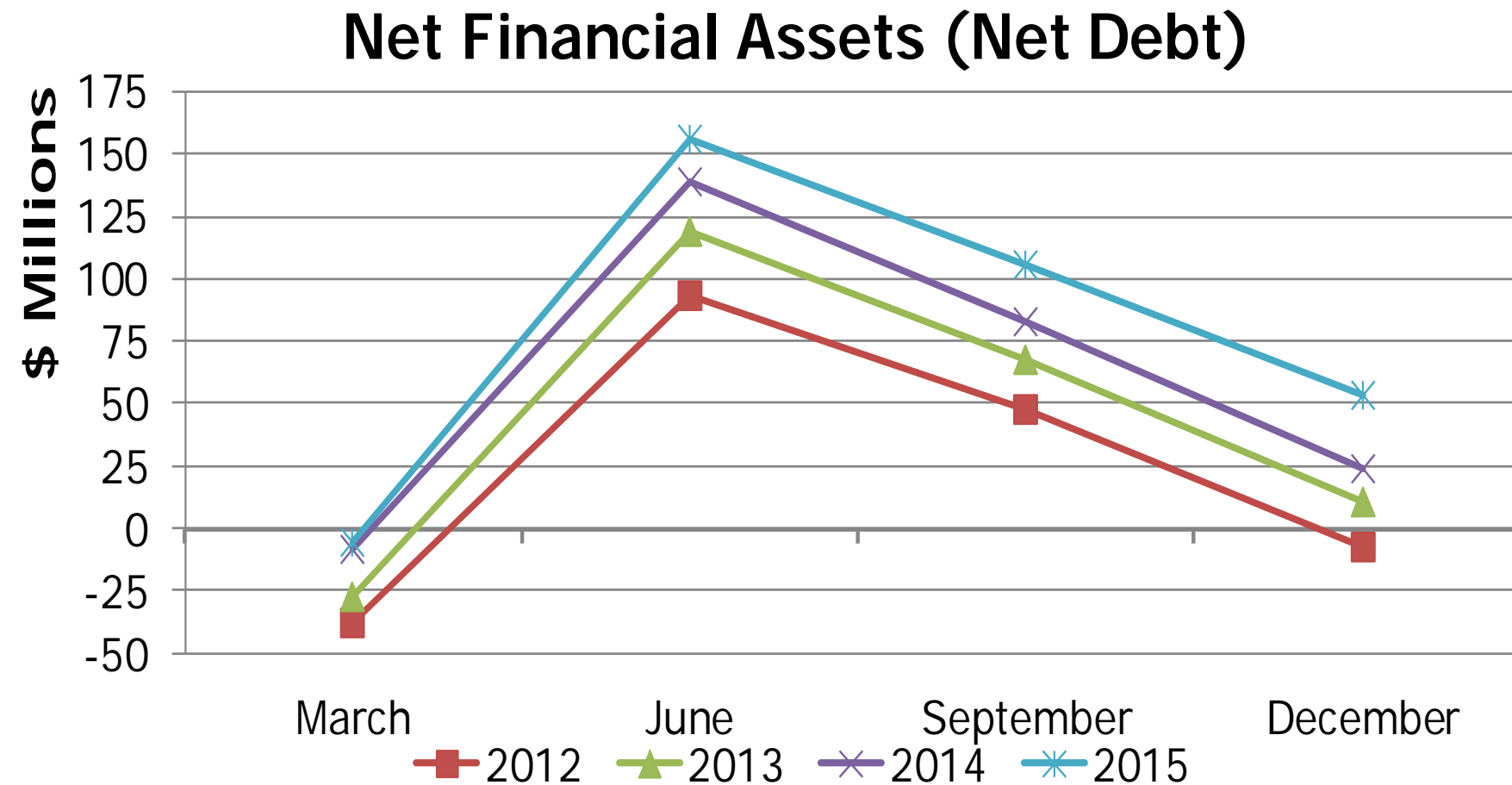
Key Indicator: Long-term Debt (Page 7)

December 31, 2015 Debt Capacity Totals \$354.9 Million



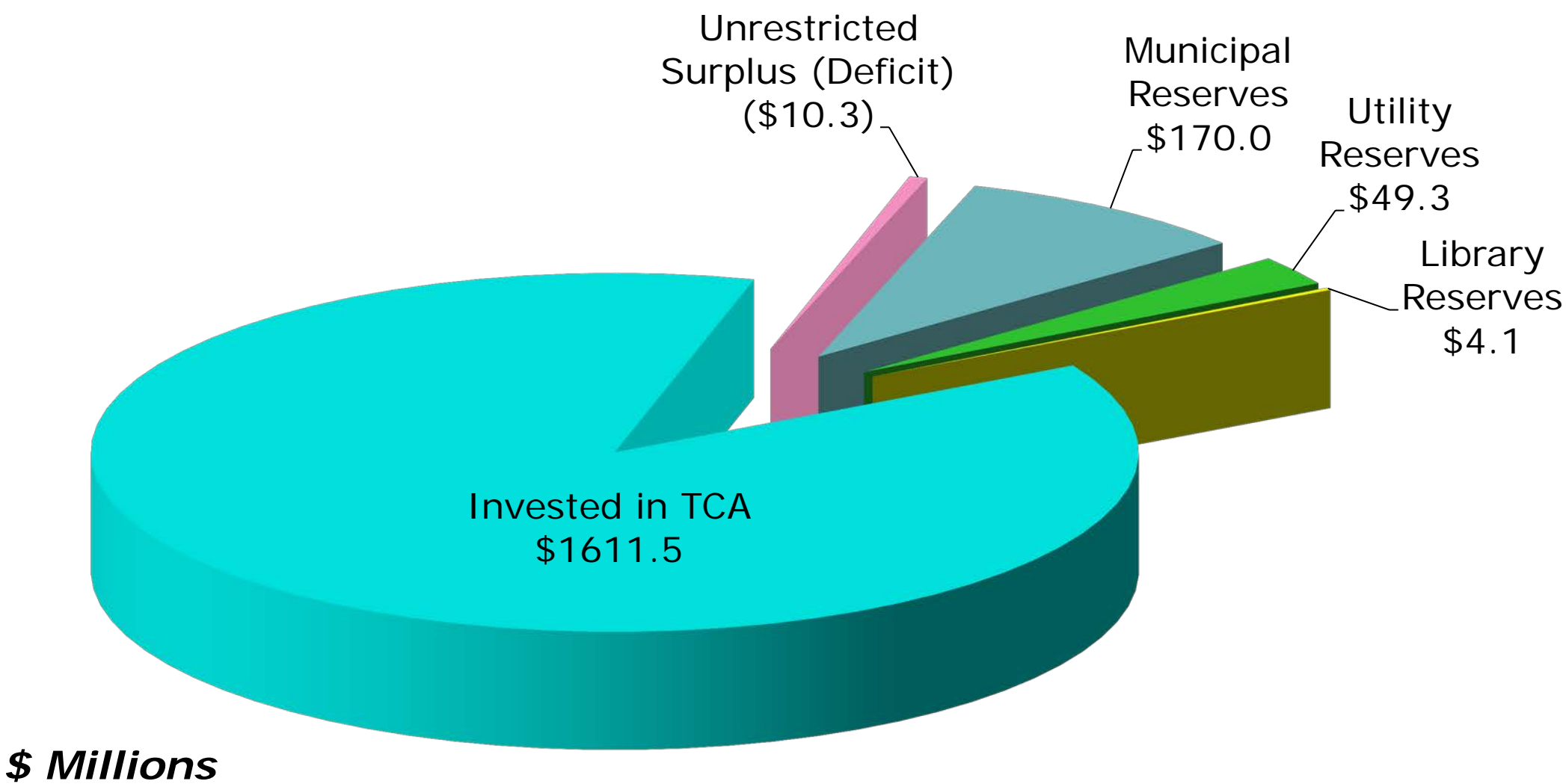
Key Indicator: Net Financial Assets (Net Debt) (Page 8)

December 31, 2015 Net Financial Assets Total \$53.3 Million



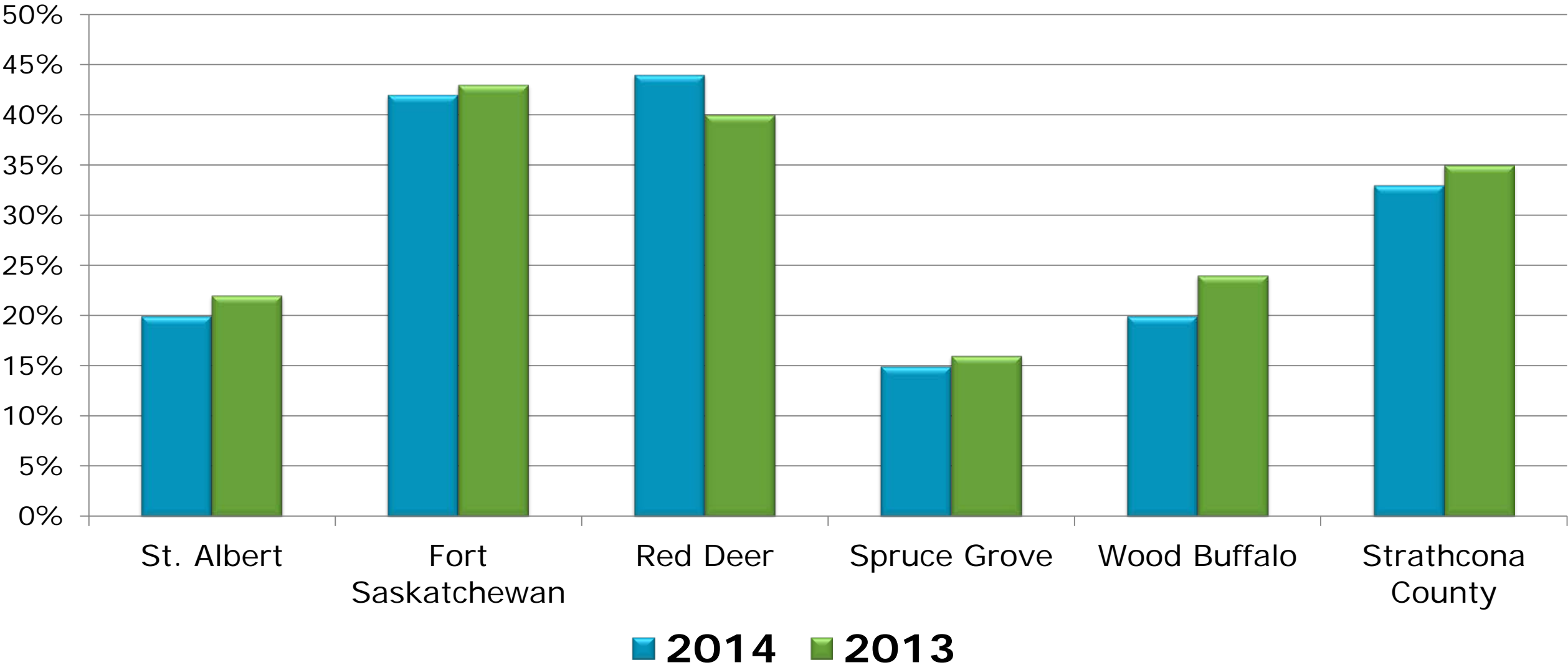
Key Indicator: Accumulated Surplus (Page 9)

December 31, 2015 Accumulated Surplus is \$1,824.6 Million



Comparison: Debt Limits Percentage

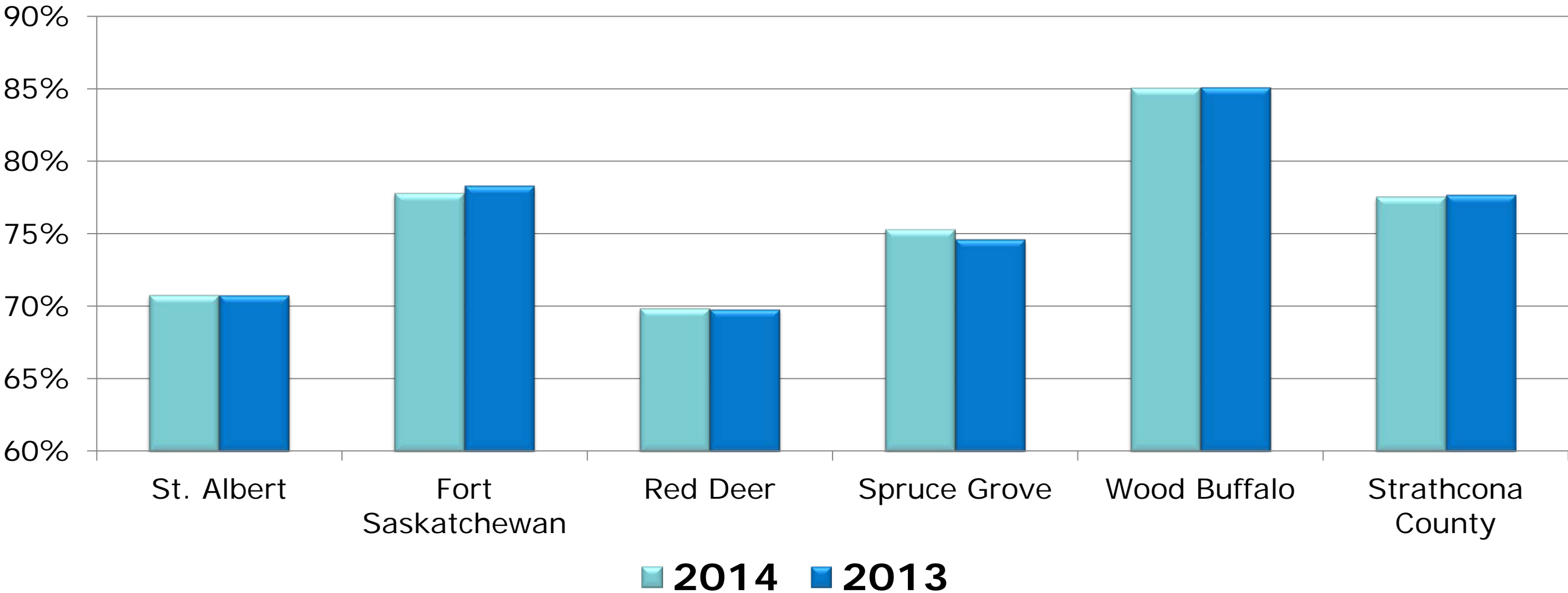
Amount of debt used as a percent of the legislated debt limit



Source: 2014 Annual Reports
for the individual Municipalities

Comparison: Net Book Value of Assets as a Percentage of Cost

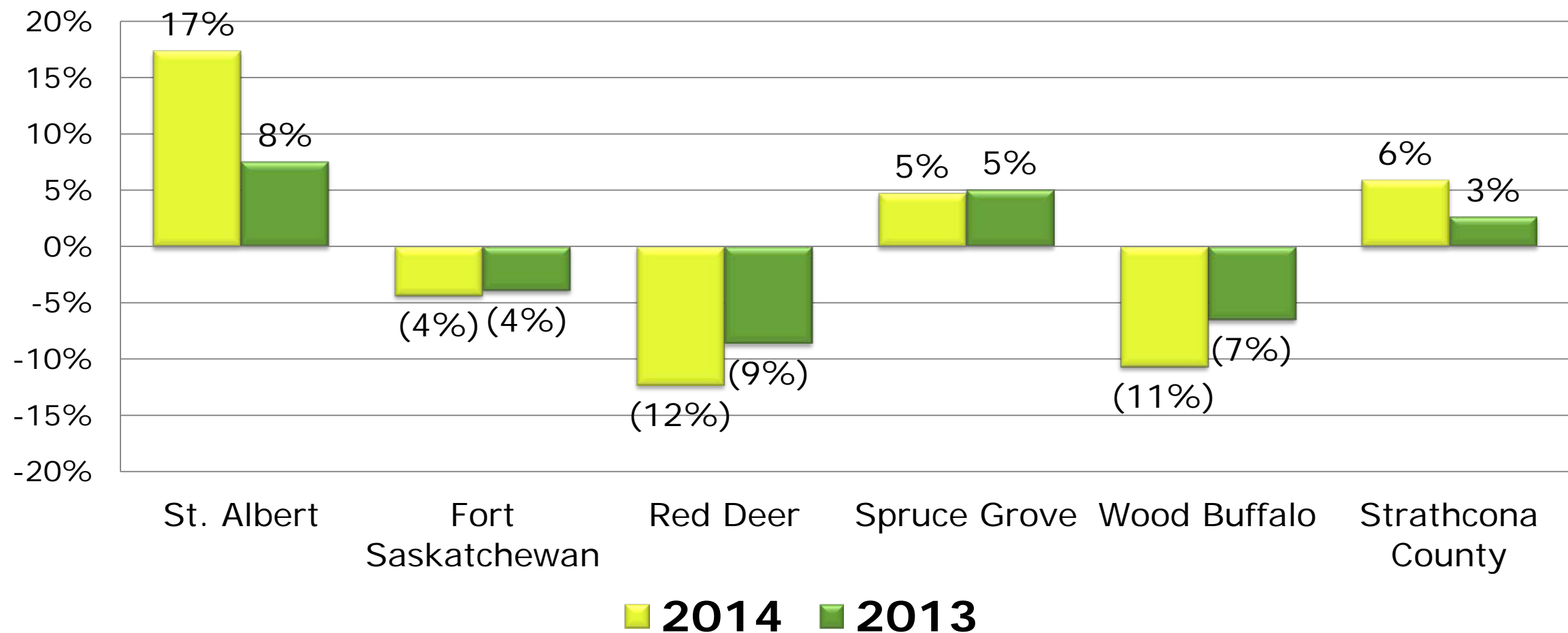
A higher percentage reflects assets with a greater remaining useful life



Source: 2014 Annual Reports
for the individual Municipalities

Comparison: Net Financial Assets (Net Debt) as a Percentage of Total Revenues

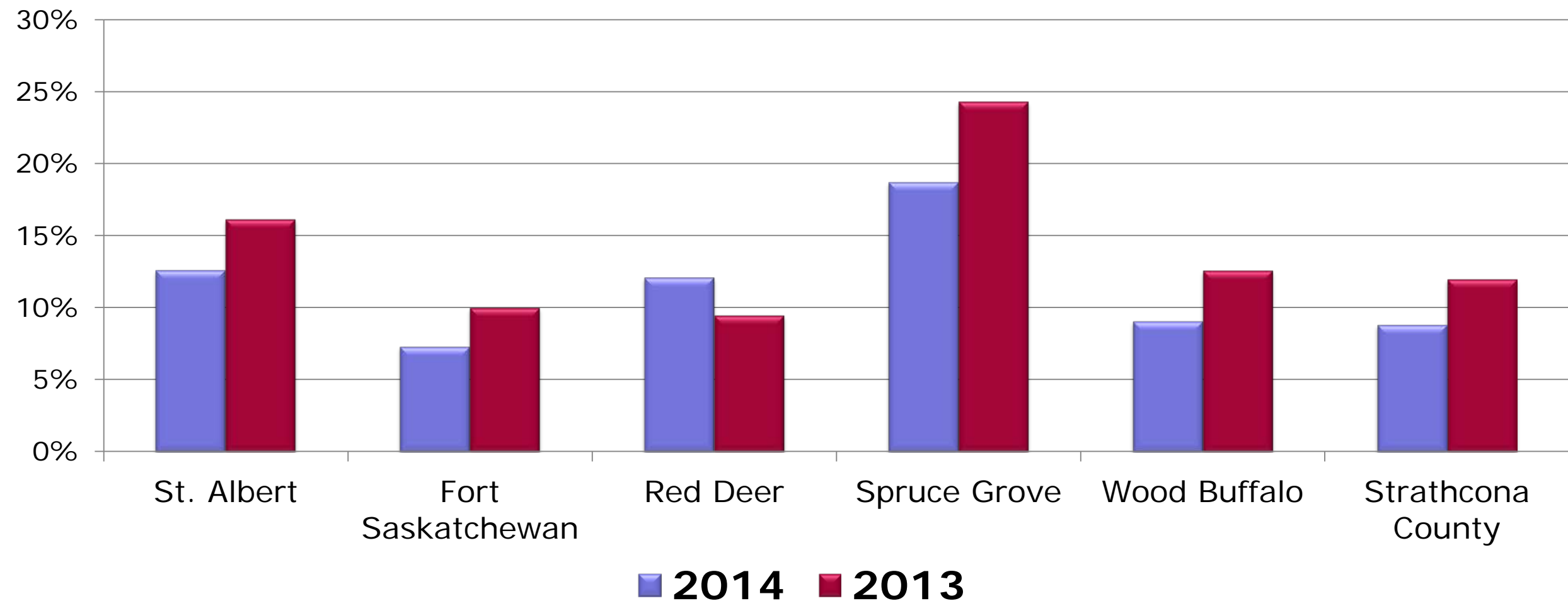
This is a measure of sustainability that indicates the municipality's ability to meet its financial obligations.



Source: 2014 Annual Reports
for the individual Municipalities

Comparison: Proportion of Government Transfers to Total Revenue

This is a measure of the degree in which a municipality relies on government funding sources.



Source: 2014 Annual Reports
for the individual Municipalities

Questions?

Priorities Committee Meeting_Apr19_2016

2016 Pride of Strathcona Awards – Selection of Award Recipients

Report Purpose

To select the 2016 Pride of Strathcona Awards recipients, to accept revised Pride of Strathcona Awards – Criteria and Program Procedures and to consider an honorary Pride of Strathcona Award.

Recommendations

THAT the Committee meet in private, pursuant to sections 17, 24 and 29 of the Freedom of Information and Protection of Privacy Act to discuss selection of the Pride of Strathcona Awards and the Mayor's Award recipients.

THAT Enclosure 1-22 remain private pursuant to sections 17 and 24 of the Freedom of Information and Protection of Privacy Act.

THAT Enclosure 23, Award Recipient Selections be created and remain private pursuant to section 29 of the Freedom of Information and Protection of Privacy Act, until the award recipients have been notified.

THAT Enclosure 23, Award Recipient Selections, be approved.

Council History

November 26, 2013 – Council passed Bylaw 60-2013 that deleted the terms of reference for the Pride and Strathcona Awards Committee, and designated responsibility for the annual Pride of Strathcona Awards program to Priorities Committee.

February 17, 2015 – Priorities Committee adopts the Pride of Strathcona Awards – Criteria and Program Procedures.

April 21, 2015 – Priorities Committee selects 10 Pride of Strathcona Awards recipients (individuals and groups) to honour in 2015.

Strategic Plan Priority Areas

Economy: n/a

Governance: A part of building cooperative partnerships with community is recognizing and celebrating community. The Pride of Strathcona Awards program supports this goal.

Social: These awards recognize individuals, groups and teams who have helped build strong neighbourhoods and communities.

Culture: Arts, Culture and Heritage is a category of recognition in this awards program.

Environment: Environmental efforts can be saluted through this awards program.

Summary

The Pride of Strathcona Awards program recognizes outstanding contributions and achievements of individuals, groups and teams in our community.

In 1985, Strathcona County held its first Awards of Excellence. The program was revamped in 1993 to what is now known as the Pride of Strathcona Awards.

The categories are: Community Service; Arts, Culture and Heritage; Agricultural Leadership; Professional Achievement; Youth; Service to Seniors, Heroism, Sports and

Recreation Development, Athletic Achievement for first-, second- or third-place standing at a national or international competition; and Outstanding Group.

The nomination deadline was March 31, 2016. The County received 20 nominations.

The Pride of Strathcona Awards – Criteria and Program Procedures provide guidelines to review nominations and select the 2016 award recipients.

As requested during last year's selection, the Criteria and Program Procedures - Awards Selection Process section has been revised to:

- delete the reference to send completed Rating and Evaluation Sheets to Communications; completed evaluation sheets do not need to be forwarded;
- add Certificate of Appreciation to nominee notification.

This year's awards ceremonies will take place on Friday, May 27, 2016 at Festival Place.

Enclosures

Encl 1	Criteria and Program Procedures - Pride of Strathcona Awards 2016
Encl 2	List of Nominees - Pride of Strathcona Awards
Encl 3-22	Nomination Packages

2016 Pride of Strathcona Awards

Mayor's Award	Bridgette Hardy-Crytes
Community Service	Moyra McAllister Jordan Smith
Arts, Culture and Heritage	Renee Lippa
Agricultural Leadership	Greg and DeeAnn Knott Rob Sproule
Professional Achievement	Satish Pandya Tim Wiwchar
Youth	Teagan de Seguin Annalena Thiesen
Sports and Recreation Development	Brian Jolly David Kozicki
Athletic Achievement	David Elliott Gwendolyn McGuire Christina Sanders
Outstanding Group	Sherwood Park Curling Club League Executive Strathcona 4H Rein Riders

Councillor Request Report

April 19, 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. 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.	Complete
				23/09/2014	03/10/2014	LLS		Please provide and update on the status of online voting.			
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. 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.			Outstanding
33	SMITH Paul	Community Group Collaboration Fund	Program	22/04/2014	5/13/2014	RPC	FCS	Create parameters and budget for a fund that would facilitate and enable community organizations to work together for success and viability. The outcome would be a system that would enable joint initiatives with access to funds, facilities, expertise and training. This request has been directed to Community Services Division- FCS & RPC Please bring this program request back for discussion to the June 17, 2014 Priorities Committee Meeting. (The request was to be brought forward to the May 13, 2014 PCM however Councillor Smith will not be in attendance for the May 13, 2014 PCM)			In Progress
35	BIDZINSKI Victor	Community Halls Renovation/ Replacement Plan	Information	06/05/2014	5/16/2014	FAS		Provide information on ways we could augment the costs that will be associated with the renovation/replacement of Strathcona County's Community Halls in the future. (Was stated that 19 million dollars will be required)			Outstanding
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.	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

#	Elected Official Name	Subject	Req type	Meeting date	Due date	Resp Dept	2nd Dept	Request	Reponse date	Reponse	Status
103	BIDZINSKI Victor	Uber in Strathcona County	Information	03/08/2016	03/18/2016	LLS		Please provide information regarding our Taxi Cab Bylaw and if Uber is required to obtain a permit to operate in Strathcona County	04/12/2016	<p>The ride for hire industry is currently in significant transition and Administration is monitoring the ongoing developments. Bylaw 20-2013, Strathcona County's bylaw to regulate the safety of taxis, was drafted without consideration of significant technological advances in the ride for hire industry, including the establishment of transportation network companies such as Uber.</p> <p>Currently, the permits under Strathcona County's bylaw do not address the ride sharing industry. The definitions in the bylaw create a lack of clarity for enforcement purposes, and any enforcement against Uber or other similar ride sharing operations (i.e. enforcement against Uber/ride sharing drivers) for failure to obtain a permit could be subject to a court challenge.</p> <p>However, Uber and other transportation network companies are required to meet provincial legislative requirements which include the requirement of a Class 4 Driver Licence or better and appropriate commercial vehicle insurance. Strathcona County RCMP and Enforcement Services will continue to enforce these requirements.</p>	Complete
101	BIDZINSKI Victor	Free Admission Day	Information	03/22/2016	1/4/2016	CCO		Edmonton has a Free Admission Day, is this something that Strathcona County would look at embracing and endorsing?	11/04/2016	<p>County Administration supports the principle of holding a 'Free Admission Day' at County facilities. A report will be forthcoming for Council's deliberation to consider a free admission day that could also include public transit.</p>	Complete
102	BIDZINSKI Victor	Property Line / Sightline Fencing	Information	04/05/2016	04/19/2016	PDS		Please provide information regarding how required sightlines are determined for fencing, beyond the requirements in the Land Use Bylaw.			

Priorities Committee Meeting_Apr19_2016

REPORT FOR INFORMATION**Joint Planning Study: Boundary Interface Protocols and Strategy****Report Purpose**

To provide the Priorities Committee with information regarding the Joint Planning Study: Boundary Interface Protocols and Strategy which was undertaken with the City of Edmonton.

Strategic Plan Priority Areas

Economy: n/a

Governance: The Boundary Interface Protocols and Strategy document adheres to the priority area of cooperative partnerships with neighbouring governments, in this case the City of Edmonton. It builds towards mutual respect, common goals and a desire to move forward together to achieve long-term success. The document also follows the strategic goal of advancing the community's interest by developing and maintaining strong relationships with the City of Edmonton to ensure long term prosperity.

Social: n/a

Culture: n/a

Environment: n/a

Other Impacts

Policy: n/a

Legislative/Legal: n/a

Interdepartmental: This document has been prepared with the assistance of the appropriate County departments and will be shared with those departments.

Summary

The City of Edmonton (the City) and Strathcona County (the County) share a 40 km boundary along their respective eastern/western edges. The purpose of the Joint Planning Study: Boundary Interface Protocols and Strategies is to improve collaboration and communication regarding infrastructure and planning in this area.

In order to achieve these goals, an improved communication protocol is needed to strengthen the intermunicipal relationship and ensure an ongoing commitment to collaborative planning in the Joint Planning Study (JPS) Area. The JPS provides guidance to the Administrations of the City and the County regarding development within the Study Area.

This document forms a foundation for future discussions, supports regional prosperity for citizens, and demonstrates leadership in cooperation between regional partners. Each municipality will have a clear understanding of their responsibilities pursuant to the JPS.

Both municipalities acknowledge that they are legislatively separate and have distinct interests and cultures. Through the JPS, the City and the County agree to support the objectives, follow the guiding principles and follow and implement the recommendations. The JPS recognizes that each Council retains their decision-making autonomy as per the *Municipal Government Act*.

The JPS sets out a series of recommendations that represents a commitment from both municipalities to collaboratively plan and manage land use within the Study Area within an

atmosphere of mutual respect. The recommendations in this document will also enhance the policy direction set out in each *Municipal Development Plan*.

The Study Area for the JPS encompasses the entire shared boundary between the City and the County and extends approximately 1.6 km into each municipality (see Map 12.1, Study Area). The shared boundary area features many regionally important transportation networks, drainage basins, environmental networks, and diverse land use patterns. The land uses within the Study Area include a broad mix of agricultural, industrial, commercial, residential, institutional, open space and recreation. In addition, there are a number of major pipelines located throughout the various industrial areas and within the Transportation Utility Corridor that runs north-south through the Study Area.

The JPS, although not a statutory document, is meant to provide guidance to the County and City regarding moving forward on planning and development within the Study Area. The policies developed within the scope of this document will support and uphold the larger regional initiatives of the North Saskatchewan Regional Plan under the Land Use Framework, and the Growth Plan under the Capital Region Board. The City and County agree to jointly implement the study and follow the recommendations wherever possible.

The Objectives for the Study Area are as follows:

- Promote information sharing,
- Ensure mutual consultation on plans and studies that impact the JPS area,
- Ensure an understanding of each municipality's planning and development requirements,
- Create clearly defined communication protocols, and
- Build a foundation for long-term political and administrative commitments to implement a shared vision.

The following Guiding Principles support the purpose and objectives of the JPS and provide the basis for decision-making within the Study Area:

- The actions of one municipality will not hinder the activities or opportunities of the other, now or in the future,
- Each municipality recognizes the right of the other to ultimately make decisions with respect to matters within its jurisdiction,
- Both municipalities will strive to protect assets of regional significance within the Study Area,
- Both municipalities will plan with consideration for the regional context; each brings value to the Capital Region and derives benefits from it,
- The working relationship between the municipalities will be strengthened and sustained when the approach is based on common interests, and
- Both municipalities will commit to working together to resolve issues if they arise in the future.

The document was signed off by the Chief Commissioner for the County and the City Manager for the City.

Communication Plan

Media release

Enclosure

1 Joint Planning Study: Boundary Interface Protocols and Strategies Document



JOINT PLANNING STUDY

BOUNDARY INTERFACE PROTOCOLS & STRATEGIES

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1.2 Intermunicipal Relationship	4
1.3 Memorandum of Understanding	4

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2.1 Background	6
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3.0 Land Use Coordination	10
3.1 Provincial Policy Framework	10
3.2 Capital Region Growth Plan	11
3.3 Municipal	12

4.0 Transportation	14
4.1 Provincial Road Network	14
4.2 Capital Region Board	17
4.3 Municipal Road Network	18
4.4 Active Transportation	21

5.0 Utility Servicing	22
5.1 Drainage	22
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6.0 Risk Based Land Use Planning and Management	26
6.1 Risk Approach	26
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8.1 Federal and Provincial Roles	38
8.2 Capital Region Board	38
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9.1 Provincial Role	40
9.2 Capital Region Board	40
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11.0 Implementation Plan	46
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1.0

MEMORANDUM OF UNDERSTANDING

1.1 PURPOSE OF THE MEMORANDUM OF UNDERSTANDING

The City of Edmonton (the City) and Strathcona County (the County) share a 40 km boundary along their respective eastern/western edges. The purpose of this memorandum of understanding is to improve collaboration and communication regarding infrastructure and planning in this area.

In order to achieve these goals, an improved communication protocol is needed to strengthen the intermunicipal relationship and ensure an ongoing commitment to collaborative planning in the Joint Planning Study (JPS) area.

The Joint Planning Study provides guidance to the administrations of the City and the County regarding development within the Study area. The study recommendations will provide guidance for resolution of outstanding issues within an atmosphere of mutual respect.

1.2 INTERMUNICIPAL RELATIONSHIP

The JPS is about more than geography and sharing a common boundary. It is an acknowledgement that the actions of one municipality affect its neighbour. This document forms a foundation for future discussions, supports regional prosperity for citizens and demonstrates leadership in cooperation between regional partners. Each municipality will have a clear understanding of their responsibilities pursuant to this Memorandum of Understanding.

1.3 MEMORANDUM OF UNDERSTANDING

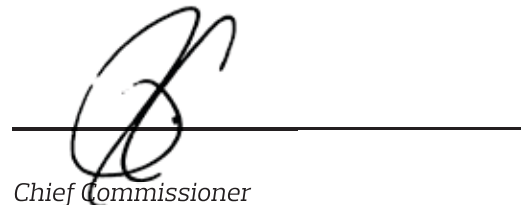
Both municipalities acknowledge that they are legislatively separate and have distinct interests and cultures. Through the Joint Planning memorandum of understanding, the City and the County agree to support the objectives and follow the guiding principles of the Joint Planning Study and follow and implement the recommendations of the Joint Planning Study. The JPS recognizes that each Council retains their decision making autonomy as per the Municipal Government Act.

City of Edmonton



City Manager

Strathcona County



Chief Commissioner



2.0

INTRODUCTION

2.1 BACKGROUND

The shared border area of the City and the County has experienced increased development pressures over the years, resulting in the recognition by both municipalities of the need for shared land use management strategies. Land uses within one municipality have an effect on the other. Growth along the border has resulted in concerns regarding risk management around heavy industrial development, transportation planning, environmental quality, and drainage and infrastructure transitions. In addition, both municipalities are now partners in the Capital Region Board, a regional planning body established in 2008 by the provincial government.



The Joint Planning Study (JPS) sets out a series of recommendations that represents a commitment from both municipalities to collaboratively plan and manage land use within the study area within an atmosphere of mutual respect. The recommendations in this document will also enhance the policy direction set out in each Municipal Development Plan.

The Study Area for the JPS encompasses the entire shared boundary between the City and the County and extends approximately 1.6 km into each municipality (see **Map 12.1, Study Area**). The shared boundary area features many regionally important transportation networks, drainage basins, environmental networks, and diverse land use patterns. The land uses within the study area include a broad mix of agricultural, industrial, commercial, residential, institutional, open space and recreation. In addition, there are a number of major pipelines located throughout the various industrial areas and within the Transportation Utility Corridor (TUC) that runs north-south through the Study Area.

The Joint Planning Study, although not a statutory document, is meant to provide guidance to the County and City regarding moving forward on planning and development within the JPS area. The policies developed within the scope of this document will support and uphold the larger regional initiatives of the North Saskatchewan Regional Plan under the Land Use Framework, and the Growth Plan under the Capital Region Board. The City and County agree to jointly implement the study and follow the recommendations wherever possible.



20

INTRODUCTION

2.2 DOCUMENT ORGANIZATION

The JPS has the following sections:

1. Memorandum of Understanding
2. Introduction
3. Land Use Coordination
4. Transportation
5. Utility Servicing
6. Risk Based Land Use Planning and Management
7. Natural Environment, Parks and Trails
8. Energy Corridors
9. Agriculture
10. Communications Protocol
11. Implementation Plan – Next Steps
12. Maps

Each section is structured as follows:

- Background information as it relates to each topic area
- challenges
- policy recommendations
- in some instances under policy recommendation are identified actions (identified with the use of letters)

2.3 PLAN OBJECTIVES AND PRINCIPLES

*This document applies to the area as defined by **Map 12.1: Study Area**. There are other processes directed through municipal development plans and the Capital Region Board regarding communication and consultation. The objectives for the study area are as follows:*

- a. Promote information sharing
- b. Ensure mutual consultation on plans and studies that impact the JPS area
- c. Ensure an understanding of each municipality's planning and development requirements
- d. Create clearly defined communication protocols
- e. Build a foundation for long-term political and administrative commitments to implement a shared vision

The following Guiding Principles support the purpose and objectives of the JPS and provide the basis for decision-making within the Study Area:

- a. The actions of one municipality will not hinder the activities or opportunities of the other, now or in the future
- b. Each municipality recognizes the right of the other to ultimately make decisions with respect to matters within its jurisdiction
- c. Both municipalities will strive to protect assets of regional significance within the Study Area
- d. Both municipalities will plan with consideration for the regional context; each brings value to the Capital Region and derives benefits from it
- e. The working relationship between the municipalities will be strengthened and sustained when the approach is based on common interests
- f. Both municipalities will commit to working together to resolve issues if they arise in the future

2.4 PROCESS UNDERTAKEN

A Terms of Reference for the JPS was created in 2006 to guide the project. Two committees were formed to undertake the job of creating the JPS – the Steering Committee and the Working Committee. The Steering Committee and the Working Committee were comprised of administrative staff from both municipalities. It was the Steering Committee's responsibility to guide the JPS process, including determining priorities, securing funding and providing direction on emerging issues and concerns. The Working Committee developed and carried out the work program, which included preparing the JPS document, undertaking the public consultation process, hiring and supervising consultants and periodically reporting back to the Steering Committee. Consultants were hired as necessary to do primary and supplemental work on the Study.

An important part of this work involved public consultation at different stages in order to gain feedback from stakeholders and the public. Stakeholders, specifically heavy industrial operators and associations, were involved in the creation of the Cumulative Risk Assessments for both municipalities. They provided input on the existing development, which helped the risk specialists perform the risk evaluation, quantification and consequence analysis. A workshop on December 6, 2011, at the Strathcona County Community Centre provided stakeholders an opportunity to see the results of the work that had been completed and to ensure that this would align with their visions.



The draft of the JPS was presented to the public at open houses in each municipality to ensure that residents of both municipalities were given an opportunity to learn about the JPS. The first open house was held on December 7, 2011, at Kings University College in the City of Edmonton, and the second on December 8, 2011, at the Strathcona County Community Centre. The public was invited to read information on the various displays that were created, ask questions and provide feedback on the results to date. This feedback was then compiled and used to inform the JPS.

A new Terms of Reference was signed in July 2015. After several starts and stops in the project, all parties agreed to complete this framework by the end of 2015. The understanding between Strathcona County and the City of Edmonton within this new agreement was that the document was nearly complete, needed to be updated and re-circulated to technical staff.

3.0

LAND USE COORDINATION

Extending along the full length of the shared municipal boundary, the Study Area contains urban and rural areas, undeveloped and intensely developed parcels and an array of land uses and infrastructure. See **Map 12.2: Generalized Land Use**, and **Map 12.3: Plans in Effect**.

The combination of different land uses that have developed between the two municipalities requires enhanced regulatory attention to mitigate risk and ensure compatibility. In areas identified for future growth, coordinated planning across the municipal boundary is needed to minimize future land use conflicts and maximize the potential of the lands.

The Study Area features many different land uses which can be grouped based on development patterns.

The northern part of the Study Area is bisected by the North Saskatchewan River. Today, the northern area is predominantly comprised of agricultural uses, with some aggregate mining, golf courses and, on the western side of the river, residential areas. The Canadian National railway right-of-way transects the area in the northwest, and a pipeline corridor transects the southeast.

The central portion of the Study Area includes a greater variety of land uses with industrial, commercial, residential and recreational lands in both municipalities. Development near the Yellowhead Highway includes light and heavy industrial uses, as well as service commercial facilities, most notably on Broadmoor Boulevard. Strathcona Science Provincial Park borders the North Saskatchewan River south of the Yellowhead Highway. This area also includes parts of the Canon Ridge neighbourhood and Hermitage Park on the river's west bank. The industrial

area near Refinery Row hosts the Study Area's most established and diverse land uses as well as key sensitive land uses. The area includes heavy industrial facilities near 101 Avenue, light industrial, business park and retail areas. Established residential neighbourhoods and large park areas exist on the City side of the boundary north and south of the North Saskatchewan River. The Maple Ridge industrial area in the City stretches from the Sherwood Park Freeway to Whitemud Drive.

The Study Area south of Whitemud Drive and north of Highway 14 is transitioning from agricultural to urban residential with development occurring in the Meadows and Tamarack in the City and rural residential uses in the County.

3.1 PROVINCIAL POLICY FRAMEWORK

Since the initiation of this project, several important policies have been put in place at the Provincial level that impact regional land use and infrastructure planning.

3.1.1 LAND USE FRAMEWORK AND NORTH SASKATCHEWAN REGIONAL PLAN

In late 2008, the Government of Alberta created a Land Use Framework to improve land-use decision-making in the province. The Framework outlines a set of guiding principles that promote a sustainable and integrated approach to land use planning.

The Framework identifies seven different regions in Alberta based on watershed boundaries and calls for corresponding regional land use plans for each region. The study area is within what will become the North Saskatchewan Regional Plan (NSRP). The NSRP is currently underway, however until it is finalized its impact on the JPS is unknown.

The Alberta Land Stewardship Act (ALSA) was adopted in 2009 to support the implementation of the Land Use Framework. The Act provides direction on regional planning matters and requires all plans, by-laws and decisions within Alberta to align with the new regional planning framework.

3.2 CAPITAL REGION GROWTH PLAN

In 2008, the Capital Region Board (CRB) was established by the Province. The CRB is comprised of 24 municipalities around the City of Edmonton. The Board created the Capital Region Growth Plan as a long term growth management strategy, with an emphasis on integration of land uses with transportation and housing.

The Growth Plan is under review at the time of the completion of this document. However, it is expected that the new plan will continue along a similar trajectory, where integration of land use, transportation networks and other infrastructure is paramount. In addition, clearer policies are expected around efficient land use for future development. The new CRB growth plan policies will apply to this document.



3.0

LAND USE COORDINATION

3.2.1 CAPITAL REGION BOARD ROLE

The CRB has had a positive impact on regional and intermunicipal communication regarding land development, transportation linkages and economic drivers in the region. Broader communication between the City, County and neighbouring municipalities can lead to valuable partnerships within the Capital Region.

Most of the Study Area is currently identified as a Priority Growth Area (PGA) in the Capital Region Growth Plan (CRGP). Part of the County, roughly south of Township Road 524 and north of Township Road 522, is designated as a Cluster Country Residential Area (CCRA). The very southern edge of the Study Area within the County is outside of both the PGA and CCRA areas.

Statutory plans are required to be reviewed by the CRB as part of the Regional Evaluation Framework (REF) process.

3.3 MUNICIPAL

As identified elsewhere in this report, intermunicipal planning and management initiatives are either underway (e.g. the Trans-Boundary Watershed Management Development Plan) or recommended as an implementation measure. These actions are intended to coordinate each municipality's policy and regulatory approaches and practices to minimize potential conflict.

Similarly, land use planning should be coordinated. The JPS in part is intended to compliment the regional goals of the Capital Region Plan by facilitating coordinated planning between the City of Edmonton and Strathcona County. It is important that any work done to develop alignment between the two municipalities involve appropriate stakeholders to ensure its effectiveness.

The City and the County will work to ensure that the land uses and phasing of development on one side of the boundary are compatible with those on the other side of the boundary.

Coordination and implementation will require resources in terms of money, staff time and possibly consultants. The Regional Planning Section of the Sustainable Development Department of the City of Edmonton and the Land Development Planning Branch of the Planning and Development Services Department of Strathcona County will monitor the implementation on an annual basis.

Excellent communication will aid progress of this study. Staff in both municipalities must become familiar with the policy directions that are in place with the JPS.

Education for external agencies and stakeholders is also very important as they need to be aware of how they may be affected by the JPS. Stakeholders in the boundary area will need to be informed about the potential for future land use, transportation and drainage studies and actions that will affect development.

3.3.1 CHALLENGE

The success of the Joint Planning Study will depend on administrative support to lead further communication, integration of action items into policy documents and detailed planning work.

POLICY RECOMMENDATIONS

- 3.3.1.1 **Continue cooperative efforts and open communication relating to intermunicipal issues along the shared border.**
- 3.3.1.2 **Create a Joint Planning Committee (JPC), or working groups, comprised of staff at the working level, to discuss ongoing issues, advance new initiatives and meet with stakeholders where appropriate.**
- 3.3.1.3 **Ensure accountability between administrations by requiring a formal annual meeting to review the implementation of the JPS.**
- 3.3.1.4 **Lead additional detailed planning work for the Joint Planning Study area, as needed.**

3.3.2 CHALLENGE

Communication to staff about new procedures and protocols is critical to success of the JPS.

POLICY RECOMMENDATIONS

- 3.3.2.1 **Build awareness and knowledge of the JPS with staff, the public and stakeholders about new process and protocols as required.**
- 3.3.2.2 **Educate staff and external agencies on the implications of the JPS.**



3.3.3 CHALLENGE

Municipal Development Plans, Area Concept Plans, Area Structure Plans, Neighbourhood Structure Plans and Outline or other Plans affecting the Study Area should be coordinated so that they consider land use, utility and transportation infrastructure within the other municipality.

POLICY RECOMMENDATIONS

- 3.3.3.1 **When development proposals or applications are brought forward within the Study Area, or new plans are initiated, each municipality should engage the other from the beginning of the process.**
 - a. *Provide early notification of planning applications or planning initiatives within the study area to the other municipality whenever possible.*
 - b. *Invite counterpart staff to participate in project meetings or workshops to better understand project details and identify potential areas of conflict or compatibility.*

4.0

TRANSPORTATION

The road network in the Study Area features a hierarchy of streets controlled by both provincial and municipal jurisdictions and influenced by regional planning. See **Map 12.4, Transportation Network**.

Both municipalities have completed major transportation planning exercises with the City of Edmonton's The Way We Move and Strathcona County's Integrated Transportation Master Plan, Trails Strategy and Transit Master Plan. Intermunicipal transit exists in the form of intermunicipal bus routes. The Capital Region Board Integrated Regional Transportation Master Plan (IRTMP) contemplates a future Light-Rail Transit line, highway and road priorities. Walking and cycling are also critical parts of the intermunicipal transportation system. These intermodal regional connections are supported by the CRB and include a number of trails and bike lanes.

It is important for the City and County to work collaboratively when addressing connections so that efficient movement of traffic and people can be maintained and appropriate land use decisions can be made. In order for this to occur, further discussion is needed on a series of items including impacts associated with land development near the municipal boundary, boundary road upgrades, functionality and design standards, transit, and trail connections. Discussions must take place to foster a cooperative, collaborative planning environment.

4.1 PROVINCIAL ROAD NETWORK

There are several transportation corridors within the JPS area that include access to the provincial road network. Coordination between municipal transportation departments and Alberta Transportation is crucial to ensuring logical and timely connections between provincial and municipal road networks.

A joint Functional Planning Study project encompassing a proposed North Saskatchewan River bridge and associated highway linkages; connecting to the Highway 16/21 interchange in Strathcona County, the Highway 15 entrance into the City of Fort Saskatchewan, and the Highway 15/28A interchange in the City of Edmonton is ongoing. The City of Edmonton, Strathcona County, the City of Fort Saskatchewan, Sturgeon County and Alberta Transportation are joint partners in the study.



4.0

TRANSPORTATION

4.1.1 TRANSPORTATION UTILITY CORRIDOR

A portion of the Transportation Utility Corridor (TUC) runs north to south through the study area. The objective of the TUC is to facilitate development of the Capital Region by accommodating Anthony Henday Drive, major power lines, pipelines, regional water and sewer lines and telecommunication lines. Anthony Henday Drive is also a component of the CANAMEX Trade Corridor – a 6,000 km stretch of highway that links Canada, the United States, and Mexico as part of the North America Free Trade Agreement.

Most of the Anthony Henday ring road is already constructed. The southeast portion empties into the Yellowhead Highway to the north and flows into Highway 14 to the south. The northeast arm of Anthony Henday Drive will encompass Meridian Street (First Street) in the City, and will be completed to Manning Freeway. Existing interchanges along Anthony Henday Drive that connect Edmonton with Sherwood Park include Baseline Road/101 Avenue, the Sherwood Park Freeway/Wye Road and Whitemud Drive/Highway 628.

4.1.2 YELLOWHEAD HIGHWAY

The Yellowhead Highway bisects the Study Area and runs east/west through both the City and County. Interchanges connect at Highway 216 and Broadmoor Boulevard/17 Street NE and at Sherwood Drive/Range Road 232. East of the study area along the Yellowhead Highway is an interchange at Clover Bar Road/Range Road 231 and another at Highway 21. Highway 21 is an important link from Fort Saskatchewan and the Industrial Heartland to both Sherwood Park and Edmonton.

4.1.3 CHALLENGE

An efficient interface between provincial and municipal road networks is dependent on continued coordination with Alberta Transportation regarding upgrades and existing connections.



4.1.4 POLICY RECOMMENDATIONS

4.1.4.1 Create coordinated communication with Alberta Transportation to ensure provincial transportation considers all stakeholders.

- a. *The City and County will work closely with Alberta Transportation to ensure proper connections between the municipal and provincial roadway networks.*
- b. *Actively participate in planning for upgrades to the provincial roadway network.*
- c. *Invite Alberta Transportation to attend, as necessary, quarterly meetings between the municipal transportation departments to facilitate an active discussion on upgrades to and connections between the provincial and municipal road networks.*

4.2 CAPITAL REGION BOARD

The Capital Region Board has created an Integrated Regional Transportation Master Plan (IRTMP). This plan defines a transportation system that serves the region's land use through effective movements of people and goods, and is consistent with the objectives of the Capital Region Growth Plan. The IRTMP identifies future priorities for roads and transit; the priorities are then implemented and provincially funded through the municipal jurisdictions that are responsible for operating and maintaining those roads and transit facilities.

The Capital Region Growth Plan proposes the potential extension of the regional LRT system through Sherwood Park, and, therefore, through the Study Area. The proposed LRT route crosses the Study Area at the approximate location of Baseline Road/101



Avenue. The Plan prioritizes growth along such a corridor and multi-use, multi-storey development around future station nodes. Strathcona County Transit is undertaking a high speed transit study, examining all options (Light Rail Transit and Bus Rapid Transit) for future implementation.

The Capital Region Growth Plan has identified a compatibility buffer to address land use compatibility including existing and future transportation and utility (TUC) Corridors, such as the Anthony Henday

4.2.1 CHALLENGE

Regional transportation initiatives are underway and their success depends on the coordination of member municipalities.

4.0

TRANSPORTATION

4.2.2 POLICY RECOMMENDATIONS**4.2.2.1 Create coordinated communication with the CRB to ensure regional transportation planning considers all stakeholders.**

- a. Coordinate a transportation planning approach that supports and informs the priorities of the Capital Region Board Integrated Regional Transportation Master Plan.*
- b. Coordinate a transit planning approach that places priority on providing the best possible service, regardless of municipal boundaries.*
- c. Following the direction provided by the Capital Region Board, study the feasibility of and plan for long term requirements for transit between the City and the County within the study area.*

4.2.2.2 Identify a mutually preferable transit alignment and station locations for high-volume transit in the Study Area.

- a. Ensure risk assessment and buffers are taken into account in determination of station locations.*

4.3 MUNICIPAL ROAD NETWORK

There is an extensive network of municipal roadways within the Study Area that requires coordination to ensure safety and ease of use for residents and businesses. See **Map 12.4, Transportation Network**.

4.3.1 ARTERIAL ROADWAYS

Meridian/1st Street connects the Yellowhead Highway to 137 Avenue/ Aurum Road and currently provides two lane access to local industry, the landfill site and Clover Bar Lagoon.

Once developed as an extension of Anthony Henday Drive, access to this business area will come from a future 137 Avenue/ Aurum Road interchange.

The 137 Avenue/ Aurum Road is ultimately planned as a six lane arterial roadway linking Range Road 232 with Anthony Henday Drive. East of Range Road 232, Township Road 534 is identified as a continuation of the six-lane divided urban arterial cross section through to Highway 21. 137 Avenue/ Aurum Road/ Township Road 534 will primarily serve the Aurum Industrial area together with adjacent industrial developments in the County and residential and commercial developments in the north of Yellowhead and Cambrian Crossing developments in the County.

An overpass at Broadmoor Boulevard/17 Street N.E. connects the Yellowhead Highway to both Edmonton's and Sherwood Park's business and industrial areas. Broadmoor Boulevard in Sherwood Park extends south to Baseline Road while 17 Street N.E. in the City extends north to 137 Avenue (Aurum Road). This roadway is planned to be constructed to an urban four lane divided arterial.



Range Road 232 (the municipal boundary north of Highway 16) is a two lane roadway under the sole jurisdiction of Strathcona County. It has direct access to Highway 16 via an interchange. Range Road 232 has been designed as an ultimate four-lane divided arterial roadway, which will be upgraded in stages, inclusive of a grade separation at the CNR mainline, and is serviced by the existing interchange at Highway 16/Sherwood Drive/Range Road 232. South of Highway 16, Sherwood Drive exists as a four-lane divided urban arterial, with a six-lane ultimate cross-section.

4.3.2 COLLECTOR AND LOCAL ROADWAYS

The road network in the industrial areas is intended to minimize pipeline and rail crossings and enable easy addressing. Each municipality has standards in effect with respect to road design and access. However, within the Study Area the intent is for cross jurisdictional coordination of collector and local road designs and access as they may impact the adjacent jurisdiction.

4.3.3 RAILWAY, TRUCK AND DANGEROUS GOODS ROUTES

Both Canadian National (CN) and Canadian Pacific (CP) Railway mainlines run through the industrial areas of the Study Area. Both rail companies have a number of general development restrictions relating to their main lines. The most important is that industrial feeder lines within the development cannot cross the main lines. Both rail companies also request that no collector or local roads cross the main lines.



Both jurisdictions have bylaws in place identifying a range of truck route types based on time of day and transporting dangerous and high load goods. A multi-jurisdictional Dangerous Goods Truck Route Map has been prepared by multiple sponsors and is available on the City of Edmonton and Strathcona County websites and at Strathcona County Hall.

Initial meetings have taken place between the City and County regarding items of mutual interest relating to transportation. Relationships have developed to discuss projects of mutual benefit, and to better understand each other's needs. In order to address the ongoing challenges identified in this section, further communication is required and existing relationships need to be expanded and strengthened.

4.3.4 CHALLENGE

Coordinate construction of new roadways and upgrades to existing roadways along the boundary and roadways which accommodate intermunicipal traffic. Intermunicipal transportation planning requires the coordinated management of issues such as right-of-way widths, access points, upgrade funding and developer contributions, traffic modelling, and functional design and design standards.

4.0

TRANSPORTATION

4.3.5 POLICY RECOMMENDATIONS

4.3.5.1 Resolve transportation conflicts that impact land development within the JPS area.

- a. Transportation departments will work together to create a formalized structure for coordination and communication to resolve any conflicts that impact land development.
- b. Establish a working group of transportation representatives from both municipalities to meet at a frequency that facilitates effective coordination of efforts in transportation modeling (including evaluation, coordination and assessment of the boundary road network), traffic activity patterns, data sharing and travel demand forecasting on inter-municipal commuter traffic.
- c. Engage in additional discussion as needed between transportation departments at the working level outside of formal meetings.
- d. Work together to research best practices from other regions that have addressed intermunicipal transportation issues and how they can be applied to the Study area.
- e. Develop a set of agreed upon transportation principles that will aid in situations where conflict resolution is required.

f. Create a consistent and shared model for analysis of new and upgraded road requirements in the Study Area.

g. Determine access locations early in the neighbourhood planning stage and follow through once development proposals are received.

4.3.5.2 Development within the study area will be conducted to avoid undue financial burdens resulting from trans-boundary roads.

- a. Explore options and principles for cost-sharing that addresses road upgrades, accesses and development agreements where land development that occurs in one municipality may trigger upgrades to a roadway under the jurisdiction of the other municipality.
- b. Identify the cost sharing structure required to support the upgrades and/or construction triggered by development in both municipalities for new neighbourhood planning projects.
- c. Require early discussion between file managers from transportation departments with respect to issues of access and developer contributions.

4.3.5.3 Initiate intermunicipal communication as early as possible to address issues in advance of typical circulations on development proposals within the Study Area.

4.4 ACTIVE TRANSPORTATION

Roads are just one level of cross-boundary transportation that exists between the City and the County. Active Transportation facilities such as trails, sidewalks, cycling facilities and pedestrian bridges provide vital connections for residents.

Active transportation links exist between the City and the County that serve pedestrians and bicyclists. These connecting linkages and supportive amenities are components of the Trans Canada Trail System and/or the River Valley Alliance Park system. Each of these programs provides an overarching plan and funding opportunities to allow participating municipalities to complete key sections of trail. See **Map 12.6: Parks, Trails, and Natural Areas**.

4.4.1 CHALLENGE

Coordination is needed between the Province, City, and County to continue developing a complete, integrated, multi-modal transportation network including pedestrian and bicycle connections.



4.4.2 POLICY RECOMMENDATIONS

4.4.2.1 Ensure all modes of transportation, including pedestrians and bicycles, are accounted for in transportation discussions.

- a. Plan for pedestrian and bicycle trails along the North Saskatchewan River including sections done through partnership with the River Valley Alliance and as part of the Trans Canada Trail network.
- b. Investigate possibilities for integration of bicycle lanes between the two municipalities through coordinated routing, signage and promotion.

5.0

UTILITY SERVICING

As part of the review it was determined that since the provision of water and wastewater service is provided by commissions established by the Province and by private entities no cross jurisdictional policies or actions are needed at this time. However, should the situation change there may be a need to reconsider the inclusion of water and wastewater servicing in cross jurisdiction planning.

5.1 DRAINAGE

Surface water drainage in the Study Area generally flows toward the North Saskatchewan River.

There are five creeks which begin in the County and continue through the City before reaching the North Saskatchewan River:

- Aurum Creek
- Clover Bar Creek
- Gold Bar Creek
- Fulton Creek
- Mill Creek

Each of these creeks flow in a northwesterly direction and have a combined drainage basin area of approximately 17,200 hectares of industrial, urban, and agricultural/undeveloped land (see **Map 12.5: Drainage Basins**).

The erosion levels of each creek have been documented in the Trans-Boundary Watershed Management Development Plan (TBWMDP) – Phase 1 which should be referenced for detailed information on erosion levels within each creek. (see 5.1.2)

Changes to drainage patterns in sub-basins due to development will impact downstream systems. Maintaining pre-development flow rates in all drainage areas is required for any development; however, this has not always been achieved, resulting in erosion damage and costly drainage infrastructure repairs in some areas. In an effort to manage drainage the City of Edmonton adopted the Drainage Master Plan and Strathcona County adopted the Surface Drainage Bylaw as well as completed an Urban Area Drainage System Assessment.

Drainage works within the City of Edmonton, located within the North Saskatchewan River Valley Area Redevelopment Plan, are subject to an environmental review process. Similarly, Strathcona County has environmental reporting requirements as part of their planning review processes.

5.1.1 INTERMUNICIPAL WATERSHED MANAGEMENT

Over the past 30 years, the City and the County have engaged a number of consultants to develop watershed management plans that include those watersheds that cross over both City and County lands. The Trans-boundary Watershed Management Development Plan is a road map for watershed health and neighbourhood development that includes a series of recommendations, strategies and standards that are suitable

with minimal operation and maintenance costs. Phase 1 of this plan was finalized in March 2014. Communication between the two municipalities will continue regarding watershed management plans for trans-boundary watersheds, particularly to address erosion caused by development and associated costs to mitigate the erosion.

In June 2009, the City and the County created an Intermunicipal Watershed Management Group (IWMG) to establish and implement agreements and processes regarding watershed management. The IWMG meets regularly to discuss issues of trans-boundary watershed management and has accomplished the following:

- Identifying stakeholders
- Defining a vision and goals
- Exchanging information

The primary stakeholders are the City and the County with other stakeholders including Alberta ministries related to the environment, and transportation. Alberta Transportation is an important stakeholder since part of the watershed is within the Transportation Utility Corridor. The IWMG has also met with Alberta Transportation regarding stormwater management plans proposed in the northeast leg of Anthony Henday Drive. Work is progressing within the IWMG in accordance with the vision and goals.



5.0

UTILITY SERVICING

5.1.2 TRANS-BOUNDARY WATERSHED MANAGEMENT DEVELOPMENT PLAN

The IWMG recognized a need for a mutually acceptable professional consultant to jointly review the five trans-boundary watersheds. The investigation focused on the creation of a joint Trans-Boundary Watershed Management Development Plan (TBWMDP) that will:

- Identify watershed management objectives and develop an evaluation system to better understand the contributing factors of watercourse erosion, water quality and conveyance capacity (release rate and storage) issues;
- Identify existing and potential issues, solutions to remediate and prevent watercourse erosion and improve water quality and conveyance, as well as trigger points for conducting the remediation works;
- Determine the optimal criteria for aligning any fundamental differences in the two municipalities' servicing standards and watershed management objectives;
- Review different philosophies including sufficient technical information regarding the weighted responsibilities of a municipality for addressing watershed management issues, regardless of which municipality that issue occurs within;
- Develop a watershed management plan for each of the five major trans-boundary creeks addressing the requirements from all stakeholders and for approval by both the City and the County.

Both the City and the County are funding this study to obtain an independent evaluation on watershed management. This study is in progress.

Phase 1 is complete with some "data gaps" that need to be worked into the further steps. In this phase of the plan, the existing hydrology and stream hydraulics were reviewed and analyzed. Watershed policy, stormwater management guideline, and land use planning of both City of Edmonton and Strathcona County were also included and listed. The information obtained from this analysis will be used to establish evaluation criteria for future development scenarios.

Phase 2 will review governance, finance and management options.

Phase 3 will provide an implementation strategy for the trans-boundary watersheds.

5.1.3 CHALLENGE

Coordinated management of the waterways and drainage basins in the Study Area is needed.

5.1.4 POLICY RECOMMENDATIONS

5.1.4.1 Formalize the communication structure that exists between the drainage departments of each municipality.

- a. *Promote regular discussion outside of formal meetings between drainage staff at both municipalities to further explore joint initiatives.*
- b. *Establish a system for the sharing of drainage data.*

5.1.4.2 Establish a comprehensive approach to watershed management and drainage for the study area.

- a. *Update stormwater master plans as a joint venture between the City and the County so that both municipalities are in agreement on the engineering (technical) aspect for the creeks.*
- b. *Integrate the results of any future drainage studies into necessary municipal policy documents.*
- c. *Establish and / or maintain shared procedures which require environmental review of proposed drainage works within or adjacent to the North Saskatchewan River valley and ravine system.*
- d. *Finish the comprehensive Trans-Boundary Water Management Development Plan, including watershed responsibility principles to address technical, governance, financial, and asset management issues.*
- e. *Implement the recommendations from the completed Trans-Boundary Water Management Development Plan.*



5.2 WATER AND WASTEWATER INFRASTRUCTURE

As new development, infill and redevelopment occur in the Study Area and surrounding neighbourhoods, additional utility servicing is required. As development pressures intensify, demand on water and waste water lines will increase. Coordination is needed so that both municipalities are prepared for the additional growth pressure that may impact these lines.

5.2.1 CHALLENGE

To ensure efficient water and waste water services a long-term plan is needed between the City and the County to address the construction and location of these lines.

5.2.2 POLICY RECOMMENDATIONS

5.2.2.1 Ensure coordinated planning of water and wastewater infrastructure

- a. *Promote regular discussions at the working level between utility servicing departments to facilitate the exchange of information and positive relationships.*

6.0

RISK BASED LAND USE PLANNING AND MANAGEMENT

Significant heavy industrial development is present in the Study Area under both municipal jurisdictions, much of it related to the transportation and refinement of energy products. This is both an important economic driver and a land use that requires careful planning to address risk. Risk, in the context of the JPS, refers to risk of fatality due to a heavy industrial accident and does not include other consequences, such as injury or property damage.

Risk is expressed as the likelihood of fatality arising from an industrial accident within the span of a year. For the purpose of the JPS, risk is established and evaluated cumulatively, meaning that while one or a few land use decisions or activities may not increase risk significantly, as the number of land use decisions or activities increase unacceptable levels of risk may result. There are four hazardous risk sources that affect the Joint Planning Study Area:

- dangerous goods roads
- dangerous goods rail
- pipelines (in corridors)
- industrial facilities (refineries)¹

Risk Management is the identification and assessment of risks followed by the application of resources to minimize, monitor, and control the probability of an industrial accident. Land use planning attempts to resolve potential conflict between incompatible land uses such as the manufacture, storage, transportation (road, rail and pipeline) and refinement of potentially dangerous materials. The goal is to balance the maintenance of economically viable heavy industrial operations while minimizing risk. Heavy industrial development also has its share of nuisance issues, such as excessive noise, odour and light. These do not

cause fatalities but can be disruptive to daily life. Risk, nuisance and emergency planning related to heavy industrial development all have implications that need to be addressed within the Study Area.

6.1 RISK APPROACH

The Capital Region Growth Plan requires the Capital Region Member Municipalities to ensure that a risk management assessment is completed and implemented for all existing and future sites of petrochemical clusters in established locations for heavy industrial uses, refineries and ancillary facilities. Existing safety and risk management buffers are illustrated on the Growth Plan's Regional Buffer Areas graphic representation². The Growth Plan further identifies that the standard for the risk management assessment shall be the standard as established by the Major Industrial Accidents Council of Canada (MIACC).

The MIACC initiative attempted to develop a baseline for risk management processes. MIACC was composed of a widely represented group of experts in the field of industrial risk, including industry, government agencies, emergency response organizations and other groups.

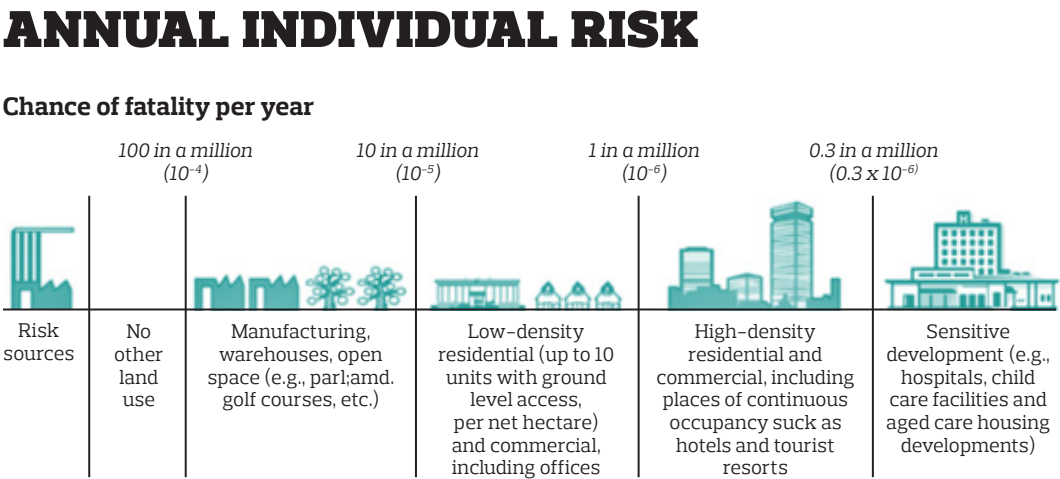
In 1995, MIACC established a set of "Risk-based Land Use Planning Guidelines" in order to determine the maximum acceptable level of risk for an individual exposed to industrial development, including pipelines and major accidents. MIACC was dissolved in 1999 and the Risk-based Land Use Planning Guidelines were taken over and are currently maintained by the Chemical Institute of Canada/ Canadian Society for Chemical Engineering (CSCHE).

¹ Bercha Group. Cloverbar and SE Edmonton Cumulative Risk Assessment and Land Use Planning Project, Final Report. December 2010

² Capital Region Growth Plan Regional Addendum, Figure 3, Section 2: Land Use, October 2009



FIGURE 6-1: MIACC RECOMMENDED ALLOWABLE LAND USES



MIACC defined “acceptable risk” as an annual individual risk of one chance in one million of a fatality for involuntary risks involving industrial activity³. One of the key elements of the MIACC methodology is the identification of quantities of hazardous substances at a source location and the appropriate distances to be maintained from these risk sources. The MIACC methodology is based upon hazard identification and consequence analysis that combine to establish risk contours. An illustration of recommended allowable land uses and risk contours is provided in Figure 1. Although the MIACC guidelines do not have any regulatory status, they are nationally accepted as the standard for heavy industrial risk-based land use planning.

Both the City and the County have adopted the MIACC methodology in the preparation of cumulative risk assessments that include the JPS area.

The City undertook a study led by Bercha Group Ltd.⁴ and the County undertook a study led by Doug McCutcheon & Associates that were both completed in 2010.⁵

The goal of these exercises was to quantify the amount of risk originating from multiple sources, including heavy industrial facilities, pipeline corridors, dangerous goods roads and dangerous goods railway lines. Each of these CRAs generated risk contours in a mapping series that visually summarizes the results of the report and delineates where certain land uses are and are not appropriate.

³ Major Industrial Accidents Council of Canada (MIACC): Risk based Land Use Planning Guidelines – Summary and Annual Individual Risk Drawing, Ottawa, 2008

⁴ Bercha Group. Cloverbar and SE Edmonton Cumulative Risk Assessment and Land Use Planning Project, Final Report. December 2010. Summary Final Report Cumulative Risk Assessment and Land Use Planning Project. February 16, 2011.

⁵ Doug McCutcheon and Associates Consulting. Cumulative Risk Assessment Study Strathcona County Final Report. July 28, 2010. Summary Report May 2012.

The risk contours define emergency planning and response strategies through identification of the highest risk areas so that appropriate emergency response plans are implemented.



Each CRA utilized a different approach with regard to two aspects for calculating acceptable risk contours within the studies. Static versus active societal assumptions and actual versus estimated quantification of hazardous material. The risk contours mapped were determined based on different assumptions resulting in Individual Risk Intensity (IRI) contours for Strathcona County and Individual Specific Risk (ISR) contours for the City of Edmonton. Secondly, the actual quantification versus maximum quantification of hazardous material at the source is a difference in the City CRA versus the County CRA respectively (see Table 6-1).

TABLE 6-1: STRATHCONA COUNTY AND CITY OF EDMONTON APPROACHES TO RISK MANAGEMENT

Strathcona County: <i>Doug McCutcheon and Associates Approach</i>	City of Edmonton: <i>Bercha Group Approach</i>
<i>IRI – Individual Risk Intensity⁶ approach</i>	<i>ISR – Individual Specific Risk approach⁷</i>
IRI risk contours assume that an individual will be located in one place for 24 hours/day, 365 days/year. This represents a more conservative approach, and risk contours tend to be larger as a result. There is no consideration for any mitigation or sheltering included in the IRI approach.	ISR risk contours assume that an individual will not spend all their time in one place. This concept approximates how often an individual will be exposed to risk, sheltered from risk, and/or out of the area. This provides a less conservative scenario and results in smaller risk contours.
Determination of quantity of harmful substances on sites	
<i>IRI Maximum amounts</i>	<i>ISR Existing amounts</i>
Risk is based on the maximum threshold quantity of potentially harmful substances on site as reported by facilities used to determine potential risk from that site.	Risk is based on the actual amounts of potentially harmful substances on site as reported by facilities used to determine potential risk from that site.

⁶ Bercha Group. Cloverbar and SE Edmonton Cumulative Risk Assessment and Land Use Planning Project, Final Report. December 2010, p. 7.4.

⁷ Bercha Group. Cloverbar and SE Edmonton Cumulative Risk Assessment and Land Use Planning Project, Final Report. December 2010, p. 7.4.

6.0

RISK BASED LAND USE PLANNING AND MANAGEMENT



Both approaches adhere to the criteria outlined within the MIACC guidelines and equally convey the probability of a fatality occurring over the course of one year to an individual (see Table 6-1).

The results of the cumulative risk assessments (CRAs) provide a calculation of the risk emanating from industrial development and are intended to be the basis for future land use planning decisions.

6.1.1 STRATHCONA COUNTY APPROACH

The County has implemented a separation of uses approach to risk management through a Heavy Industrial Transition Overlay (IHO) within the County's Land Use Bylaw 6-2015. The IHO implements additional development restrictions and regulation on certain uses and prohibits others within the underlying zoning to buffer heavy industrial development from residential or assembly uses. The application of use restrictions, transition zones, and regulations reduces the risk to public safety, minimizes nuisance associated with heavy industry, and facilitates emergency management in the event of an industrial accident.

The Strathcona County approach of separation to address Cumulative Risk is based on an Individual Risk Intensity (IRI) approach to establish the risk contours, emergency planning zones and minimization of nuisances. The County's CRA starts with a maximum acceptable risk of one in ten thousand that a fatality would result from a heavy industrial accident at the boundary of a property designated for heavy industrial land use. Based on this risk parameter at the boundary and the maximum allowable amount of hazardous material on the property, two risk contours were defined: ten in a million chance and one in a million chance that a fatality would result from a heavy industrial accident.

These risk contours generally correspond with the outer boundary of two transition zones within the IHO (0–1.5 km and 1.5–3.0 km from a property designated for heavy industrial development). Each transition zone assigns discretionary status as well as provides limitations, prohibitions and additional regulations for certain uses listed within the underlying zoning in accordance with achieving the MIACC guidelines for allowable land uses (Figure 6–1).

Exceeding the recommendations of MIACC, the IHO prohibits any residential development within 3.0 km of industrial properties. It further institutes a level of nuisance consideration as part of the determination of ultimate location of, and regulations within, the 1.5–3.0 km transition area. These additional parameters are to contribute to an increased quality of life for the County's residents.

In order to maintain an acceptable level of risk to the community, the County requires new heavy industrial developments to provide risk assessments. These risk assessments are used to confirm if a proposed development will impact the existing risk contours and, if so, to determine what mitigation measures on the development side are needed to avoid increasing risk to existing and future planned land uses.

6.1.2 CITY OF EDMONTON APPROACH

The City has traditionally approached risk on a case by case basis. When an application for a heavy industrial use is proposed, a Risk Assessment is required, either at the rezoning stage, or when such uses are proposed as part of a Development Permit application and an up to date Risk Assessment has not been done, in accordance with the requirements of the Zoning Bylaw 12800.

Proposals for residential development, non-residential uses that include large assemblies of people (i.e. large retail uses and religious assemblies), and sensitive uses (i.e. hospitals or other developments that may be difficult to evacuate in case of an emergency), also require a risk assessment when these uses are proposed within 500 meters of existing or planned heavy industrial uses as per Zoning Bylaw 12800. A risk assessment determines suitability of the proposed uses and includes appropriate separation distances between uses.

Work done by the Bercha Group was expanded to give a general guideline for approaching risk within the City. It is based on determining the acceptable risk contours of a development and ensuring appropriate placement of surrounding development, as well as appropriate emergency response measures, to ensure the level of risk remains within acceptable parameters.

6.0

RISK BASED LAND USE PLANNING AND MANAGEMENT

Nuisance impacts (also see section 6.2, **Nuisance**), such as noise or odours, are generally not used as part of the determination of development setbacks within the City. However, in cases where development requires either approval or registration under the Environmental Protection and Enhancement Act, an Environmental Nuisance and Health Impact Assessment may be required in accordance with the Zoning Bylaw. Noise Impact Assessments are also required, particularly where proposed developments are adjacent to, or include, rail development.

Based on the work by the Bercha group, acceptable uses based on the Individual Specific Risk (ISR) model and associated appropriate separation distances to heavy industrial uses (facilities) and corridors (dangerous goods roads, railways and pipelines), were determined in the risk contour modelling series.

Adequate separations are adjusted under the ISR model for each specific use, with greater setback requirements for uses that are associated with greater rates of human assembly, on an annual basis. The greatest separations are for sensitive uses (i.e. higher density housing and those with higher occupancies, such as hospitals), with lesser separation distances for less intense uses, such as residential uses, commercial indoor uses, commercial outdoor uses, and transient uses (e.g. bicycle pathways).



In the case of corridors, including pipelines, dangerous goods roads and railways, acceptable separations by use were based on available data at the time. As the available information on railway transport was restricted, the separation distances recommended for land uses to railways are subject to review and adjustment. Therefore, the separation distances determined in the Cumulative Risk Assessment (CRA) to both facilities and corridors are subject to change as updated data is available, including through additional site risk assessments that may be required at the rezoning and/or development permit stages.

It is important that staff from each municipality, businesses, and the general public understand the rationale for the establishment of acceptable risk contours within each municipality, including what the contours address.

6.1.3 CAPITAL REGION BOARD

Within the JPS area, the Capital Region Growth Plan has identified a Safety and Risk Management Buffer Source to address safety and risk management as well as land use compatibility that includes the petrochemical clusters, within the central part of the JPS

The CRB recognizes the heavy industrial petrochemical cluster in the central sector of the study area for the purposes of a Safety and Risk Management Buffer. The CRB sets out how the buffers would be established and some of the potential uses that the buffer areas may contain.

6.1.4 CHALLENGE

The City and the County use two different approaches to risk management, resulting in differences with regard to the application of appropriate land use separations in order to minimize risk associated with industrial development.

6.1.5 POLICY RECOMMENDATIONS

6.1.5.1 Develop a common understanding of how each municipality approaches risk management.

- a. Continue to work together to operationalize how the results of the Cumulative Risk Assessments prepared by the County and City will affect and inform land use planning.
- b. Implement appropriate risk management separation distances through policy and regulation, specifically Land Use Bylaws, Zoning Bylaws, Municipal Development Plans and neighbourhood planning documents.

- c. Amend Land Use Bylaws, Zoning Bylaws and applicable statutory plans, based on updated Risk Assessments, in order to ensure compatible land use and in order to maintain acceptable risk.

6.2 NUISANCE

Nuisances arising from industrial development can have an impact at much greater distances than risk and can be the most tangible effect of industrial activity on the surrounding communities. Nuisances can take the form of odour, noise, light or visual impact. Risk buffers may not be sufficient to address the effects of a nuisance.

6.2.1 CHALLENGE

Nuisances can affect a larger area than risk and the effects to surrounding communities require mitigation.

6.2.2 POLICY RECOMMENDATIONS

6.2.2.1 Explore options with industry that can minimize the effects of nuisances.

- a. Establish guidelines to measure nuisance, outline an acceptable level of nuisance as well as provide mitigation strategies for industry to follow;
- b. Upon implementation of 6.2.2.1 a., require that heavy industrial development applications include a nuisance mitigation strategy where impacts may extend beyond the property boundary.

6.0

RISK BASED LAND USE PLANNING AND MANAGEMENT

6.3 EMERGENCY PREPAREDNESS

Each municipality has a Municipal Emergency Plan (MEP), guided by federal, provincial and municipal regulations. MEPs are a guide for preparation and response when major emergencies and disasters affect a municipality. Each municipality also has a Hazard Analysis that examines specific issues that trigger the activation of the MEP.

A Regional Municipal Services Mutual Aid Agreement is in place amongst the following municipalities: City of Edmonton, City of Fort Saskatchewan, City of Leduc, City of St. Albert, City of Spruce Grove, Lamont County, Leduc County, Parkland County, Strathcona County, and Sturgeon County. The Agreement addresses situations where a specific event occurs that requires more resources than one municipality has available.

Given that some industrial sites are located adjacent to the municipal boundary, joint planning on emergency preparedness is necessary to ensure that appropriate and efficient response can be expected from both emergency response departments. In the event that an industrial incident does occur and cannot be contained by on-site staff, both municipalities' emergency response departments are notified. Both emergency response groups have plans in place that deal with specific incidents and evacuation or shelter-in-place precautions, regardless of which side of the municipal border an incident occurs.

The City and County are members of the Capital Region Emergency Preparedness Partnership (C-REPP), which serves to address threats and opportunities related to emergency management in the Capital Region. The organization provides a forum for communication among different players involved in regional emergencies, including members from government, the private sector, non-governmental organizations, major public institutions and industrial associations. C-REPP does not provide direct emergency response or leadership at the time of regional emergencies, but does play an important planning and coordinating role in advance of major events.

The Strathcona District Mutual Assistance Program (SDMAP) shares best practices for industrial incident planning and response and has been in place since 1979. The program works with 30 industrial and community agency partners to assist with the provision of emergency response planning in Edmonton and Strathcona County.

The Strathcona Industrial Association (SIA), formed in 1974, is comprised of twelve industrial facility operators within east Edmonton and west Strathcona County. The SIA participates actively in risk based land use planning, environmental monitoring and environmental management, and also promotes safety, including emergency preparedness. A number of its members are active in the Strathcona District Mutual Assistance Program, noted above.

6.3.1 CHALLENGE

Where risk levels are elevated, there is a need to mitigate risk with emergency preparedness planning involving the City and County's emergency response personnel.

6.3.2 POLICY RECOMMENDATIONS

6.3.2.1 Work cooperatively and promote communication between emergency response departments to ensure maximum public safety.

- a. *Maintain maps and inventories of high-risk land uses, including copies of risk assessments and any relevant information*
- b. *Recognize and coordinate joint emergency preparedness plans specifically relating to potential industrial incidents.*
- c. *Build knowledge and understanding by sharing information relating to proposed and existing development to allow for informed discussions.*
- d. *Share risk assessment information when a new development is proposed for a site in the Study Area.*
- e. *Share existing risk assessment information for existing developments, as needed, particularly with fire rescue/emergency response and the County's Planning and Development Services and the City's Sustainable Development departments of both municipalities.*



7.0

NATURAL ENVIRONMENT PARKS AND TRAILS

7.1 PROVINCIAL ROLE

Through the Land Use Framework, the Province is developing a North Saskatchewan Regional Plan (NSRP) that will include management frameworks for air quality, surface water quality, and biodiversity. The Province has the responsibility for the implementation of the frameworks. However, the NSRP will include regulatory requirements or expectations with respect to each of the management frameworks and municipalities are expected to review their bylaws to ensure compliance with the NSRP.

7.2 CAPITAL REGION BOARD

The Capital Region Growth Plan has identified a Conservation Buffer that includes the North Saskatchewan River Valley and other regionally significant environmentally sensitive lands.

The CRB also sets out how the buffers would be established and some of the potential uses that the buffer areas may contain.

7.3 MUNICIPAL

The North Saskatchewan River Valley and other valued environmental features are shared between the City and the County. The management, preservation and enjoyment of these assets can be enhanced through intermunicipal initiatives, such as preservation, cross-boundary park corridors and linked trail networks.

Both the City and the County are members of the [North Saskatchewan] River Valley Alliance (RVA). The RVA has developed a plan of action for the river valley in the capital region to create its vision for a continuous, connected North Saskatchewan River Valley park spanning from Devon to Fort Saskatchewan. This includes both existing and proposed trails on both sides of the North Saskatchewan River (see **Map 12.6: Parks, Trails and Natural Areas**).

New communities are anticipated in the Study Area's northern sector, which is bisected by the North Saskatchewan River Valley with the City and County on opposite banks. Planned appropriately, the River Valley could be a core asset for these new communities.

In the future, development in the southern portion of the study area could be served well through additional environmental planning.

7.3.1 CHALLENGE

Preserving biodiversity and environmental features, providing and connecting recreational, heritage and cultural opportunities, and establishing parks that are shared across jurisdictional boundaries would benefit from a shared approach.

7.3.2 POLICY RECOMMENDATIONS

7.3.2.1 Enhance the shared management and enjoyment of environmental assets through intermunicipal initiatives, such as preservation, cross-boundary park corridors and linked trail networks.

- a. *Coordinate information and develop baseline data through each municipality's environmental mapping.*
- b. *Complete detailed land use planning that identifies key ecological corridors, significant natural areas, and important wildlife habitat.*
- c. *Develop and implement shared strategies to manage, preserve and enjoy environmental features and assets.*

7.3.2.2 Preserve wildlife corridors and environmentally significant features within the study area.

- a. Maximize wildlife and recreational corridors and complimentary park systems in areas of new development.
- b. Coordinate monitoring activities for environmental features that cross municipal jurisdictions and cross municipal departments.
- c. Establish strategies to address any negative conditions that environmental monitoring highlights.

7.3.3 CHALLENGE

Develop shared regulatory strategies to protect identified environmental features.

7.3.4 POLICY RECOMMENDATIONS

7.3.4.1 Adopt necessary regulatory measures to protect key ecological corridors, significant natural areas and important wildlife habitat and limit land use incompatibility.

- a. Review and update Land Use Bylaws to restrict expansion of existing incompatible land uses abutting mapped ecological corridors, significant natural areas, and important wildlife habitat.
- b. Implement appropriate conservation buffers through policy and regulation, specifically Land Use Bylaws, Zoning Bylaws, Municipal Development Plans and neighbourhood planning documents.

7.3.4.2 Address detailed Parks and Open Space planning using shared data, and update respective municipal plans accordingly.



8.0

ENERGY CORRIDORS

8.1 FEDERAL AND PROVINCIAL ROLES

Municipalities are not the regulating body for the routing and development of utility and pipeline corridors. The approval process involves the National Energy Board at the Federal level as well as the Alberta Energy Regulator at the Provincial level.

8.2 CAPITAL REGION BOARD

The Capital Region Board has developed an Energy Corridors Master Plan. The intent of the plan is to integrate energy corridors into the Growth Plan, minimize land use conflicts and fragmentation, support the development of energy industrial clusters, and to ensure effective coordination of such corridors across municipal jurisdictions. The Master Plan recommends an individual municipality be consulted on final locations of corridors.

**8.3 MUNICIPAL**

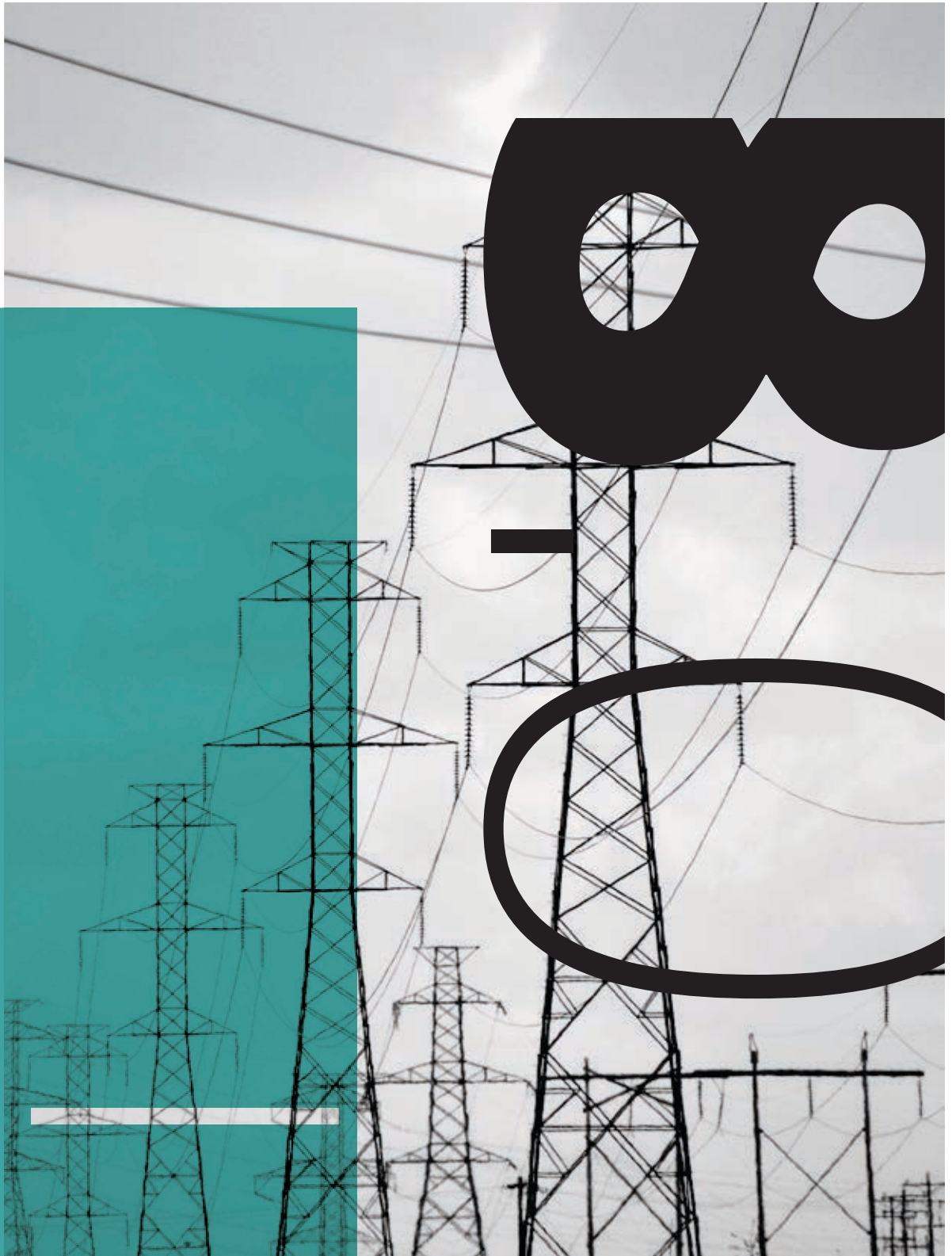
The Edmonton Area Pipeline and Utility Operators' Committee (EAPUOC) is a not-for-profit, non-statutory, voluntary membership association engaged in activities to encourage and promote safety around buried pipelines and cables. More than 40 companies, municipalities, and agencies from the greater Edmonton area comprise the EAPUOC.

8.3.1 CHALLENGE

Municipalities must be informed and involved in the decision making process for utility and pipeline corridors.

8.3.2 POLICY RECOMMENDATIONS**8.3.2.1 Ensure efficient and effective communication relating to oil and gas activity as well as other utilities.**

- a. *Maintain an active role in the EAPUOC.*
- b. *Explore future avenues for cooperation that would allow for joint meetings relating to electrical transmission lines as well as other utilities.*
- c. *Work together, and in partnership with the Capital Region Board, the National Energy Board, and provincial agencies, to coordinate appropriate locations for utility and pipeline corridors.*



9.0

AGRICULTURE

Agriculture has significant economic and local food values in Alberta. Within the study area, each jurisdiction has designated land uses identified in their MDPs.

9.1 PROVINCIAL ROLE

The province has undertaken a review of the Municipal Government Act (MGA) and the development of the North Saskatchewan Regional Plan (NSRP). An opportunity exists for the province to address agricultural lands within the MGA and the NSRP.

9.2 CAPITAL REGION BOARD

The northern and southernmost portions of the Study Area are identified as Agricultural Lands in the current Capital Region Growth Plan (CRGP). As an upcoming task within the CRGP update process, a more robust agricultural land policy will be considered for the Capital Region. Protection of agricultural lands where appropriate in the Capital Region will likely be one part of the agriculture policy direction.

9.3 MUNICIPAL

Strathcona County: The County has adopted an Agriculture Master Plan and protects agricultural areas through designation in its Municipal Development Plan and related policies on subdivision and development that limit fragmentation. Within the north portion of the study area approximately 2 sections of land lie within the Agriculture Large Holdings Policy Area. In the south most portion of the study area approximately 5 sections of land lie within the Agriculture Small Holdings Policy Area.

City of Edmonton: The lands within the study area under City jurisdiction are not designated for agricultural use. However, the City has approved a food and agriculture strategy called "Fresh". The intent is to increase access to local food through regional, city-wide and neighbourhood approaches to sustainable urban food systems and build resilience into the food and urban agricultural system to withstand gradual and sudden changes in food supply.

9.3.1 CHALLENGE

Balancing development with preserving agricultural land is a growing concern for the Capital Region as the population expands. Forthcoming provincial and Capital Region Board policies may impact existing and future municipal agricultural policies.

9.3.2 POLICY RECOMMENDATIONS

9.3.2.1 Development within the study area will give consideration to agricultural uses and the preservation of agricultural land.

- a. Through provincial and CRB initiatives, identify agricultural lands requiring preservation and regulate those lands accordingly.
- b. Implement any new regional policies related to agricultural preservation into municipal planning documents.



10.0

COMMUNICATION PROTOCOL

The City and the County have entered into this joint planning exercise in order to come to a consensus on how to manage land development in the boundary area. While commitment to support the policies of this document exists, there may be situations where agreement on all aspects of a proposal is not possible. A well-defined protocol is necessary to ensure constructive communication and prevent formal disputes or, where a dispute cannot be avoided, create a conciliatory resolution process. The emphasis of the communication protocol is on transparency and information sharing at the municipal level.

Each municipality has minimum standards for referrals that are established in Municipal Development Plans. However, on occasion the complexity and potential challenges of an application will require enhanced consultation.

10.1.1 CHALLENGE

There are two challenges. The first challenge is addressing anticipated issues in advance of specific applications. The second is addressing applications consistently based on:

1. a shared vision, strategies, and protocols for the lands in the project study area; and
2. the objectives and preferred outcomes for land development in the project study area.

10.1.2 OBJECTIVES OF COMMUNICATION PROTOCOL

- 10.1.2.1 Provide adequate opportunities for discussion and review of applications in order to avoid disagreement and minimize delay
- 10.1.2.2 Promote common understanding and information sharing to the greatest extent possible
- 10.1.2.3 Facilitate the development of creative solutions that meet individual and joint interests
- 10.1.2.4 Respect each jurisdiction's decision-making processes and autonomy
- 10.1.2.5 Identify roles and responsibilities for responses to intermunicipal proposals
- 10.1.2.6 Enhance existing planning and legislative processes
- 10.1.2.7 Resolve disputes prior to an appeal to the Capital Region Board (CRB) or Municipal Government Board (MGB)
- 10.1.2.8 Maintain open communication in the event of an appeal to the CRB or MGB



10.0

COMMUNICATION PROTOCOL

10.1.3 USE OF THE COMMUNICATION PROTOCOL

The communication protocol is not intended to be used for all planning and development applications in the JPS area. It is meant to direct additional communication for applications that could have a significant effect on neighbouring lands.

The criteria outlined below determine which applications trigger the supplementary communication protocol. Most applications within the JPS area will proceed normally through the established formal referral process without the need for the additional processes.



10.1.4 ROLES AND RESPONSIBILITIES

10.1.4.1 Approving Municipality is the municipality that is initiating a project, in receipt of an application or involved in pre-application discussions. The Approving Municipality must determine if a project meets the criteria that would require use of the communication protocol and initiate discussions with the Referral Municipality.

10.1.4.2 Referral Municipality is the municipality that may be affected by an application received by the Approving Municipality. The Referral Municipality must respond to requests for review in a timely manner.

10.1.4.3 Working Group refers to the administrative staff from both municipalities required to provide information and input regarding a given project or application.

10.1.4.4 Joint Planning Committee is the administrative staff from both municipalities who oversee the implementation of this strategy.

10.1.4.5 Management Group is the senior level administrative staff whose direction is required to provide a response to an Approving Municipality in some instances, or may be required if direction from either Council is needed.

10.1.5 **PROTOCOL PRINCIPLES FOR PLANNING APPLICATIONS**

The following principles shall be adhered to, notwithstanding the timelines established by either Municipal Development Plan (MDP):

- 10.1.5.1 **Timelines:** the Intermunicipal Referrals and Notifications timelines established in MDP are minimums.
- 10.1.5.2 **Referral time extensions:** each Approving Municipality shall provide, when possible and reasonable, additional time for application review and/or discussion by the Referral Municipality, recognizing the potential impact of such applications on both municipalities.
- 10.1.5.3 **Applicant cooperation:** It must be recognized that individual applicants may not support additional referral time in cases where the Referral Municipality requests a time extension in excess of the time for applications as stipulated in the Municipal Government Act.
- 10.1.5.4 **Applicant communication:** In cases where a referral time extension requested by a Referral Municipality requires the permission of an applicant, the Approving Municipality shall make clear the advantages to the applicant of such an extension request (e.g. more time to make a better application, more time to address concerns, and increased likelihood that the Application will ultimately be approved).

- 10.1.5.5 **Pre-Meetings:** Where possible, the Approving Municipality shall engage in early communication with the Referral Municipality. The Approving Municipality shall endeavor to provide the opportunity for meetings between the working groups of the two municipalities and the applicant. The preferred outcome is that any potential complex issues are addressed and resolved in advance of a formal application.

10.1.6 **COMMUNICATION PROTOCOL PROCEDURE**

- 10.1.6.1 Where referrals are required, the Approving Municipality shall clearly outline expectations for the receipt of comments and input.
- 10.1.6.2 Where pre-application communication has commenced, the Approving Municipality shall outline options for dialogue and/or proposed meeting times.
- 10.1.6.3 The Referral Municipality shall request time extensions for application referrals as early as possible, when required.

11.0
IMPLEMENTATION
PLAN

Throughout the JPS, there are a number of policies and actions that require implementation in order to achieve the objectives. To provide further direction and ensure timely implementation, the following table identifies a prioritized set of actions identified by the steering group for immediate or ongoing action. In addition, each organization will be expected to provide staff support from the internal departments as noted in the table.



TABLE 11-1: PRIORITIZED ACTIONS

Section	Action	Delivered by
Land Use Coordination	<p>Build awareness and knowledge of the implementation of the JPS as well as communication protocols with staff.</p> <p>Ensure accountability by requiring a formal annual meeting with the Steering Committee to review the implementation of the JPS.</p>	Regional and long range planning, Sustainable Development, and Planning and Development Services
Transportation – Municipal	<p>Create a formalized structure/working group for coordination of transportation routing (taking a complete streets approach), modelling, and communication.</p> <p>Working group to explore options regarding cost sharing principles and agreements.</p>	Transportation Planning
Transportation – Regional	<p>Work together to identify projects with joint interests, which we can advocate to the CRB and Province, including future LRT right of way.</p>	Transportation Planning

Section	Action	Delivered by
Utility Servicing – Drainage	<p>Create or maintain as appropriate a formalized structure/working group for coordination of watershed management and drainages issues within the study area.</p> <p>Complete and implement the Trans-Boundary Watershed Management Development Plan</p> <p>Jointly update master drainage plans, integrate the results in policy and coordinate with environmental management frameworks.</p>	Drainage and utility services planning
Utility Servicing Water and Waste Water	Promote regular discussions at the working level between utility servicing departments to facilitate the exchange of information and positive relationships.	Drainage and utility services planning, in cooperation with private service providers and Commissions
Risk Based Land Use Planning and Management	<p>Update policy and regulation: set out requirements for industrial risk management and nuisance assessments (for example, separation space distances).</p> <p>Share and request comment on risk assessment information from emergency response, and Planning and Development Services and Sustainable Development departments</p>	Emergency/Fire Services, Sustainable Development, and Planning and Development Services
Natural Environment Parks & Trails	Create a formalized structure/working group to develop and implement shared water and biodiversity environmental management frameworks for the study area.	Parks and recreation, biodiversity, and environmental management planning
Energy Corridors	Work together, and in partnership with the CRB, the National Energy Board and provincial agencies, coordinate appropriate locations and parameters for utility and pipeline corridors	Oil and gas liaison, industrial planning, and environmental management planning
Agriculture	Work in partnership with the CRB and the Province regarding new regulations or policies related to agriculture and incorporate into municipal planning documents.	Agriculture services, and planning and development
Communications Protocol	<p>Create understanding of the joint planning principles across administrations.</p> <p>Support the sharing of existing information and identify information gaps across administrations.</p> <p>Manage opportunities for discussion and review based on the objective of avoiding disagreements and minimizing delays.</p>	Regional and long range planning, and current planning

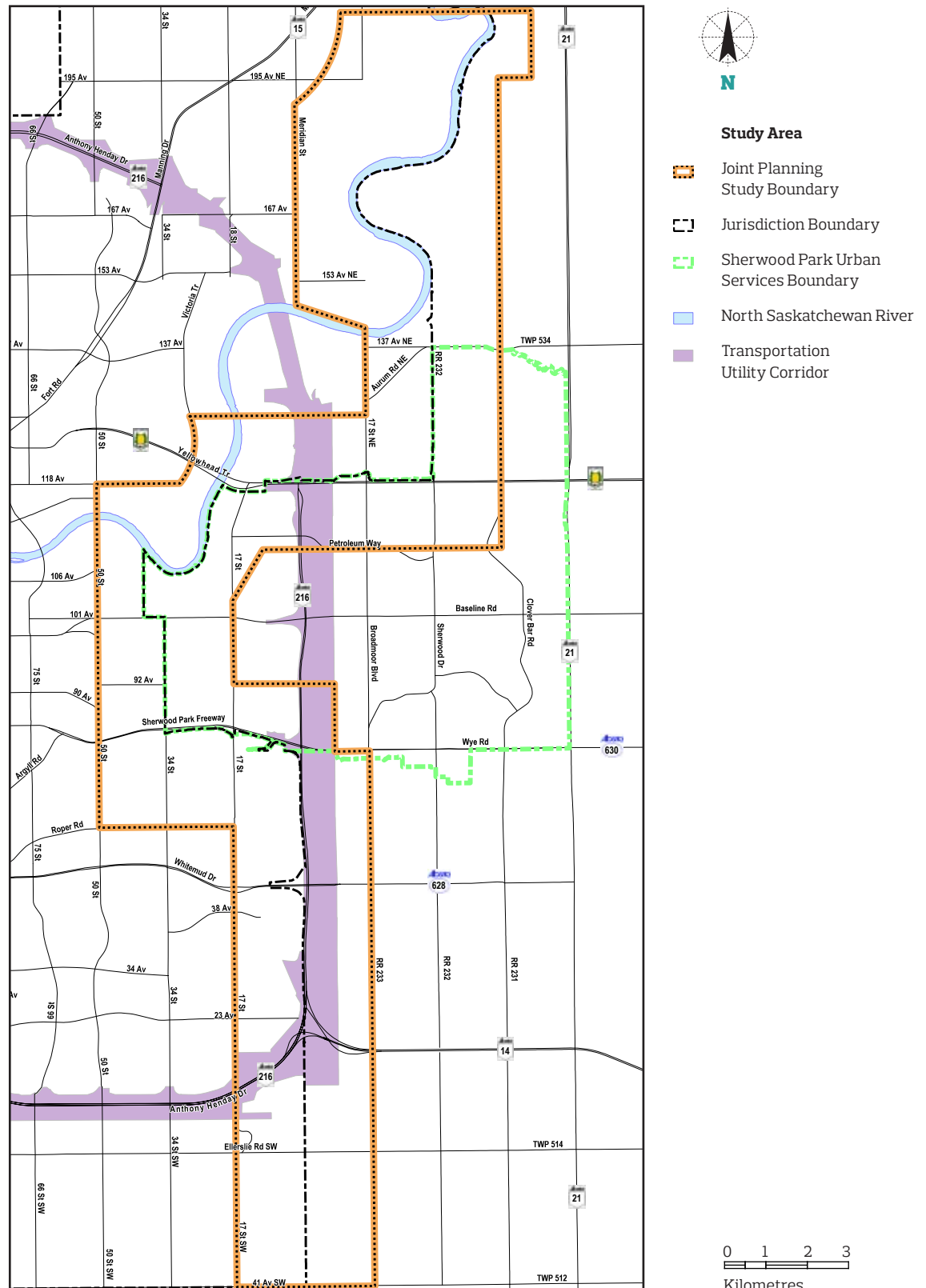
12.0

MAPS

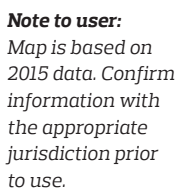
The included maps provide a snapshot in time of the study area. For up to date maps or to confirm information please contact the appropriate jurisdiction.

Note to user:
Map is based on 2015 data. Confirm information with the appropriate jurisdiction prior to use.

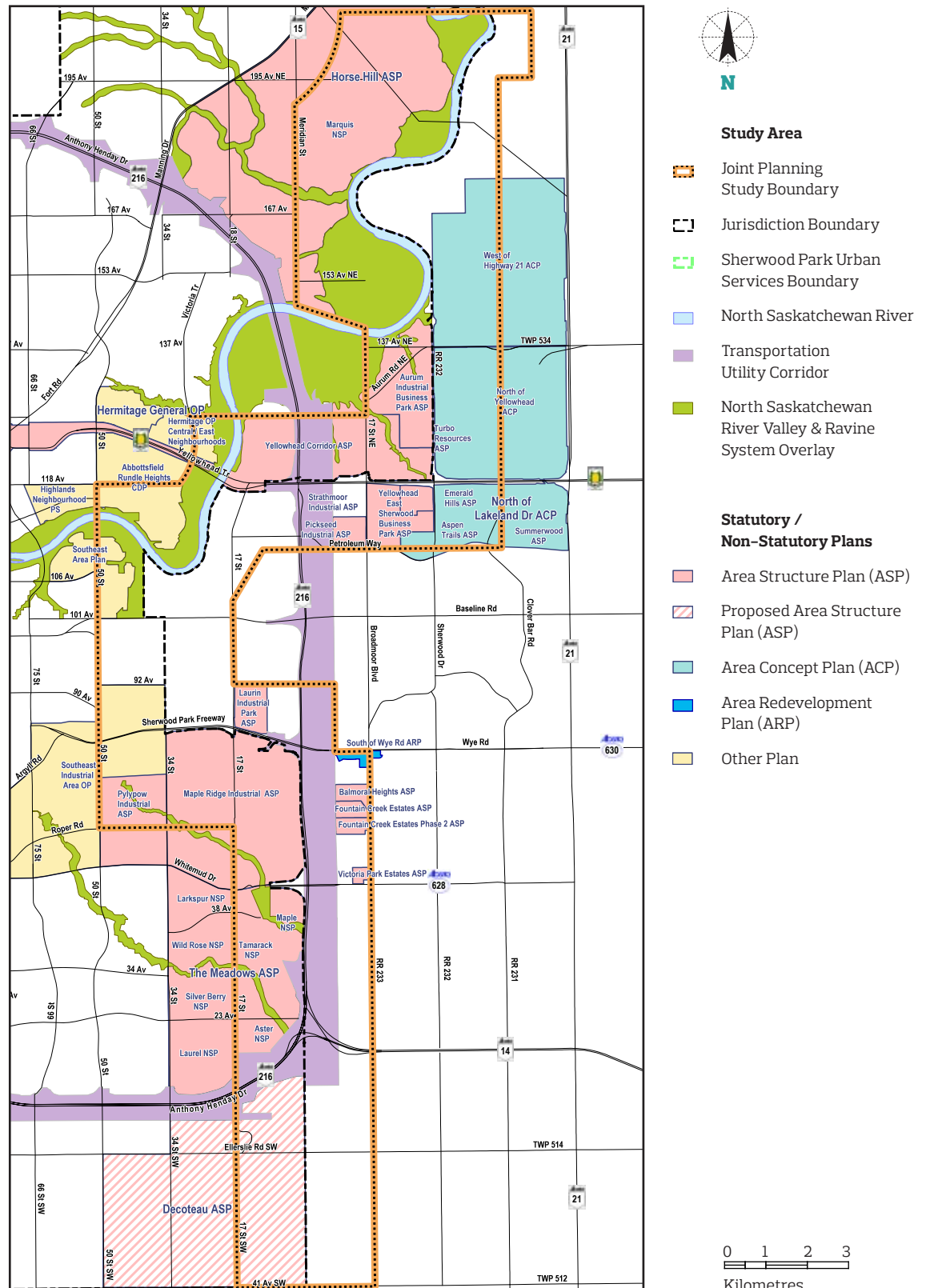
12.1 STUDY AREA





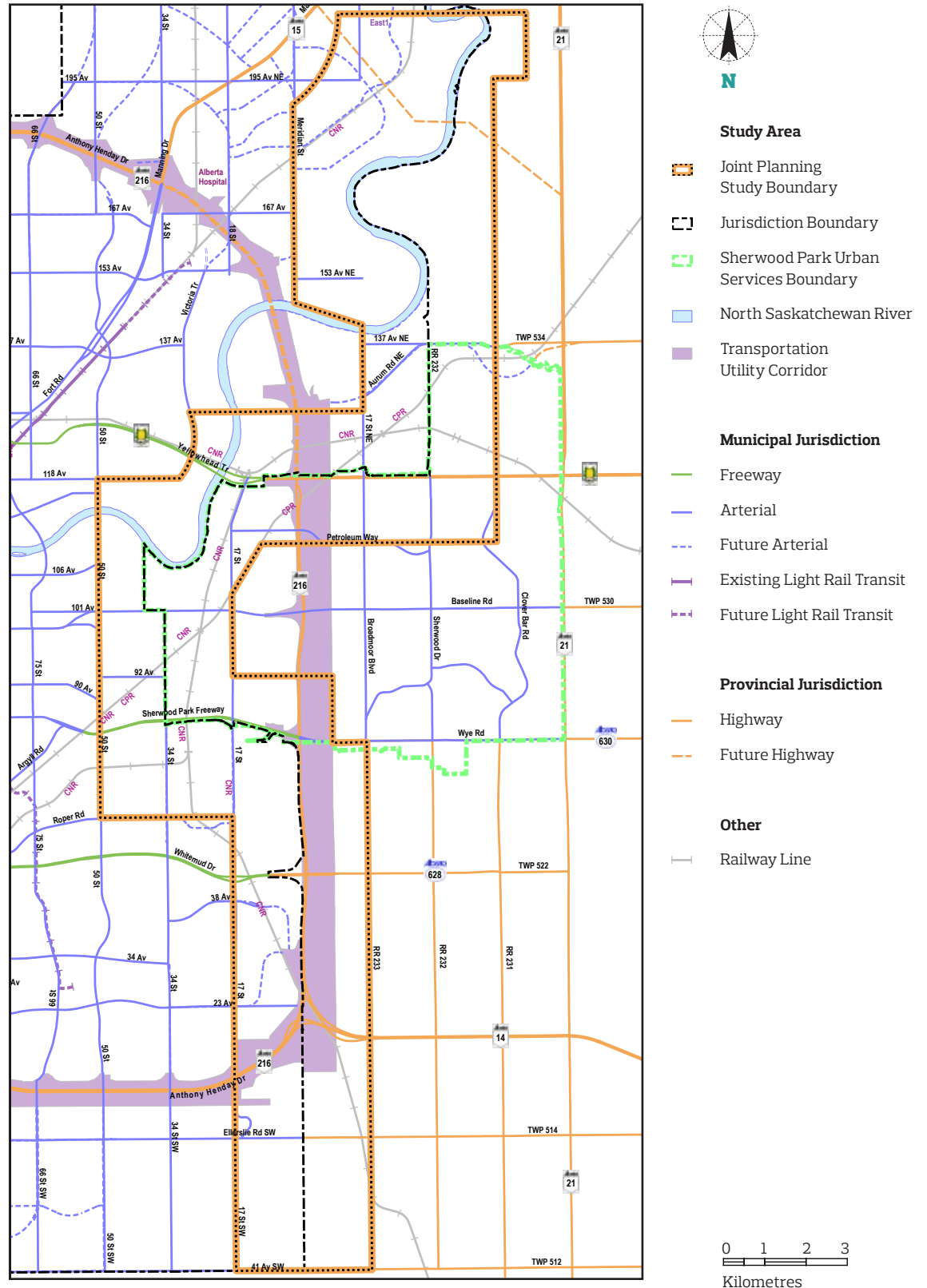


12.3 PLANS IN EFFECT

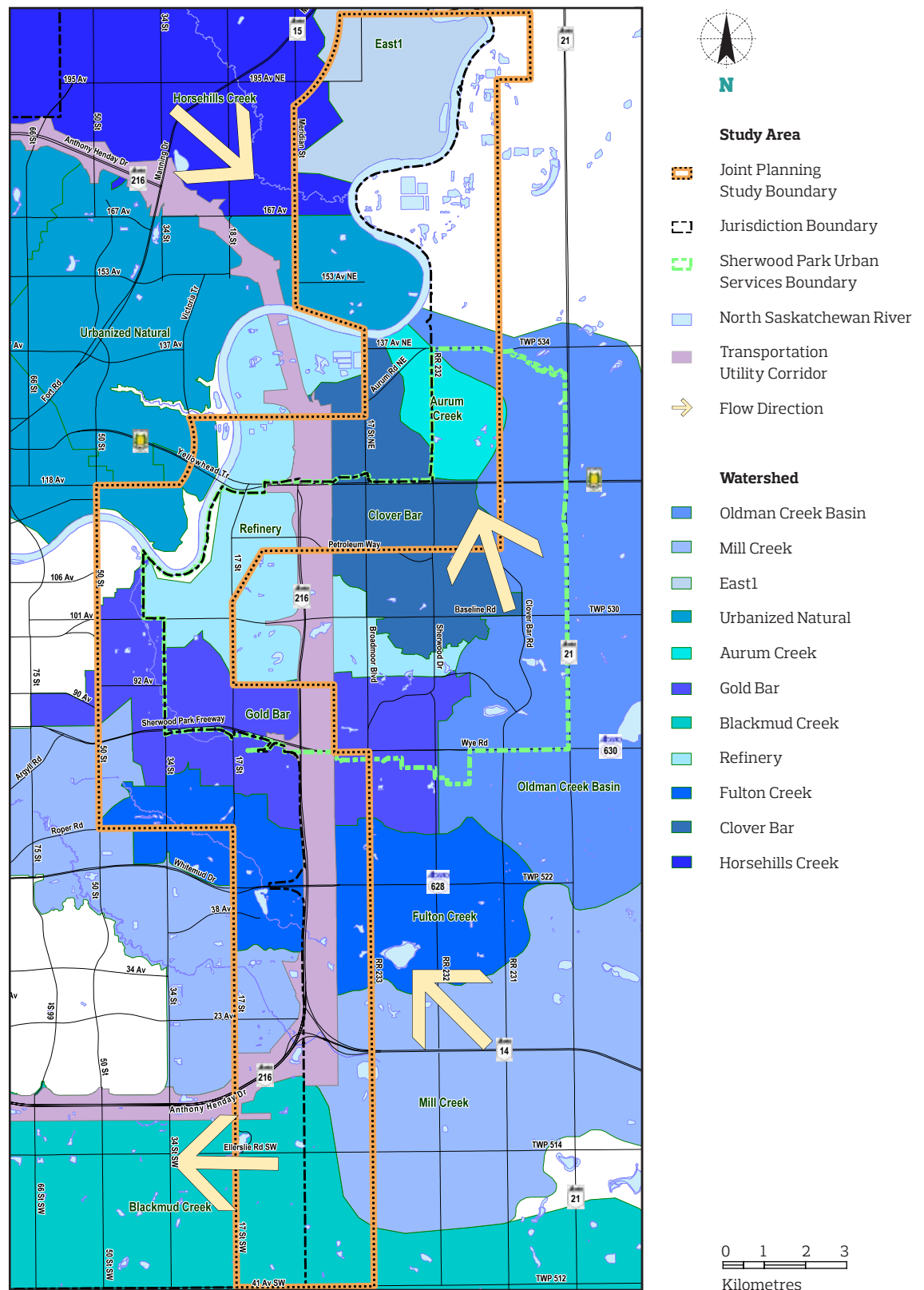


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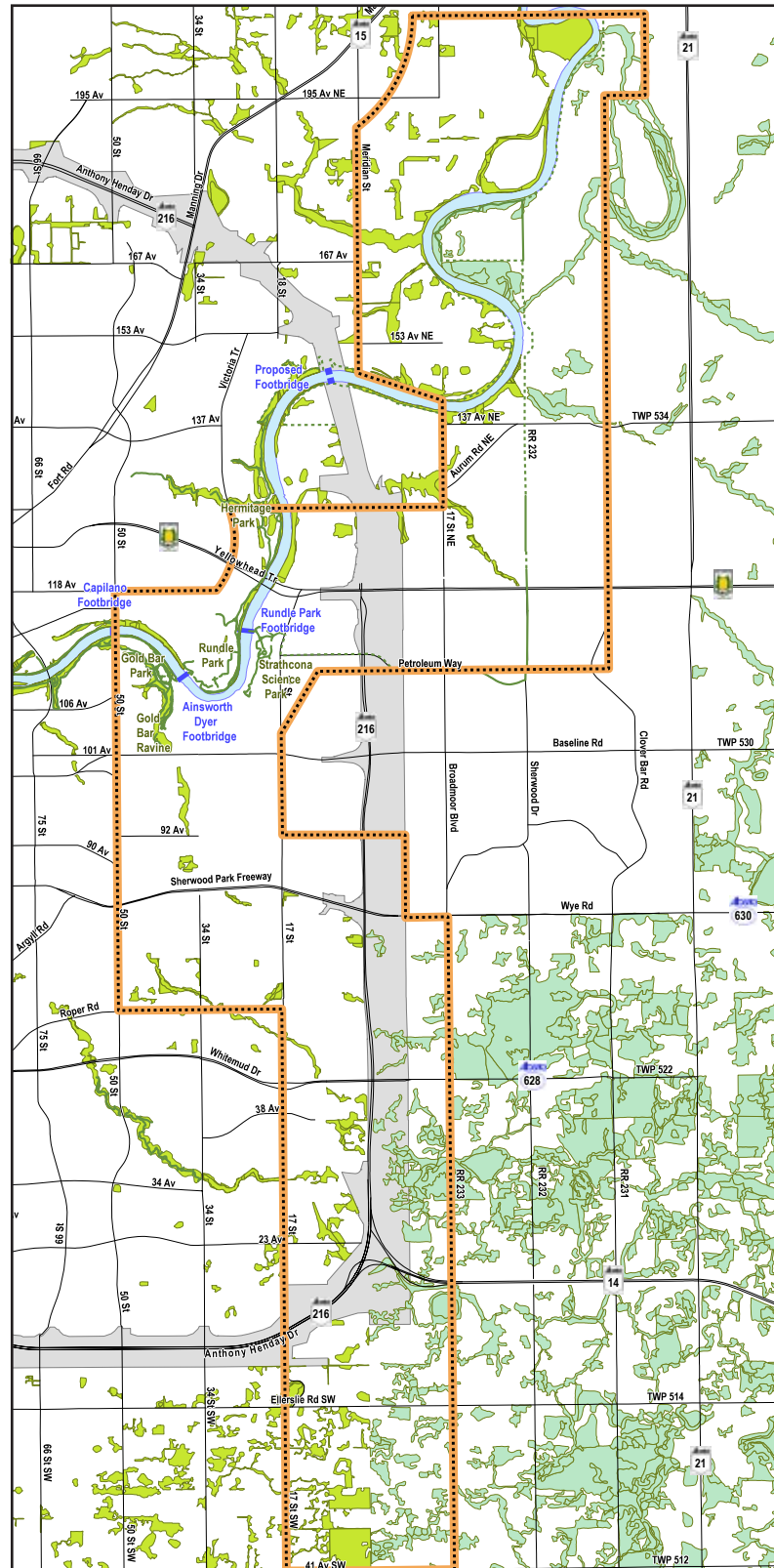
12.4 TRANSPORTATION NETWORK



12.5 DRAINAGE BASINS



12.6 PARKS, TRAILS AND NATURAL AREAS

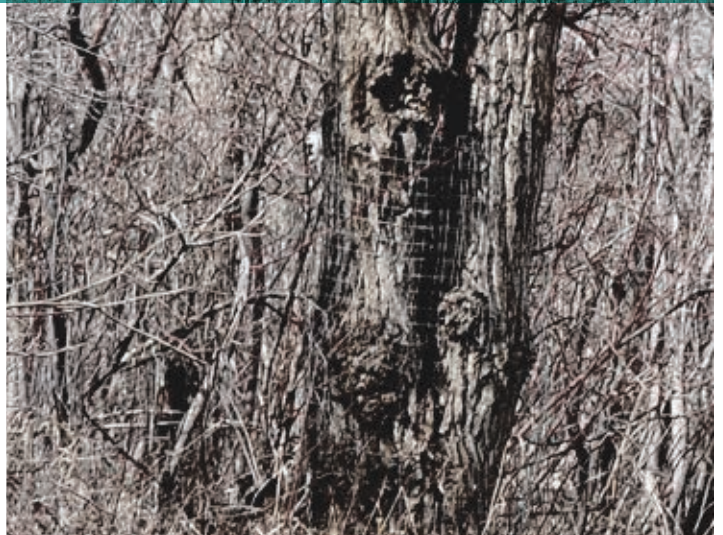
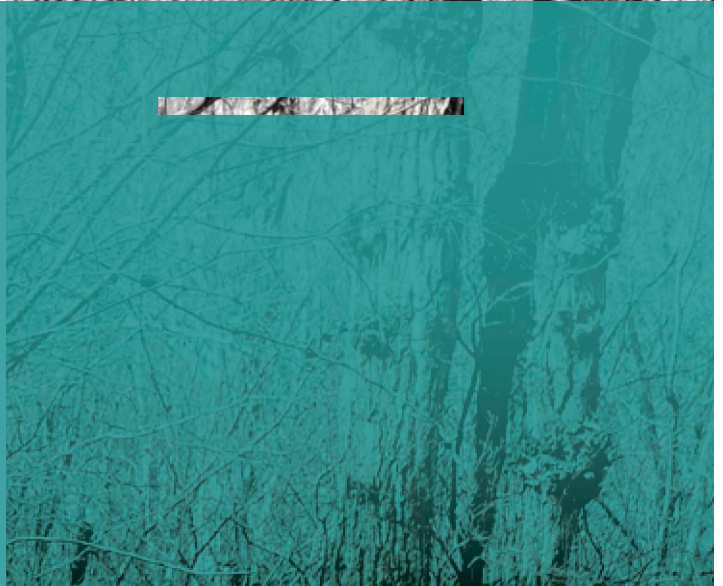




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Priorities Committee Meeting_Apr19_2016

Mayor's Report

Elected Official: Roxanne Carr
Time Period: March 1, 2016 to March 31, 2016

Boards and Committees:

March 7 Energy Exploration Committee Meeting
March 7 Community Housing Task Force Meeting
March 9 Alberta Urban Municipalities Association Mayors' Caucus & Breakfast with Provincial Leaders
March 10 Capital Region Board Meeting
March 10 Finance Advisory Committee Meeting
March 14 Northern Alberta Mayors' and Reeves' Caucus Meeting
March 14 Mayor's Executive Committee Meeting

County Business:

March 1 Council Meeting & Public Hearings
March 3 Meeting with Resident
March 7 Weekly Meeting with Chief Administrative Officer
March 7 Capital Region Board Briefing Meeting
March 8 Priorities Committee Meeting & Open House
March 9 Mayors' Caucus & Breakfast with Provincial Leaders
March 11 Weekly Communications Staff Meeting
March 11 Meeting with Resident
March 11 Meeting with Business Representative
March 15 Meeting with Resident
March 15 Weekly Communications Staff Meeting
March 15 Meeting with Business Representatives
March 21 Meeting with Minister Eggen and MLA Cortes-Vargas
March 21 Meeting with Associate Commissioner, Infrastructure and Planning Services
March 22 Council Meeting & Public Hearings
March 23 Meeting with Business Representative
March 23 Council & Chief Administrative Officer Meeting
March 23 Mayor's Prayer Breakfast Planning Meeting

Professional Development:**County Functions and Events:**

March 3 Landowner Oil & Gas Information Workshop
March 3 Strathcona County Staff Onboarding Event
March 4 Opening Reception for Best Seat in the House by Ethan Russell
March 5 Women's Wellness Retreat
March 5 Festival Place Cultural Arts Foundation Annual Appreciation Event
March 7 High School Culinary Challenge Awards Dinner
March 11 Salto's Strathcona Gym Challenge
March 12 Sherwood Park News Talent Search
March 12 Evening with Scotiabank Officials
March 15 Seniors United Now Chapter Meeting and County Presentation
March 16 Resource Diversification Council Launch Luncheon
March 17 Sherwood Park Chamber of Commerce Breakfast
March 17 Urban Development Institute Annual General Meeting & Luncheon

March 18	Boys & Girls Club of Strathcona County Fundraising Dinner
March 21	AltaSteel and CRS CraneSystems Major Contract Announcement
March 23	Easter Hymn Sing

Priorities Committee Meeting_Apr19_2016

Ward 1 Councillor Report

Elected Official: Vic Bidzinski
Time Period: February 16, 2016 to March 15, 2016

Boards and Committees:

March 2 Governance Advisory Committee Meeting
March 8 Priorities Committee Meeting

County Business:

February 29 Council and Chief Administrative Officer Meeting
March 1 Council Meeting
March 7 Meeting with the Director of Legislative and Legal Services
March 9 Meeting with the Director of Economic Development and Tourism

Professional Development:

March 9 - 10 Alberta Urban Municipalities Association Mayors' Caucus and Breakfast with Provincial Leaders
March 14 - 16 Alberta Association of Municipal Districts and Counties Spring Convention

County Functions and Events:

February 29 Farm to Fork Grand Opening
March 3 Sherwood Park Chamber of Commerce Breakfast
March 3 Brownlee Appreciation Dinner
March 4 Gallery @501 Opening Reception for Ethan Russell
March 5 Women's Wellness Retreat
March 5 Sunshine Generation "Local Love" Event
March 8 Sherwood Park Chamber of Commerce After Hours Business Mixer
March 10 Sherwood Park Chamber of Commerce Breakfast
March 11 Operation Lunchbox
March 16 Sherwood Park Chamber of Commerce Luncheon

Priorities Committee Meeting_Apr19_2016

Ward 2 Councillor Report

Elected Official: Dave Anderson
Time Period: February 16, 2016 to March 15, 2016

Boards and Committees:

February 16	Priorities Committee Meeting
February 19	Edmonton Salutes Committee Meeting
February 22	Mayor's Executive Committee Meeting
February 29	Mayor's Executive Committee Meeting
March 3	Transit Board Members Committee Conference Call
March 14	Mayor's Executive Committee Meeting

County Business:

February 17	Strathcona County State of the County Address
February 23	Council Meeting
February 26	Resident Meeting
February 29	Council and Chief Administrative Officer Meeting
March 1	Council Meeting
March 3	Resident Meeting
March 10	Meeting with the Associate Commissioner of Infrastructure and Planning Services
March 14	Business Meeting

Professional Development:

February 18	Brownlee Emerging Trends in Municipal Law Seminar
March 14 – 16	Alberta Association of Municipal Districts and Counties Spring Convention

County Functions and Events:

February 18	Glen Allan Scout Group Birthday Celebration
February 19	Grand Opening of Glow Juicery Ribbon Cutting
February 20	Paul and Friends Headshave Luncheon Fundraiser
February 25	Grand Re-Opening of the Tan Jay and Alia Store
March 3	Linking Generations Family Meet and Greet

Priorities Committee Meeting_Apr19_2016

Ward 3 Councillor Report

Elected Official: Brian Botterill
Time Period: February 1, 2016 to March 15, 2016

Boards and Committees:

February 1	Agricultural Service Board Meeting
February 4	Governance Advisory Committee Meeting
February 10	Beaver Hills Initiative Board Meeting
February 16	Priorities Committee Meeting
February 24	Agricultural Service Board Meeting
March 2	Governance Advisory Committee Meeting
March 10	Finance Advisory Committee Meeting

County Business:

February 2	Council Meeting
February 5	Meeting with Transit Manager
February 17	Strathcona County State of the County Address
February 18	Council to Council with Parkland County
February 23	Council Meeting
February 29	Council and Chief Administrative Officer Meeting
March 1	Council Meeting

Professional Development:

March 8	Disney's Approach to Quality Service
March 9-10	Mayors' Caucus and Breakfast with Provincial Leaders
March 14 - 15	Alberta Association of Municipal Districts and Counties Spring Convention

County Functions and Events:

February 3	Fort Saskatchewan State of the City Address
February 10	St. Albert State of the City Luncheon
February 26	Carnaval Festival
February 29	Farm to Fork Grand Opening
March 3	Brownlee LLP Appreciation Dinner
March 4	Leduc City and County Annual Mayoral Address
March 5	Fort Saskatchewan Fish & Wild Game Banquet

Priorities Committee Meeting_Apr19_2016

Ward 4 Councillor Report

Elected Official: Carla Howatt
Time Period: February 16, 2016 to March 15, 2016

Boards and Committees:

February 16	Priorities Committee Meeting
February 17	Heartland Housing Foundation Board Meeting
March 8	Priorities Committee Meeting
March 14	Mayor's Executive Committee Meeting

County Business:

February 17	Strathcona County State of the County Address
February 18	Ward 4 Open House
February 19	Resident Meeting
February 19	Ward 4 Open House
February 19	Meeting with Director of Planning and Development Services
February 23	Council Meeting
February 24	Capital Region Board Housing Committee Overview Meeting
February 29	Council and Chief Administrative Officer Meeting
March 10	Capital Region Board Meeting

Professional Development:

February 25	Building a Welcoming and Inclusive Community Through Recreation Webinar
March 1 - 4	Federation of Canadian Municipalities Standing Committees Board Meeting
March 9 - 10	Mayors' Caucus and Breakfast with Provincial Leaders

County Functions and Events:

February 20	Strathcona County Library Big Speakeasy Event
February 29	Farm to Fork Grand Opening
March 7	Community Housing Task Force Appreciation Lunch
March 15	Seniors United Now Chapter Meeting

Priorities Committee Meeting_Apr19_2016

Ward 5 Councillor Report

Elected Official: Paul Smith
Time Period: February 16, 2016 to March 15, 2016

Boards and Committees:

February 16	Priorities Committee Meeting
February 22	Mayor's Executive Committee Meeting
February 24	Agricultural Service Board Urban Agriculture Strategy Kickoff Meeting
February 24	TransCanada Yellowhead Highway Association Cheque Signing
February 29	Mayor's Executive Committee Meeting
March 2	Energy Exploration Committee Meeting
March 8	Priorities Committee Meeting
March 9	Northeast Region Community Awareness Emergency Response Meeting
March 10	John S. Batiuk Regional Water Commission Meeting
March 14	TransCanada Yellowhead Highway Association Cheque Signing
March 14	Fort Air Partnership Board Meeting

County Business:

February 17	Strathcona County State of the County Address
February 18	Council to Council Meeting with Parkland County
February 19	Alberta Industrial Heartland Board Meeting
February 19	Alberta's Industrial Heartland Area Transportation Network Plan
February 24	Resident Meeting
February 26	Josephburg Aggregates Discussion
February 29	Meeting with Capital Planning and Construction
February 29	Meeting regarding Franchise Fee
February 29	Council and Chief Administrative Officer Meeting
March 1	Council Meeting
March 2	Deputy Mayor Events Discussion
March 3	Landowner Oil & Gas Information Workshop
March 7	Resident Meeting
March 9	Rural Road Inspection
March 12	Resident Meeting
March 12	Resident Meeting
March 12	Resident Meeting

Professional Development:

No Professional Development opportunities were attended during this time period.

County Functions and Events:

February 20	Paul and Friends Head Shave Luncheon Fundraiser
February 26	Carnaval Festival
February 28	Josephburg Presents Christine Tassan
February 29	Farm to Fork Grand Opening
March 2	Fort Saskatchewan Chamber Luncheon
March 3	Brownlee Appreciation Dinner
March 5	Fort Saskatchewan Fish & Wild Game Banquet
March 9	Norlite Pipeline Project

Priorities Committee Meeting_Apr19_2016

Ward 6 Councillor Report

Elected Official: Linton Delainey
Time Period: February 16, 2016 to March 15, 2016

Boards and Committees:

February 16	Priorities Committee Meeting
February 22	Library Board Meeting
February 24	Agricultural Service Board Kick-Off Meeting
March 2	Energy Exploration Committee Meeting
March 2	Governance Advisory Committee Meeting
March 4	Finance Advisory Committee Orientation Meeting
March 5	Library Board and Staff Planning Retreat
March 8	Priorities Committee Meeting
March 10	Finance Advisory Committee Meeting

County Business:

February 17	Strathcona County State of the County Address
February 18	Capital Region Board Growth Plan Update Task Force Meeting
February 18	Council to Council with Parkland County
February 19	Resident Meeting
February 23	Council Meeting
February 26	Ward 6 Resident Meeting
February 29	Council and Chief Administrative Officer Meeting
March 1	Council Meeting
March 3	Resident Meeting

Professional Development:

March 3	Landowner Oil & Gas Information Workshop
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County Functions and Events:

February 20	Paul and Friends Headshave Luncheon Fundraiser
February 21	Strathcona County Emergency Services Roof Top Camp Out Launch and Media Event
February 29	Farm to Fork Grand Opening
March 3	Brownlee Appreciation Dinner
March 4	Leduc City and County Annual Mayoral Address
March 5	Sunshine Generation "Local Love" Event
March 5	World Cup of Saddleseat Equitation Fundraiser Dinner
March 13	Seedy Sunday in Sherwood Park

Priorities Committee Meeting_Apr19_2016

Ward 7 Councillor Report

Elected Official: Bonnie Riddell
Time Period: February 16, 2016 to March 15, 2016

Boards and Committees:

February 16	Priorities Committee Meeting
February 22	Capital Region North East Water Services Commission Board Orientation Meeting
February 24	Agricultural Service Board Urban Agriculture Strategy Kickoff Meeting
March 2	Beaver Hills Initiative Executive Committee Meeting
March 3	Beaver Hills Initiative Tourism Working Implementation Group
March 8	Priorities Committee Meeting
March 10	Community Living Advisory Committee Meeting

County Business:

February 17	Strathcona County State of the County Address
February 19	Discussion about Housing Task Force
February 23	Council Meeting
February 29	Council and Chief Administrative Officer Meeting
March 1	Council Meeting
March 7	Cooking Lake Area Structure Plan Meeting

Professional Development:

February 18	Brownlee Emerging Trends in Municipal Law Seminar
February 24	Alberta Wetlands Webinar
March 14 - 17	University of Alberta Executive Program – Residency 1

County Functions and Events:

March 3	Brownlee Appreciation Dinner
March 4	Leduc City and County Annual Mayoral Address
March 5	Fort Saskatchewan Fish & Wild Game Banquet

Priorities Committee Meeting_Apr19_2016

Ward 8 Councillor Report

Elected Official: Fiona Beland-Quest
Time Period: February 16, 2016 to March 15, 2016

Boards and Committees:

February 16	Priorities Committee Meeting
February 17	Heartland Housing Board Meeting
February 22	Library Board Meeting
March 2	Heartland Housing Meeting with Alberta Network of Public Housing Agencies
March 8	Priorities Committee Meeting

County Business:

February 17	Strathcona County State of the County Address
February 18	Council to Council Meeting with Parkland County
February 23	Council Meeting
February 24	Capital Region Board Housing Committee Overview
February 24	Alberta Library Conference Discussion
February 25	Environmental Advisory Committee Meeting
March 1	Council Meeting
March 7	Pre-Capital Region Board Meeting
March 9	Local Improvement Petition Process Meeting

Professional Development:

No Professional Development opportunities were attended during this time period

County Functions and Events:

February 29	Farm to Fork Grand Opening
March 4	Leduc City and County Annual Mayoral Address
March 7	Community Housing Task Force Appreciation Lunch
March 10	Recognizing Outstanding Organizations and People in Housing Award Luncheon
March 15	Seniors United Now Chapter Meeting