

## **PRIORITIES COMMITTEE MEETING REVISED AGENDA**

Date: **May 17, 2016**  
Open Session: **1:00 p.m.**  
Location: **Council Chambers**

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Pages

**1. CALL TO ORDER**

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

**3. ADOPT AGENDA (Motion)**

**4. CONFIRMATION OF MINUTES**

4.1 April 19, 2016 Priorities Committee Meeting Minutes

4 - 9

**5. EMERGING ITEMS**

\*Reason for addendum - addition to the agenda\*

5.1 *Strathcona County Emergency Operations Centre*

\*Reason for addendum - addition to the agenda\*

5.2 *Strathcona County Emergency Services Update*

**6. TIME SPECIFIC AGENDA ITEMS**

6.1 [3:00 p.m.] Community Hall Sustainability Strategy Update

10 - 42

To provide the Priorities Committee with an update on the public consultation and community hall condition assessments completed in Q1 of 2016.

**External Presenters:**

Catrin Owen, Chief Executive Officer, Calder Bateman Communications

6.2 [4:00 p.m. - 1st item] Family and Community Services Program Update – Youth Initiatives

43 - 58

To provide Council with an update on Family and Community Services' youth initiatives, with a focus on the Youth Mentoring Program.

**External Presenter:**

Shafir Walji, Student, Salisbury Composite High School

6.3	[4:00 p.m. - 2nd item] Strathcona County Library Annual Report	59 - 109
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To provide the Priorities Committee with the Strathcona County Library Annual Report.

**External Presenters:**

Anna Pandos, Strathcona County Library Board Chair

Ian McCormack, Strathcona County Library Board Vice Chair

Lynn Walker, Strathcona County Library Board Secretary/Treasurer

Sharon Siga, CEO, Strathcona County Library

6.4	[5:30 p.m.] OPEN HOUSE	
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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	Strathcona Christian Academy Elementary Access Modifications	110 - 112
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To provide the Priorities Committee with a proposed traffic safety improvement for the Strathcona Christian Academy (SCA) Elementary school access.

7.2	Joint Planning Study: Boundary Interface Protocols and Strategies	113 - 171
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To provide the Priorities Committee with information regarding the Joint Planning Study: Boundary Interface Protocols and Strategies which was undertaken with the City of Edmonton.

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

8.1	Councillor Request Report	172
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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	Municipal Development Plan Update	173 - 174
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9.2	Mayor's Report	175 - 176
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9.3	Ward 1 Councillor Report	177 - 178
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9.4	Ward 2 Councillor Report	179
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9.5	Ward 4 Councillor Report	180
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9.6	Ward 5 Councillor Report	181 - 182
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9.7	Ward 6 Councillor Report	183
9.8	Ward 7 Councillor Report	184
9.9	Ward 8 Councillor Report	185
10.	<b>ADJOURNMENT (Motion)</b>	

## **PRIORITIES COMMITTEE MEETING MINUTES**

April 19, 2016  
10:00 a.m.  
Council Chambers

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

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

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

Mayor Carr called the meeting to order at 10:00 a.m.

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

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

The Mayor requested to speak to the Mayor's report during the Councillor Requests section of the agenda.

### **3. ADOPT AGENDA**

**2016/ P16**

**Moved by:** C. Howatt

THAT the agenda be adopted as amended.

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

**Carried**

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

##### **4.1 March 8, 2016 Priorities Committee Meeting Minutes**

**2016/ P17**

**Moved by:** B. Riddell

THAT the minutes from the March 8, 2016 Priorities Committee Meeting be approved.

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

**Carried**

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

**2016/ P18**

**Moved by:** V. Bidzinski

THAT item 5.0 "Emerging Items" be postponed until 3:00 p.m. in order to allow the Committee to hear a joint verbal presentation from Ryerson Christie, Program Manager, Land Trust Society and Neil Shelly, Executive Director of the Alberta Industrial Heartland Association on Alberta's Industrial Heartland Land Trust Society Program and Dissolution Strategy.

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

**Carried**

##### **5.1 Alberta's Industrial Heartland Land Trust Society Program and Dissolution Strategy.**

**External Presenters:**

Ryerson Christie, Program Manager, Land Trust Society

Neil Shelly, Executive Director of the Alberta Industrial Heartland Association

The Priorities Committee was provided with an update on the Alberta's Industrial Heartland Land Trust Society Program and Dissolution Strategy.

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

##### **6.1 Canadian Award for Financial Reporting**

Council acknowledged 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.

##### **6.2 Business Plan and Budget Implementation Project Update - Center for Priority Based Budget Update**

The Priorities Committee was provided with an update on the progress of the Business Plan and Budget Implementation (BPBI) project, specifically a 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

Dave Anderson left the meeting at 10:43 am. and re-joined the meeting at 11:58 a.m.

6.3 Finance Advisory Committee Annual Report

The Priorities Committee was provided with an update on the activities and achievements of the Strathcona County Finance Advisory Committee (FINAC).

**External Presenter:**

Ross Undershute, Chair, Finance Advisory Committee

**7. STRATEGIC INITIATIVES AND UPDATES**

7.1 Transit Fare Strategy

The Priorities Committee was informed 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

The Priorities Committee was provided with an update on the development of the functional plan for the Multi-Purpose Agricultural Facility.

7.3 Strathcona County 2015 Annual Management Report

The Priorities Committee was provided with the Strathcona County 2015 Annual (Q4) Management Report for information purposes.

7.4 2016 Pride of Strathcona Awards selection

**2016/ P19**

**Moved by:** F. Beland-Quest

THAT Council suspend the rules in order to amend the agenda previously adopted.

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

**Carried**

**2016/ P20**

**Moved by:** B. Botterill

THAT the agenda be amended by adding an emergent regional matter.

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

**Carried**

**2016/ P21**

**Moved by:** D. Anderson

THAT the Committee meet in private, pursuant to sections 17, 21, 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 and an emergent regional matter at 3:54 p.m.

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

**2016/ P22**

**Moved by:** D. Anderson

THAT Council revert to regular session at 5:26 p.m.

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

**Carried**

The Priorities Committee selected the 2016 Pride of Strathcona Awards recipients.

**2016/ P23**

**Moved by:** D. Anderson

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

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 and;

THAT Enclosure 23, Award Recipient Selections, be approved.

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

**Carried**

## 6. TIME SPECIFIC AGENDA ITEMS

### 6.4 OPEN HOUSE

Registered Speakers:  
Leonard Goulet  
Brian Wissink

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

### 8.1 Councillor Request Report

Ward	Category	Request	Department	Due Date
6 L. Delainey	Information Request	<b>Bremner Area Concept Plan</b> <b>1.</b> When will planning for the Area Concept Plan for the Bremner Growth Node endorsed by Council on March 22, 2016 begin? <b>2.</b> Who will be doing the planning for the Bremner Area Concept Plan? Will it be County staff, developers or hired consultants? <b>3.</b> What is the estimated cost for a Bremner Area Concept Plan? <b>4.</b> Who will be paying for the Bremner Area Concept Plan? Will it be developers or tax payers? <b>5.</b> Does the County have a commitment from Alberta Transportation to build the overpass and interchange structures into Bremner? <b>i.</b> How many are required and at what locations would they be constructed? <b>ii.</b> What are the estimated costs to build them? <b>iii.</b> Who will pay for them? Will it be Alberta Transportation, developers or tax payers?	Planning and Development Services	May 3, 2016
3 B. Botterill	Information Request	UPDATE: # 97 <b>Traffic Requirements for Developers</b>		
7 B. Riddell	Information Request	Request made to have the Joint Planning Study: Boundary Interface Protocols and Strategy with the City of Edmonton brought forward for presentation and discussion to a future Priorities Committee Meeting.		May 17, 2016
Mayor Carr		Proclamation: <b>National Organ and Tissue Donor Awareness Week</b> April 18-24, 2016		

Dave Anderson left the meeting at 6:14 pm.

## **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
- 9.2 Mayor's Report
- 9.3 Ward 1 Councillor Report
- 9.4 Ward 2 Councillor Report
- 9.5 Ward 3 Councillor Report
- 9.6 Ward 4 Councillor Report
- 9.7 Ward 5 Councillor Report
- 9.8 Ward 6 Councillor Report
- 9.9 Ward 7 Councillor Report
- 9.10 Ward 8 Councillor Report

## **10. ADJOURNMENT**

**2016/ P24**

**Moved by:** F. Beland-Quest

THAT the Priorities Committee Meeting adjourn at 6:24 p.m.

In Favour (8): R. Carr, V. Bidzinski, B. Botterill, C. Howatt, P. Smith, L. Delainey, B. Riddell, and F. Beland-Quest

**Carried**

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Mayor

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Director, Legislative & Legal Services

## **Priorities Committee Meeting\_May17\_2016**

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### **STRATEGIC INITIATIVE AND UPDATE**

#### **Community Hall Sustainability Strategy Update**

##### **Report Purpose**

To provide the Priorities Committee with an update on the public consultation and community hall condition assessments completed in Q1 of 2016.

##### **Council History**

July 14, 2015 – Council directed administration to bring forward a report on the utilization, functional obsolescence and overall physical condition of Community Halls and Senior Centres after a public consultation has been completed with the community and licensed hall operators.

##### **Strategic Plan Priority Areas**

**Economy:** Strategic investments in infrastructure provide long term value to the community.

**Governance:** By engaging community stakeholders, residents and neighbouring municipalities we will develop and maintain strong cooperative relationships to ensure the long term prosperity.

**Social:** Community Halls and Senior Centres support strong community development by providing social and recreational opportunities. County outreach programs are offered through the network of community halls.

**Culture:** Community Halls and Senior Centres support various cultural pursuits of the community. The Library also provides rural library services at the various rural community halls locations.

**Environment:** Proactive maintenance of the facility assets reduces the negative impacts on the environment by waste reduction through extending the asset life for as long as possible.

##### **Other Impacts**

**Policy:** n/a

**Legislative/Legal:** n/a

**Interdepartmental:** The Community Hall and Senior Centres are supported or used by Planning and Development Services (Land Management), Recreation, Parks and Culture and Facility Services, Family and Community Services, Strathcona Public Library, Transportation and Agricultural Services for community development.

##### **Summary**

The community hall infrastructure supports the 18 volunteer community associations for the delivery of community based programs. Through these programs the community groups provide services to the community for recreation, learning, social inclusion, club meetings and hall rentals to the general public.

Council has asked for unbiased feedback from the community associations on what is needed to provide guidance to Council for ongoing investments in the community hall infrastructure.

Facility Services and Recreation Parks and Culture have hired Calder Bateman Communications to complete a public engagement process and Ameresco Canada to update the facility condition assessments for the community halls/senior centres.



Calder Bateman Communications conducted public engagement meetings and included interviews with council, and with community and seniors associations operating the community halls. Three separate online surveys were conducted for the association membership, hall renters and general public. A focused youth session was conducted with the youth Council. After the information was collected, three “what we heard” sessions were held to validate the information back with the community hall associations.

From the public engagement, several themes emerged. These being;

### **Value to the Community**

Community associations play an important role in the development of their community and make significant contributions to the quality of life. Each does this differently in a way that responds to the specific needs and demands of their local community.

Several recurring themes emerged on the value of the halls to the community serving as community hubs, encouraging neighbourliness, being responsive to community needs and fostering inclusion.

### **Common Barriers**

1. **Volunteer challenges:** All of the associations expressed concern over obtaining volunteers to assist with their boards, programs and events.
2. **Reliance on executives:** Heavy reliance on executives can create stress and burn out for the executive members. This was identified as a risk for long term sustainability of the community associations.
3. **Balancing programs and revenue:** The requirement to rent the halls to provide funding to pay the bills means less available time to run programs.
4. **Facility spaces:** It is important to note that associations did not call for significant renovations to their halls to address usage needs. For the most part, a few found storage constraints to be an issue. Occasionally, associations found themselves hosting certain events or programs in other locations or partnering with nearby facilities.
5. **County processes:** For permits, information or County services, the County processes created frustration for some associations due to the time it takes to get to the right person or department.
6. **Changing communities:** Challenges in providing programs are occurring when the community is going through change caused by older individuals leaving and newer families arriving or when the numbers in a demographic increase.
7. **Recognition of effort:** The associations felt the County does not adequately recognize their effort for the delivery of services or programs to the community they provide.

### **Building Strong Community Hall Infrastructure into the Future**

When asked to think about what could be done to sustain community hall infrastructure, three specific themes emerged:

1. Setting project management and contractor standards. Associations want a streamlined process for getting work done, quality assurance in workmanship and if possible, to take advantage of their own networks to get some of the work done.
2. Centralized facility resources that provide a predictable and easy system to deal with snow clearing and hall maintenance/repair issues.

3. County to take on maintenance while preserving association autonomy. The question was raised "Why are associations dealing with County facilities at all?" Associations see their job as providing services and events that improve the quality of life for their community.

### **Facility Condition Assessment**

From the updated hall assessments, thirteen of the halls were rated to be in good shape, one was rated as being in fair shape, three were rated as poor and South Cooking Lake Community Hall with a rating of critical due to the cost of waterproofing and repairing its foundation. For 2016, the identified deferred maintenance backlog is \$1,105,000 or an overall portfolio condition rating of fair. An estimated \$5,000,000 (including the deferred maintenance) will be required to provide facility repairs and lifecycle renewal over the next 15 years.

### **Next Steps**

Administration would like to review the options that are available to address the themes that emerged through the public consultation, their impact on the community and the overall long term care of the community hall infrastructure. These options will focus on three key areas; strengthening the community associations, improving communications, managing the physical assets.

### **Communication Plan**

Communications with the community hall associations will be completed through emails, phone calls and meetings.

### **Enclosure**

- 1 Community Hall Sustainability Strategy Update Presentation

# Community Hall Sustainability Strategy Update

Council Priorities Committee Meeting  
May 17, 2016

Doc: 8729720

# Community Hall Sustainability Strategy Update

- Agenda
  - Public Engagement results
    - Presented by Calder Bateman Communications
  - Facility Condition Assessments
  - Community Hall Sustainability Strategy Options
    - Strengthening the Community Association
    - Improving Communication
    - Managing the Physical Assets

# Public Engagement Findings

- Methodology
  - Interviews with Mayor and Council
  - 18 interviews with Community Associations and Seniors Clubs
  - Session with Strathcona County Youth Council
  - Online surveys
- Neutral, third party facilitators
- Great level of candor from participants
- The Community Associations saw the conversations as an important relationship progress

# Public Engagement Findings (cont'd)

- Talked about:
  - Programs and services offered
  - Quality of life impact
  - Challenges and barriers
  - Recent progress on issues
  - Suggested improvements
- Then developed a "*What We Heard*" report
- Conducted follow-up sessions to validate report and get further input to long-term sustainability questions

# Public Engagement Findings (cont'd)

- **Programs and services** offered by Community Associations:
  1. Community-specific programming
    - Indoor/outdoor physical recreation, e.g. yoga, tai chi, skating etc.
    - Senior's leagues, e.g. carpet bowling, floor curling
    - Meeting space for organized sports, e.g. gymkhana, hockey
    - Table games, e.g. bridge, crib, board games
    - Markets, e.g. crafts, farmer's
    - Music nights
    - Social dances
    - Performances
    - Annual events

# Public Engagement Findings (cont'd)

- **Programs and services** offered by Community Associations:
  - 2. County-run programs, e.g.
    - Bookmobile
    - Parent Link
    - Travelling Café
  - 3. Rentals as a community/county-wide service, e.g.
    - Space for clubs, e.g. Girl Guides/4H
    - Organization AGMs
    - Weddings
    - Family reunions
    - Work parties
    - Funerals/ wakes
    - Birthday parties



# Public Engagement Findings (cont'd)

- **Quality of life impact.** These venues are important as:
  - Community “hubs” that bring neighbourhoods to life
  - Places for neighbours to gather and get to know one another
  - Gathering spaces that can be responsive to community wants/needs
  - Connection points to other community efforts
  - Places that reduce social isolation
  - A link to rural traditions

# Public Engagement Findings (cont'd)

- **Barriers and challenges:**

- Volunteer recruitment/deployment
- Over-reliance on a small executive to perform daily duties
- Length of term for executive members
- Balancing programs and revenue from rentals
- Facility limitations
- County processes that are considered cumbersome
- Changing demographics in communities making it difficult to plan
- Feeling underappreciated in their community building efforts

# Public Engagement Findings (cont'd)

- **Recent progress** on issues:
  - Associations grateful for what the County does
  - Relationship has improved over the last year
  - Resource document and contact list in place – groups happy

# Public Engagement Findings (cont'd)

- **Suggested improvements:**

- Better, more consistent communications
  - Quicker responses
  - Proactive communications about requirements/regulations
  - A “Did you Know?” resource
- Creating a common “hub”
  - Way to share information across associations
  - A communications network, e.g. an online resource/blog/umbrella organization
- Information resource/data sharing
  - Access to current community demographic data
- Help to grow/scale up
  - Additional grants/subsidies
  - Streamlining of processes to save time

# Public Engagement Findings (cont'd)

- **Suggested improvements:**
  - Expectations clarified
    - Full understanding of respective responsibilities
      - Particularly related to maintenance and capital improvements
  - Greater clarity around provincial grants
    - How to apply/comply
    - County's role in process
    - Development of a guide/resource
  - Simpler license agreement
    - Plain language guide to responsibilities
    - Relationship-focused agreement on roles and responsibilities

# Public Engagement Findings (cont'd)

- **Suggested improvements:**
  - Small scale renovations, e.g. storage space
  - Ways of involving youth
    - Amenities and programs that appeal to them
    - Wi-fi a necessity
    - Lack of understanding about what's available to them
    - Schools offering credit/recognition for volunteerism
    - Fostering next generation of volunteers

# Follow Up Sessions

- **Strengthening and sustaining Community Associations:**
  - Promotions and communications support
    - County promotions through publications and social media
  - A resource for association excellence
    - Bringing together Community Association best practice materials:
      - Common rental agreement
      - Bylaw advice
      - Volunteer recruitment tips
      - Meeting protocol advice
      - Executive transition

# Follow Up Sessions (cont'd)

- **Strengthening and sustaining Community Associations:**
  - Executive attraction program
    - Greater formal recognition by the County of the value of executive-level volunteerism
  - Opportunities for Associations to connect
    - Share ideas/problem solve together
    - Discuss trends/opportunities



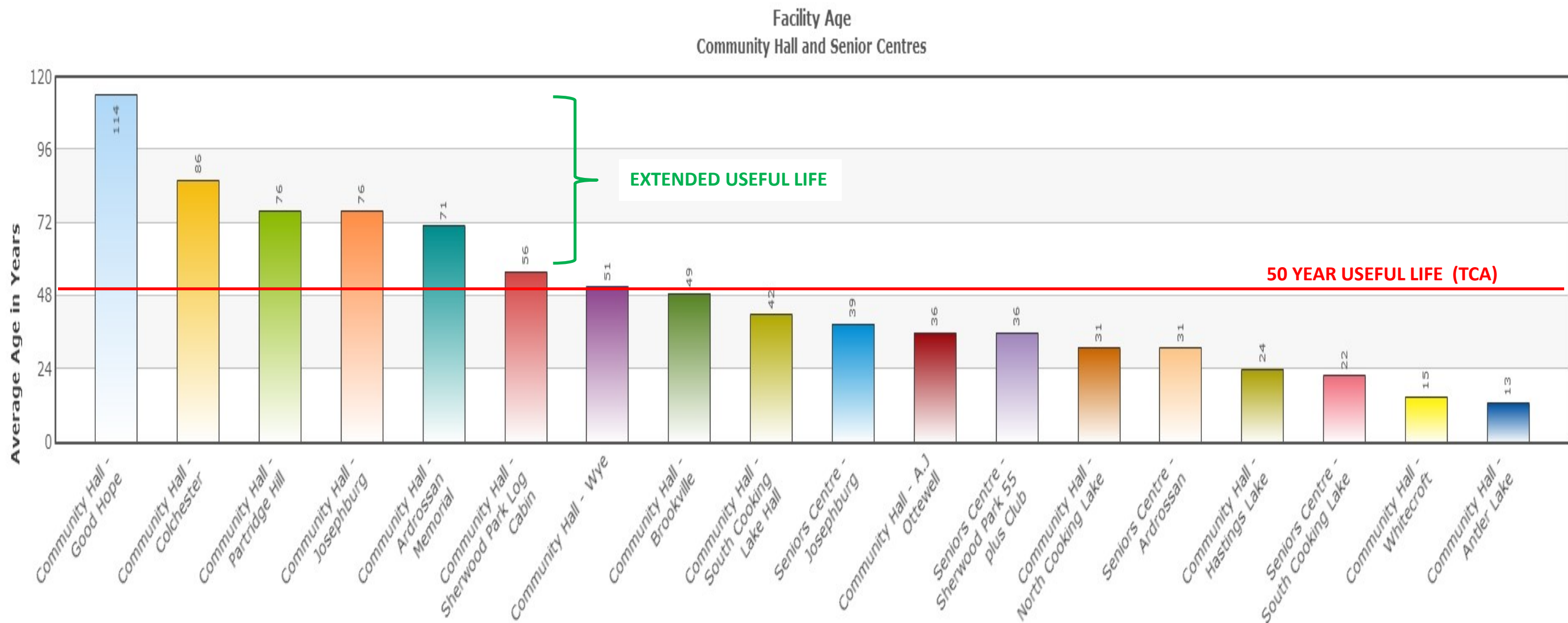
# Follow Up Sessions (cont'd)

- **Strong community hall infrastructure:**
  - Setting project manager and contractor standards
    - Being able to use Association networks for simple work
  - Concentrated/easy to use facility resources
    - Notification when Fire Marshalls/County staff will be in the facilities
    - Dedicated County person for community hall repair and maintenance
    - Orientation/training on FAME
  - County to take on Facility maintenance
    - Allowing Associations to focus on quality of life programming not facility maintenance

# Facility Condition Assessments

- The Facility condition assessments were completed by Ameresco Canada in Q1 of 2016.
  - Visual inspections of the facility to determine current condition.
  - Deferred maintenance and lifecycle renewal estimates based on industry standard costing and estimated at a Class D level.
  - Where necessary, further inspections completed.
  - Information collected has been updated into the Facility Assessment Management program (FAME).


# Facility Age





(as of 2016-05-07 09:57:42)

# Facility Condition Index Rating

Facility	Age	Replacement Value	Current FCI	5 Year EFCI	10 Year EFCI	15 Year EFCI
Antler Lake Community Hall	13	\$546,000	10.1	10.8	11.8	22.1
White Croft Community Hall	15	\$996,800	0.3%	2.3%	8.0%	27.5%
South Cooking Lake Seniors Centre	22	\$505,400	0.9%	2.08%	17.4%	19.5%
Hastings Lake Community Hall	24	\$896,350	1.0%	1.5%	13.7%	20.2%
Ardrossan Senior Centre	31	\$1,000,160	4.9%	7.7%	22.9%	28.2%
North Cooking Lake Community Hall	31	\$999,600	9.4%	10.3%	24.4%	26.7%
Sherwood Park 55+ Club	36	\$1,236,200	0.3%	0.5%	3.5%	14.0%
A.J Ottewell Community Hall	36	\$1,113,000	0.7%	2.1%	6.5%	12.0%
Josephburg Seniors Centre	39	\$882,280	1.1%	3.3%	11.8%	26.5%
South Cooking lake Community Hall	42	\$1,450,680	32.1%	33.1%	40.8%	48.2%
Brookville Community Hall	49	\$579,880	2.6%	3.7%	8.3%	27.3%
Wye Community Hall	51	\$793,800	2.9%	5.9%	27.6%	32.9%
Sherwood Park Log Cabin Hall	56	\$1,695,400	0.5%	16.5%	21.1%	30.5%
Ardrossan Memorial Hall	71	\$1,212,250	0.5%	7.5%	11.2%	15.0%
Partridge Hill Community Hall	76	\$1,061,200	2.5%	12.0%	15.2%	20.1%
Josephburg Community Hall	76	\$799,400	20.4%	23.3%	28.1%	35.9%
Colchester Community Hall	86	\$908,600	0.4%	0.5%	6.8%	17.5%
Good Hope Community Hall	114	\$702,240	22.4%	30.7%	44.1%	52.4%

Good 5% < 

Fair 5% to 10% 

Poor 10% to 30% 

Critical 30%> 

# Current and Future Lifecycle Renewal Estimate (2016\$)

Facility	Age	Replacement Value	2016 Deferred	2017 to 2021	2022 to 2026	2027 to 2031
Antler Lake Community Hall	13	\$546,000	\$55,050	\$4,000	\$21,100	\$40,619
White Croft Community Hall	15	\$996,800	\$3,100	\$49,797	\$192,189	\$129,930
South Cooking Lake Seniors Centre	22	\$505,400	\$4,672	\$11,686	\$78,808	\$14,739
Hastings Lake Community Hall	24	\$896,350	\$9,250	\$87,100	\$26,730	\$57,586
Ardrossan Senior Centre	31	\$1,000,160	\$48,804	\$55,660	\$126,610	\$56,304
North Cooking Lake Community Hall	31	\$999,600	\$93,940	\$112,561	\$40,475	\$20,250
Sherwood Park 55+ Club	36	\$1,236,200	\$4,250	\$32,596	\$6,000	\$194,300
A.J Ottewell Community Hall	36	\$1,113,000	\$7,800	\$15,615	\$48,500	\$61,602
Josephburg Seniors Centre	39	\$882,280	\$9,450	\$24,917	\$70,206	\$129,274
South Cooking lake Community Hall	42	\$1,450,680	\$465,210	\$15,977	\$111,560	\$106,375
Brookeville Community Hall	49	\$579,880	\$15,240	\$9,731	\$24,146	\$112,626
Wye Community Hall	51	\$793,800	\$23,090	\$23,538	\$175,960	\$53,850
Sherwood Park Log Cabin Hall	56	\$1,695,400	\$7,700	\$297,095	\$83,890	\$217,941
Ardrossan Memorial Hall	71	\$1,212,250	\$5,970	\$85,491	\$44,771	\$45,626
Partridge Hill Community Hall	76	\$1,061,200	\$26,912	\$105,102	30,995	\$55,145
Josephburg Community Hall	76	\$799,400	\$163,430	\$22,584	\$50,223	\$51,043
Colchester Community Hall	86	\$908,600	\$4,050	\$3,267	\$60,050	\$91,532
Good Hope Community Hall	114	\$702,240	\$157,500	\$58,070	\$94,382	\$61,194
<b>Totals</b>		<b>\$17,379,240</b>	<b>\$1,105,418</b>	<b>\$1,014,788</b>	<b>\$1,286,595</b>	<b>\$1,499,937</b>

# Current Priority Projects

Over next 15 years approximately \$5 million will be required.

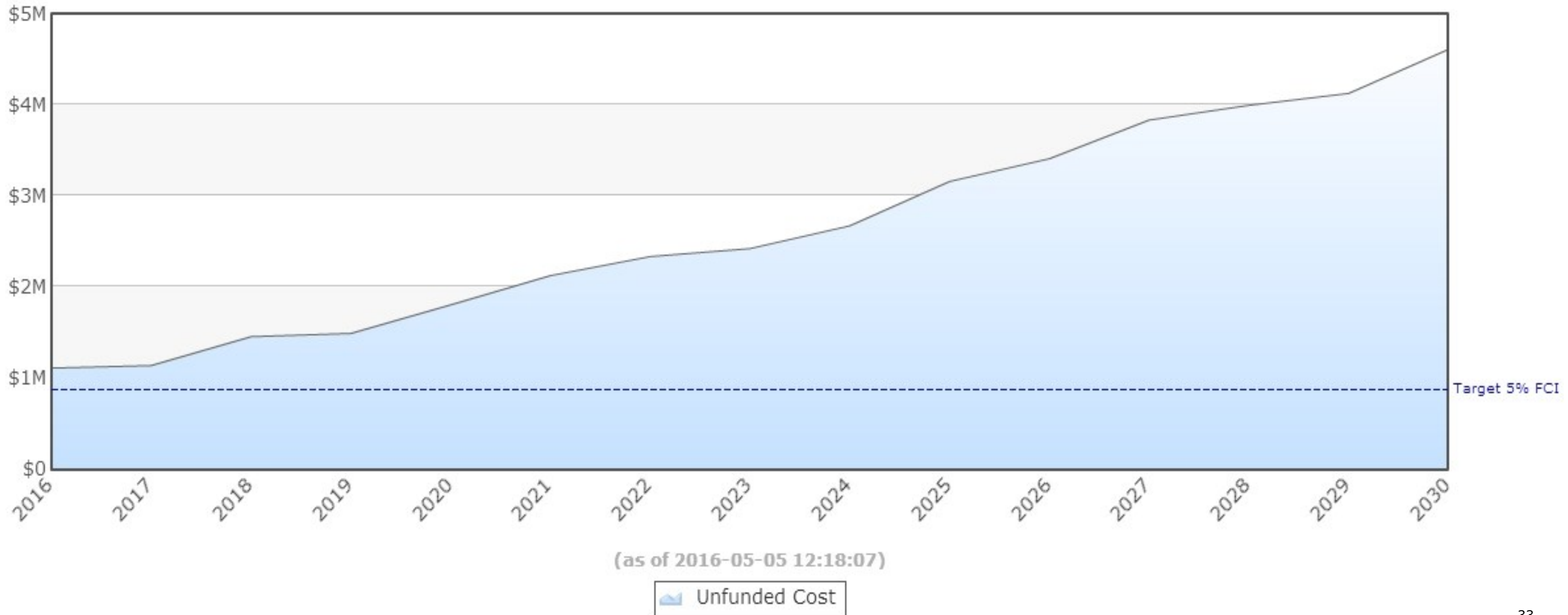
For 2016/17, current priority projects based on the FCI rating include;

• Antler Lake CH	(Mold, water infiltration)	\$ 55,000
• Josephburg CH	(foundation, water infiltration)	\$165,000
• North Cooking Lake CH	(roof and boiler replacement)	\$ 95,000
• South Cooking Lake CH	(foundation, water infiltration)	<u>\$470,000</u>
Priority project Estimate		\$785,000

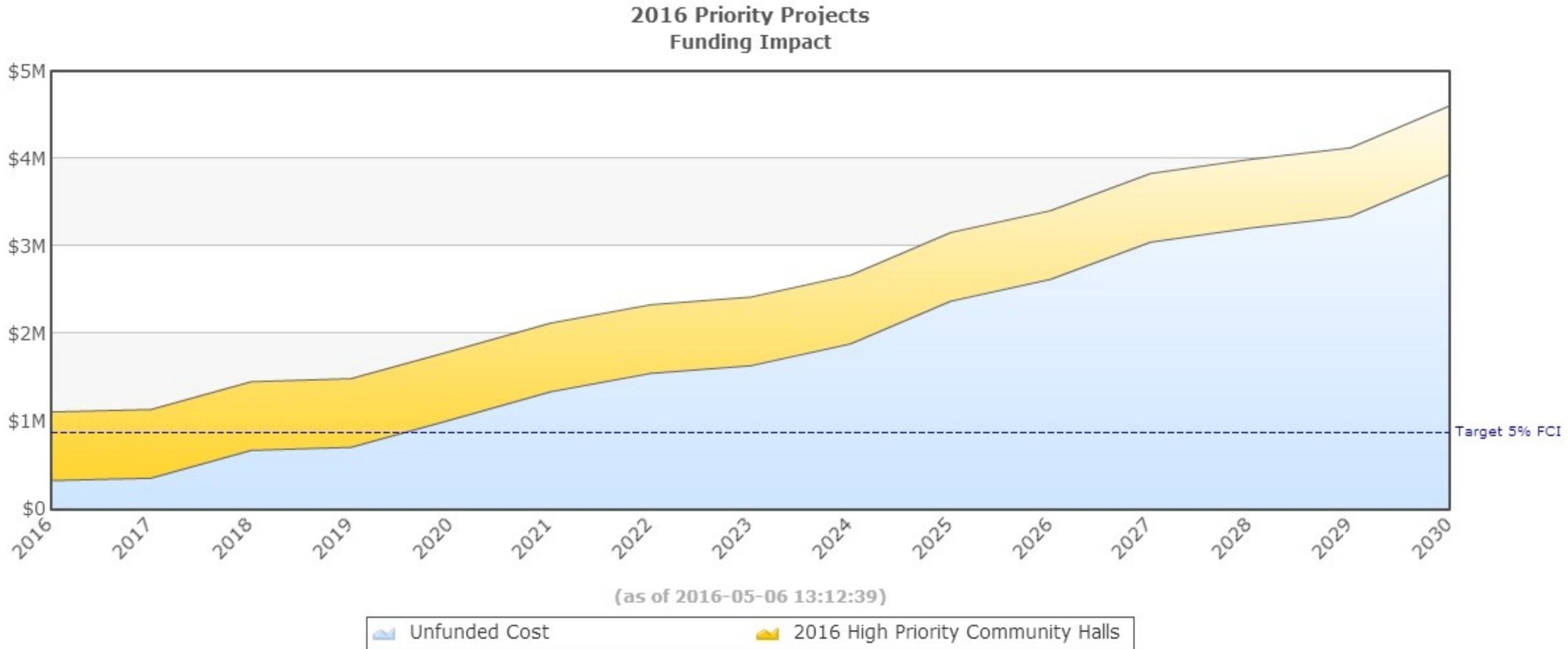
\* Good Hope Community Hall, due to its age requires further review.

# Unfunded Liability (2016\$)

Unfunded Liability  
2016 to 2030

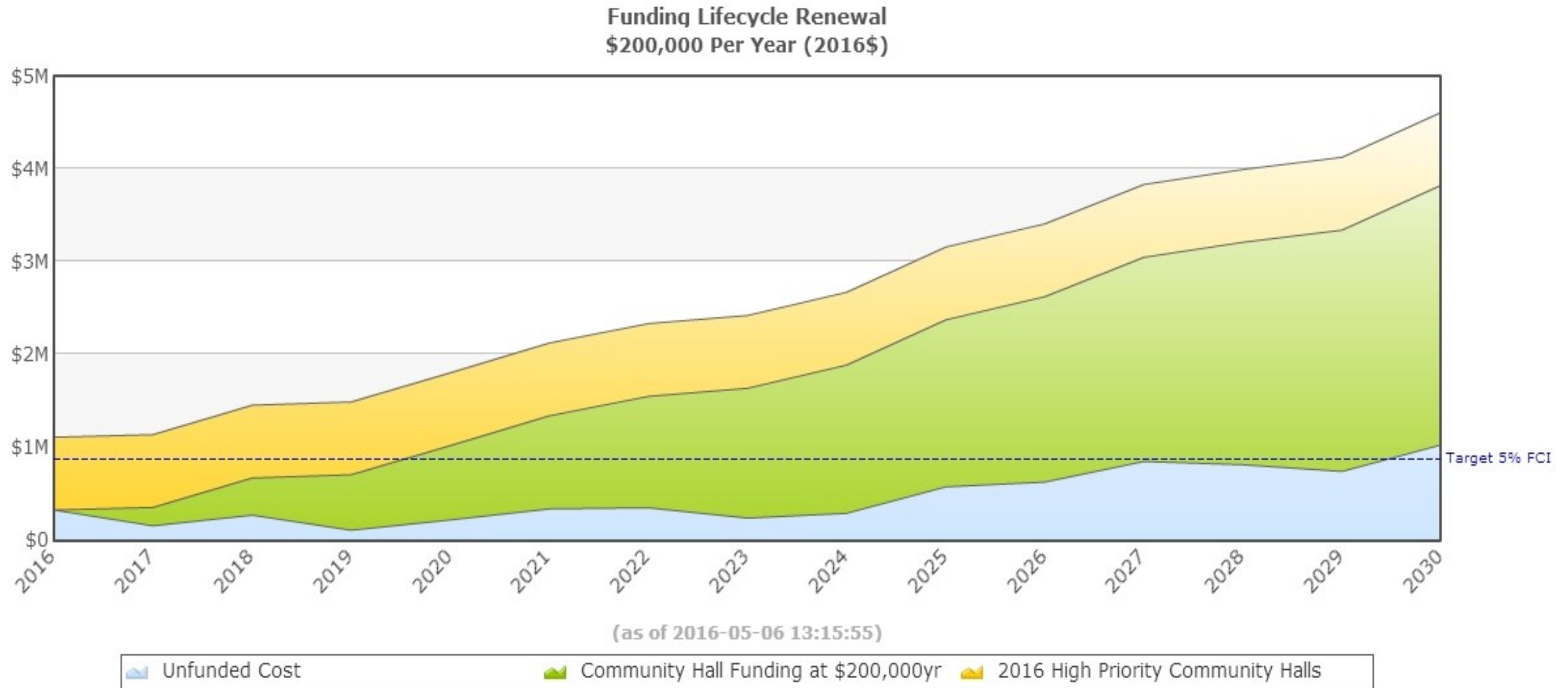


# Funding Requirements (15 years)





# Funding Requirements (15 years)



# Strengthening the Community Associations

## **To support the community hall associations the County can;**

1. Improve the way the County supports the community hall associations
  1. Clarify the County's roles internally
  2. Use existing or create new programs that address association concerns
  3. Review County's/departments' resources to see where a dedicated resource or support program best resides
2. Partner with the Information and Volunteer Centre (IVC) to provide association support
  1. Use existing programs geared to volunteer associations
  2. Use expertise in volunteer recruitment and support
  3. Develop association support network for groups to share learnings/successes

# Improving Communications

## Options to support communications;

1. Increase the use of County Connect for routine inquiries or service requests
  1. Encourage associations to use County Connect as their primary access for information or services.
    1. Aligns with the corporate direction in supporting the community
    2. Increases accuracy in information exchange relating to the delivery of services
2. Consider using the rural liaison offices as a point of contact for connecting information requests with appropriate individuals
  1. Through training of staff and creating an understanding;
    1. Of roles and responsibilities between the County and the associations
    2. Various departments responsibilities and processes
    3. How changing regulations or policies can affect the community halls or associations.
3. Create dedicated County liaison position to support the associations as core position requirement
  1. Provides a resource to be the “go to person” for all inquiries and service requests

# Managing the Physical Assets

## **Develop clear documentation and understanding for;**

1. Building maintenance roles and responsibilities
  2. Building repair and project support standards
- 
1. The County increases its support for the building maintenance and lifecycle renewal
    1. Consider increasing resources for routine building maintenance in annual budget
    2. Consider removing community 50% matching funds for lifecycle renewal projects
  2. Alternatively; Maintain the status quo
    1. The County and the associations continue to share maintenance responsibilities.
    2. The County and the associations continue to cost share on facility lifecycle renewals.
    3. No increase in service or funding required, how ever building conditions may decline, pending matching funds.

# Managing the Physical Assets Retirement Planning

**Three considerations for planning for facility replacement or retirement.**

- 1. Physical deterioration:** Where the impacts of age and wear and tear, past maintenance practices and environmental impacts make further financial investments into the facility not practical.
- 2. Functional Obsolescence:** Where the facility no longer meets the desired program use or community needs, building or fire code changes.
- 3. Facility Use Value:** Based on use and its value to the community, the facility should be replaced or retired.

Of the three, determining the facility use value is most difficult. Currently there is no formal performance criteria in place.

# Managing the Physical Assets Retirement Planning (cont'd)

**Over the next 5 years, consideration should be given to;**

Plan for the retirement of the buildings that are 75 years or older and rated in poor or critical condition.

Options include;

1. Replace the facilities within their local community
  1. Confirm Community need for a replacement facility.
  2. Develop business case with the community associations to determine, size, use and funding required to replace the halls in what fiscal year.
2. Create community rooms as part of the recreation infrastructure
  1. Following the OSFRS program, review the concept of building community rooms as part of the rural facility upgrades.
  2. Work with the community to verify impacts, both positive and negative.

# Community Hall Sustainability Options

## Managing the Physical Assets

### **For halls not ready for retirement;**

1. Continue to provide maintenance and life cycle renewals to maintain facilities below the 5% facility condition index rating.
  1. Using the FCI rating as a KPI improves reporting, priority setting and investment strategies.
  2. Update facility condition assessments every five years.
2. Continue to review community use annually to determine the level of maintenance and renewal investments required
  1. Review options to address changing community use.
  2. Develop longer range facility renewal plans.

Currently, the majority of the halls are in good shape and are supporting the current community associations delivery of their programs and events.

# Community Hall Sustainability Strategy

Questions?



**Priorities Committee Meeting\_May17\_2016**

---

**STRATEGIC INITIATIVE AND UPDATE****Family and Community Services Program Update – Youth Initiatives****Report Purpose**

To provide Council with an update on Family and Community Services' youth initiatives, with a focus on the Youth Mentoring Program.

**Council History**

January 8, 2013 – Council received a Report for Information on the Youth Mentoring Pilot Program.

**Strategic Plan Priority Areas**

**Economy:** Training future workers to enhance our municipal infrastructure.

**Governance:** Enhancing cooperative partnerships with community members and municipal workers.

**Social:** Supports the four guiding principles of the Social Sustainability Framework. This program promotes social inclusion and social responsibility by ensuring that all youth, regardless of their circumstances, can achieve potential in life through the strengths-based model that is used. Community connectedness is achieved through building the mentor/mentee relationship and meeting/working with other staff within the participating department. Health and well-being is supported by developing personal relationships, improving social environments, and increasing a young person's capacity to adapt to, respond to or control life's challenges and changes through positive mentorship.

**Culture:** Demonstrating to youth the cultural assets Strathcona County possesses and giving them the opportunity to identify and participate in Strathcona County culture.

**Environment:** N/A

**Other Impacts**

**Policy:** N/A

**Legislative/Legal:** N/A

**Interdepartmental:** All County departments

**Summary**

Family and Community Services offer a variety of opportunities for youth to become more connected with our community. These include Youth Council, Youth ROCKS, the Strathcona County Youth Documentary, and the Youth Mentoring Program.

The Youth Mentoring Program links Strathcona County youth, 15-19 years old, with adult mentors in participating Strathcona County departments. Youth participants are matched with a staff person based partly on the interests and skills of the youth participant, and spend 3.5 hours per week for 10 weeks with their adult mentor. The intent is for the young person to receive valuable work and life skills and, most importantly, develop a positive relationship with an adult. This program was piloted in 2012 with three youth completing. Over the past four years, 27 youth have completed the program and nine departments have been involved.

**Enclosure**

1 Youth Initiatives Update PowerPoint

# Youth Initiatives Update

Priorities Committee Meeting  
May 17, 2016



# Community Youth Initiatives

- Youth Council
- Youth ROCK
- Strathcona County Youth Documentary
- Youth Mentoring Program





# Youth ROCK



# Strathcona County Youth Documentary





# The Youth Mentoring Program



# Program Overview

- The Youth Mentoring Program connects young people with adult mentors in Strathcona County departments.
- Strength-based program.
- All youth needs are unique and matches are made with the interests and skills of the youth participant in mind.
- Primary program goal is that the young person develop a positive relationship with an adult.

# Program Overview

- Helps youth develop confidence while learning valuable work and life skills.
- Youth shadow Strathcona County mentors for three and a half hours each week for 10 weeks.
- Not only is the program helpful to youth, it provides a sense of accomplishment for the mentors, who show the work done throughout the entire department rather than just their own.



# Program History

- Strathcona County Family and Community Services piloted the Youth Mentoring Program in 2012.
- Since 2012, 27 youth have completed the program.
- Our goal each year is to match each and every referral.



# Program History

- Participating departments in the past 4 years include:
  - Utilities
  - Family and Community Services
  - Emergency Services
  - Recreation Parks and Culture
  - RPC – Parks Compound
  - Strathcona County Library
  - RCMP
  - Facility Services
  - Corporate Planning and Intergovernmental Affairs
  - Human Resources



# Program Evaluation

- After each round of mentoring, we ask for feedback from all participants. Some changes made in the last 4 years include shortening the length of the program as well as modifications to orientation and training.
- To date, every mentor said they would recommend the program to other staff.
- The youth involved in the program state they all had positive and meaningful experiences.



# How did Shafir and Kelly discover the Program?

And why did they join?

**Achievements that Shafir and Kelly  
have accomplished in the program.**

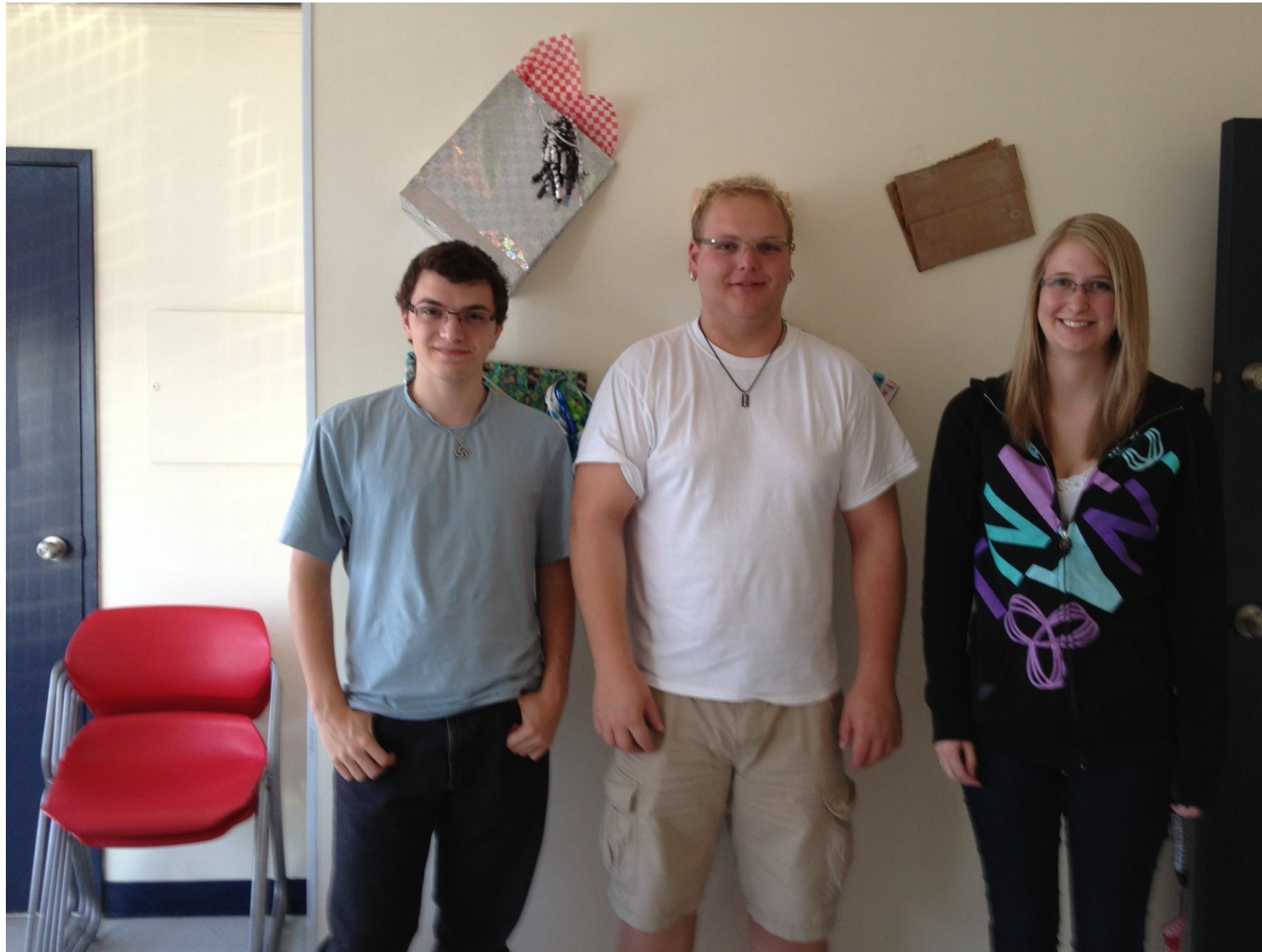
# How can Shafir and Kelly leverage the opportunity?

# The Mentoring Program:

Our thoughts for the future



# Thank you!







Strathcona County Library

# 2015

## ANNUAL REPORT

## MESSAGE FROM BOARD CHAIR & CEO

There's a universal thread that runs through the kaleidoscope of activities and services the Library offers, and that thread is County residents. You are the reason for all that we do, and we're happy that this annual report features photos of residents of all ages. Here are some additional highlights of 2015.

### Relevant resources.

With the downturn in the Canadian economy, our Career Resource Centre was busier than ever. Our resume tutor began offering group sessions in addition to one-on-one appointments, and we saw a 42% increase in job-related printing, faxing, scanning, and copying, totalling 27,000 pages. These vital services are offered free, thanks to funding from the Rotary Club of Sherwood Park Heartland.

### Library programming outside our doors.

During the summer, our staff took our programming outside our walls. For the first time, we offered a *Walk and Talk* book club, combining lively discussions with a little exercise! Youth Services set up a *Story Walk* on Prairie Walk, just opposite the Library, and the Bookmobile hosted outdoor Storytimes. We also tried out pop-up events with Common Ground Café and Millennium Place.

### A new Vision and Mission.

In the fall of 2014 we began developing a new Plan of Service, in consultation with a diverse group of 26 community representatives. The 2016-2020 Plan was completed in 2015, along with new Vision and Mission Statements.

### Thank You.

As we reflect on everything we've accomplished over the past five years, we want to take a moment to offer sincere thanks to those whose support makes a world of difference to our ability to serve residents:

- Mayor Roxanne Carr and Strathcona County Council;
- The Province of Alberta and in particular, MLAs Annie McKittrick, Estefania Cortes-Vargas, and Jessica Littlewood;
- The Friends of Strathcona County Library Society, who raise a tremendous amount of funds for collections and services through events like the annual Garden Tour;
- Our many volunteers who give so generously of their time and energy, including our hard-working and dedicated Library Board;
- Community partners, whose support has added many innovative dimensions to Library service;
- The many individual donors who care so much about the Library's collections, programs and services;
- Our caring and professional staff; and
- Our patrons, who continue to use and support the Library.

You are all a vital part of what makes our library the thriving organization it is, in the community that we are so fortunate to call home.

**Anna Pandos**

Chair, Strathcona County Library Board



**Sharon Siga**

CEO, Strathcona County Library



**1512**  
**PEOPLE**



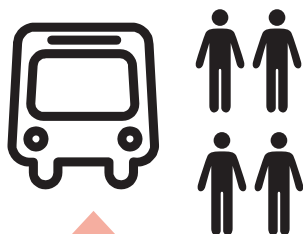
Walk through the doors of our central library in the Strathcona County Community Centre

**3675**  
**PHYSICAL**  
**ITEMS**  
ARE BORROWED



**116**  
**PEOPLE**

VISIT THE BOOKMOBILE



Increased by  
**14%**  
OVER 2014

2015  
**DAY IN**  
**THE LIFE**  
of Strathcona  
County Library

**322**  
**DIGITAL ITEMS**  
eBooks, eMagazines,  
eMovies, eAudiobooks  
ARE BORROWED



Increased by  
**23%**  
OVER 2014

**205**  
**PEOPLE**

TAKE PART IN A  
LIBRARY PROGRAM



Increased by  
**14%**  
OVER 2014



**77**  
**PAGES**

of free scanning, faxing and printing at the library's Career resource centre

**443**  
**TIMES**

People log into the library's free wifi service



## FIVE YEAR REVIEW

**2015 was the final year of a five-year strategic plan that began with the opening of new Library facilities and ended with a renewed focus on community outreach. During 2011-15 the Library:**

- Opened a new facility in the Strathcona County Community Centre.
- Launched a new low-floor, universally accessible Bookmobile.
- Implemented a new online catalogue and discovery system.
- Added digital books, audiobooks, magazines, movies and music to download and stream.
- Offered express collections of great titles for all ages with grab-and-go convenience.
- Opened online registration for Library programs.
- Expanded the Library's outreach activities in urban and rural Strathcona. We increased:
  - Outreach visits to schools, preschools, daycares and seniors' centres.
  - Opportunities for caregiving agencies to attend programs at the Library.
  - Bookmobile activities to offer more rural programs and attend more community events.
- Added book drops in Ardrossan Recreation Centre, Bethel Transit Centre, Millennium Place, and P1 of the Community Centre Parkade.

### **Worked with metro area libraries and community partners\* to:**

- Explore the needs and preferences of community adult learners.
- Host a shared annual Writer-in-Residence program.
- Offer settlement services to newcomers at the Library.
- Provide free faxing, printing, resume-tutoring and career workshops to local job seekers.
- Offer English language learning classes, language tutoring and language resources at the Library.
- Provide high-speed Internet access at seven locations in the rural County.
- Piloted the ME Libraries service, which now provides all Albertans with borrowing privileges for materials in any Alberta public library, using a single library card.

\*Thanks to our many partners: the Sherwood Park and Fort Saskatchewan Community Adult Learning and Literacy Society (CALLS), the Metro Edmonton Federation of Libraries group (Edmonton, Fort Saskatchewan, St. Albert, and Strathcona County Libraries), Edmonton Immigration Services Association (EISA), Strathcona County Heartland Rotary Club, Norquest College Language Instruction for Newcomers to Canada (LINC), Alberta Municipal Affairs Public Library Services Branch, and Strathcona County.

# NEW PLAN OF SERVICE

Working with the results of a major community consultation, the Library's Board and staff prepared a strategic plan for all of the exciting things it will do to benefit the community during 2016-2020.

## These are our five key goals:

- 1** Residents will have opportunities to connect with each other and with local resources so that they feel engaged in the community.
- 2** Children from birth to age five will have support to develop their emergent literacy and social skills so that they can continue to thrive and enjoy the benefits of reading and learning throughout their lives.
- 3** Families and caregivers of children from birth to age five will have support to build their knowledge, skills and confidence so that they can encourage the development of emergent literacy and social skills in their children.
- 4** Residents will have opportunities to explore topics of personal interest and express their creativity so that they can fuel their curiosity and continue to learn throughout their lives.
- 5** Residents will have opportunities to develop their information fluency skills to make informed and effective use of information, and their digital literacy skills so they can participate with confidence in digital environments.

### ***Vision***

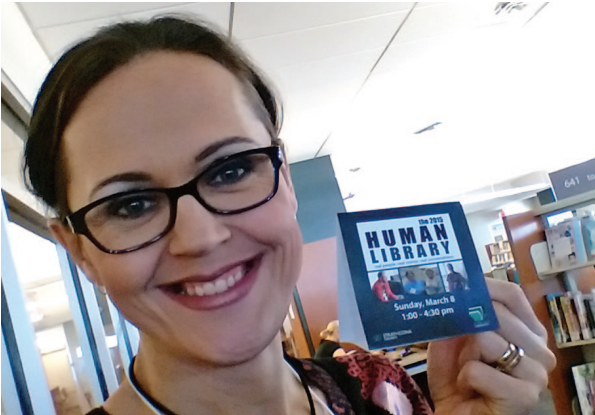
The heart of a connected, informed, and inspired community.

### ***Mission***

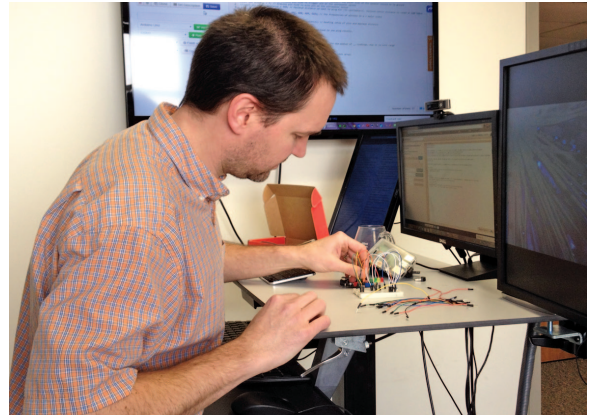
Reaching out across urban and rural Strathcona County, the Library promotes engagement, sparks imagination, and provides the tools for building skills and knowledge.







Marni Panas agreed to be a 'living book' for the 2015 edition of the Human Library



David Hay at our Adult Learner's Day in March.



Courtney Ilkiw helps Owen Oosterveld take his turn in the summer reading game for children.



The Bookmobile's summer "Teddy Bear's Picnic" event.

## MORE PROGRAMS

Residents attended programs in the Library, at rural community halls, at preschools, at seniors' centres, and in their own neighbourhoods. Some new programs in 2015 were:

- Interactive movies
- *Discovery Zone* programs
- *Self-Defence For Women*
- *Off the Page*, an open mic night located at Common Ground Community Café



In early July, IVC partnered with the Bookmobile to host a Community Pop-Up event at the Antler Lake Community Hall.

## MORE PARTNERSHIPS WITH LOCAL ORGANIZATIONS

- The Library offers drop-in technology help, in partnership with the Community Adult Learning and Literacy Society (CALLS).
- The Edmonton Immigration Services Association has expanded the number of hours of settlement services offered for newcomers in the Library.
- We worked with the Information & Volunteer Centre for Strathcona County (IVC) to enhance rural community connections, and we now carry the Sherwood Park/Strathcona County News on the Bookmobile.





Best-selling children's author Todd Parr with young fan Beckett.



Residents logged more than 480,000 minutes of reading out loud as part of our *Read Aloud Challenge*.

## MORE READING

The Library's *Read Aloud Campaign* was a year-long event that invited residents to "get caught reading" with family and friends, to join renowned author Todd Parr for reading inspiration, and to participate in the *County Out Loud* challenge. More than 7,400 community members took part, including an enthusiastic group that read along with Mayor Carr in the Community Centre Agora.







County resident Monique MacDonald sent us this Monty Python selfie, photo-bombed by Patsy and a Knight of the Round Table. (Or maybe one of the Knights Who Say Ni. We weren't sure.)

## MORE MOVIES



The Library hosted two interactive movie nights in Council Chambers. The feature films were *Monty Python and the Holy Grail* and *Grease*. Residents were encouraged to come in costume and shout out lines.

Both events were successful and fun. We also co-hosted a screening of *Just Eat It*, a documentary on food waste, in partnership with Strathcona County Utilities.



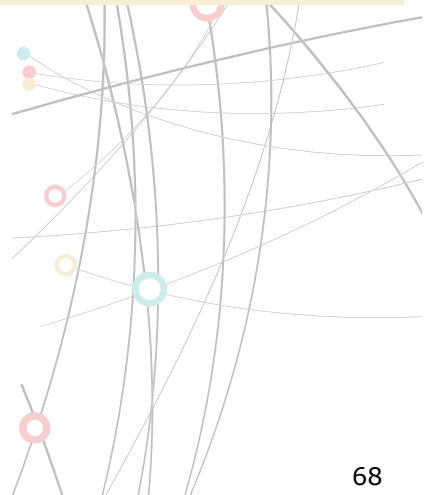
In 2015, the Bookmobile got patrons busy in the kitchen! Here's Bookmobile Manager Diana Balbar with an armload of vegetables for a program session called *Making a Purple Stew*.



One of our littlest Bookmobile patrons tries out a carrot at the *Hoppy Easter* program.

## MORE WAYS TO PARTICIPATE

- Bookmobile programs and potlucks helped to inspire community gatherings at Antler Lake.
- Library pop-ups and a new book bike helped us to connect with people out in the community.
- Digital movies and music provided library patrons with new reasons to visit online.
- More hands-on programs invited residents to come and be creative with their friends and family members.





## FUND DEVELOPMENT



For more than thirty years, we've been welcoming Grade One children to the Library with a kit designed to keep them reading throughout the summer.

For the first time in the history of the kits, the 2015 version included something new: a book for each child to keep as a reminder of the landmark year that he or she learned to read, thanks to a sponsorship by Enbridge.

In late June, Enbridge staff came to the Library to mix and mingle with two classes of Grade One kids from Westboro Elementary.

## FRIENDS OF THE LIBRARY

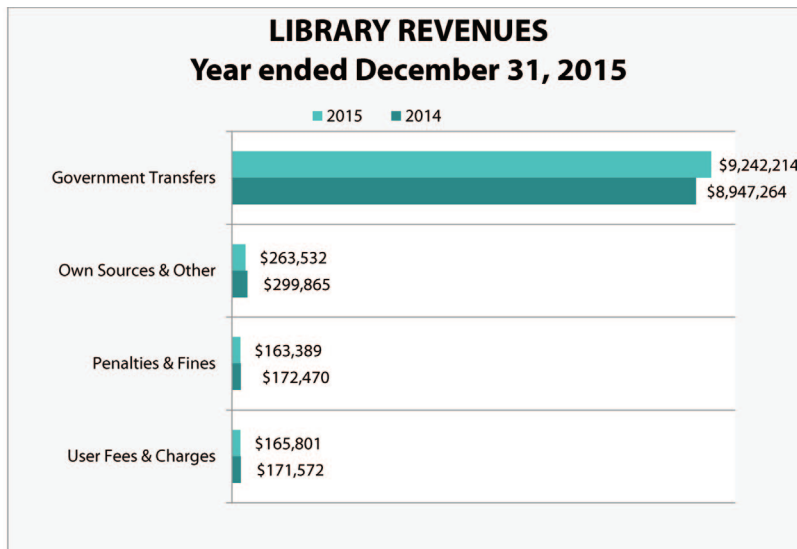


The Friends of Strathcona County Library had another busy year, hosting a wide variety of fundraising events:

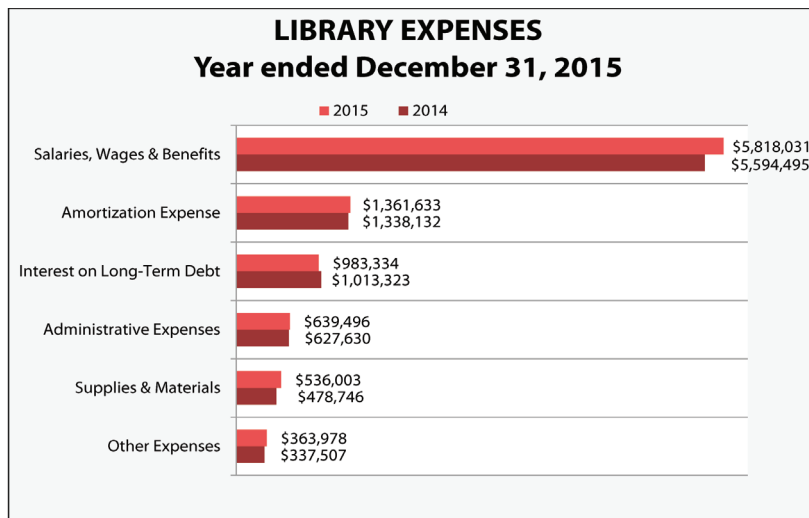
- A sold-out *Heritage Tour* in May saw participants spending a sunny afternoon travelling around Sherwood Park and Strathcona County, visiting historic buildings and sites.
- The 15<sup>th</sup> annual *Garden Tour* was held on Sunday, July 12. The weather was beautiful, bringing out a record number of attendees.
- In August, the Friends volunteered at the annual *Book Sale*.
- The 3<sup>rd</sup> annual *Books, Bites & Bubbly* wine tasting fundraiser was held at Square One restaurant in October.
- Finally, the annual *Christmas Gift Wrap* fundraiser at Sherwood Park Mall was a great success.



# LIBRARY REVENUES AND EXPENSES

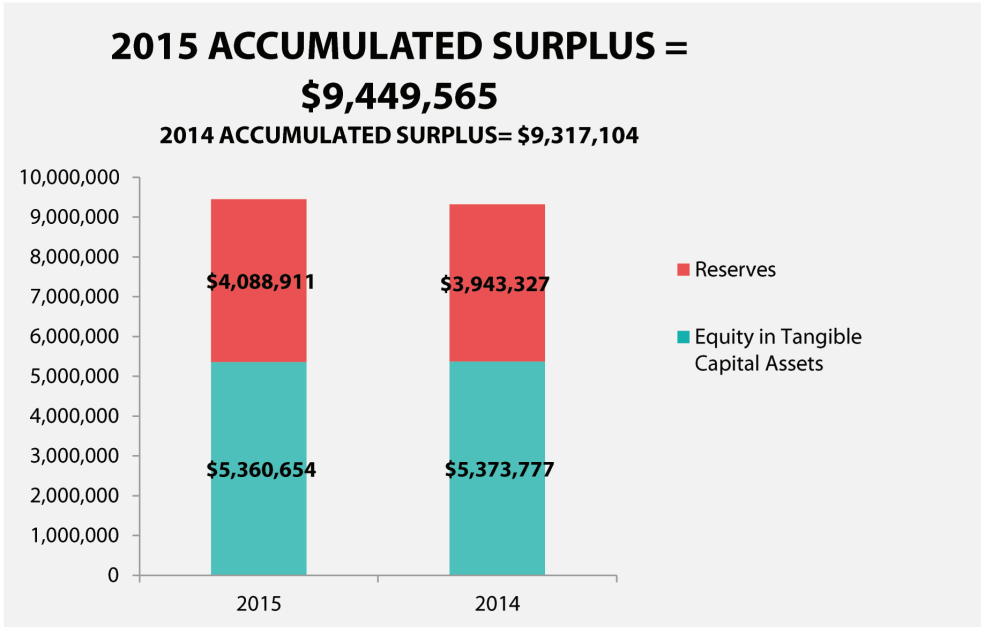


2015 Library Revenues = \$9,834,936 (2014 = \$9,591,171). Government transfers include amounts from Strathcona County (\$8,709,316), Province of Alberta (\$513,320) and Government of Canada (\$19,578). Revenues from own sources include investment income, community sponsorships, and other miscellaneous revenues.



2015 Library Expenses = \$9,702,475 (2014 = \$9,389,833). Other expenses include contracted services, instructor fees, professional services, loss on asset disposals and bank charges among others. Administrative Expenses are paid directly to Strathcona County in exchange for services including building maintenance, insurance, personnel services, financial services and other general services. Amortization is a non-cash expense.

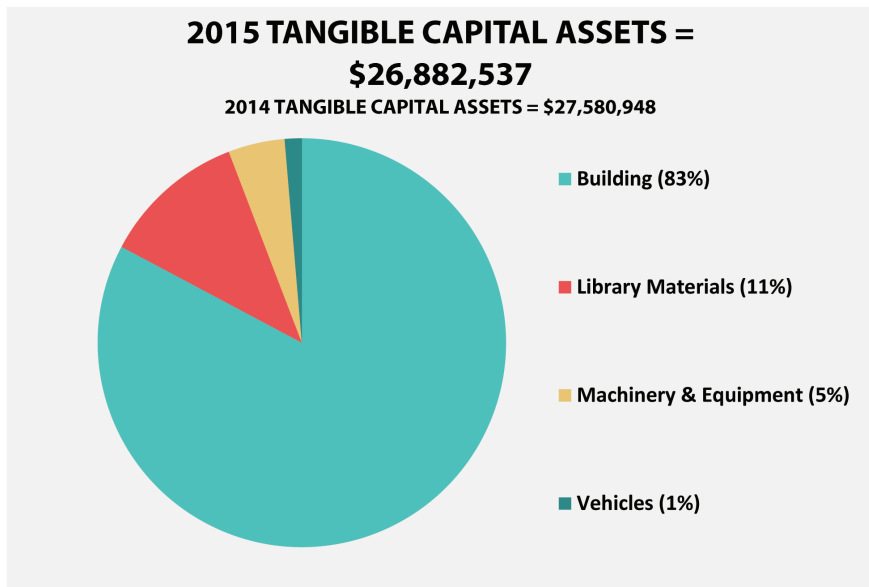
## 2015 ACCUMULATED SURPLUS



The Provincial Libraries Act of Alberta requires that public libraries have their annual financial statements audited by an external auditor. KPMG, our external auditor, provided us with an unqualified audit opinion that our financial statements for the year ended December, 31, 2015 present fairly, in all material respects, the financial position of the Library and our results of operations, our change in net debt and our cash flows in accordance with Canadian public sector accounting standards.

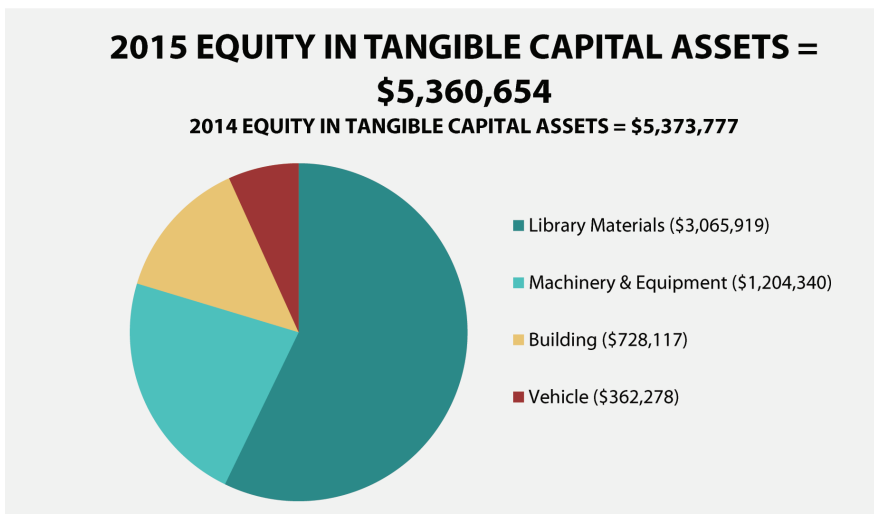
The Strathcona County Library Audited Financial Statements and Notes to the Financial Statements for the year ended December 31, 2015 are available on our website at [www.sclibrary.ca](http://www.sclibrary.ca)

## 2015 TANGIBLE CAPITAL ASSETS



During 2015, the Library invested \$667,655 on capital projects to maintain or improve library services. These projects included replacement of library collection materials (books, CDs and DVDs), the purchase of an assistive self check-out unit, and replacement of computer equipment. In addition, \$3,165 in library collection materials were donated in 2015.

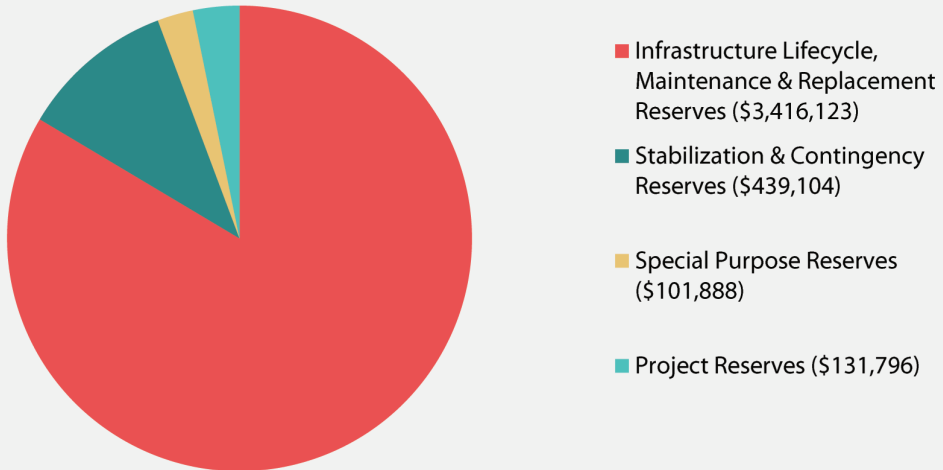
## 2015 EQUITY IN TANGIBLE CAPITAL ASSETS



## 2015 RESERVES

**2015 RESERVES = \$4,088,911**

**2014 RESERVES = \$3,943,327**

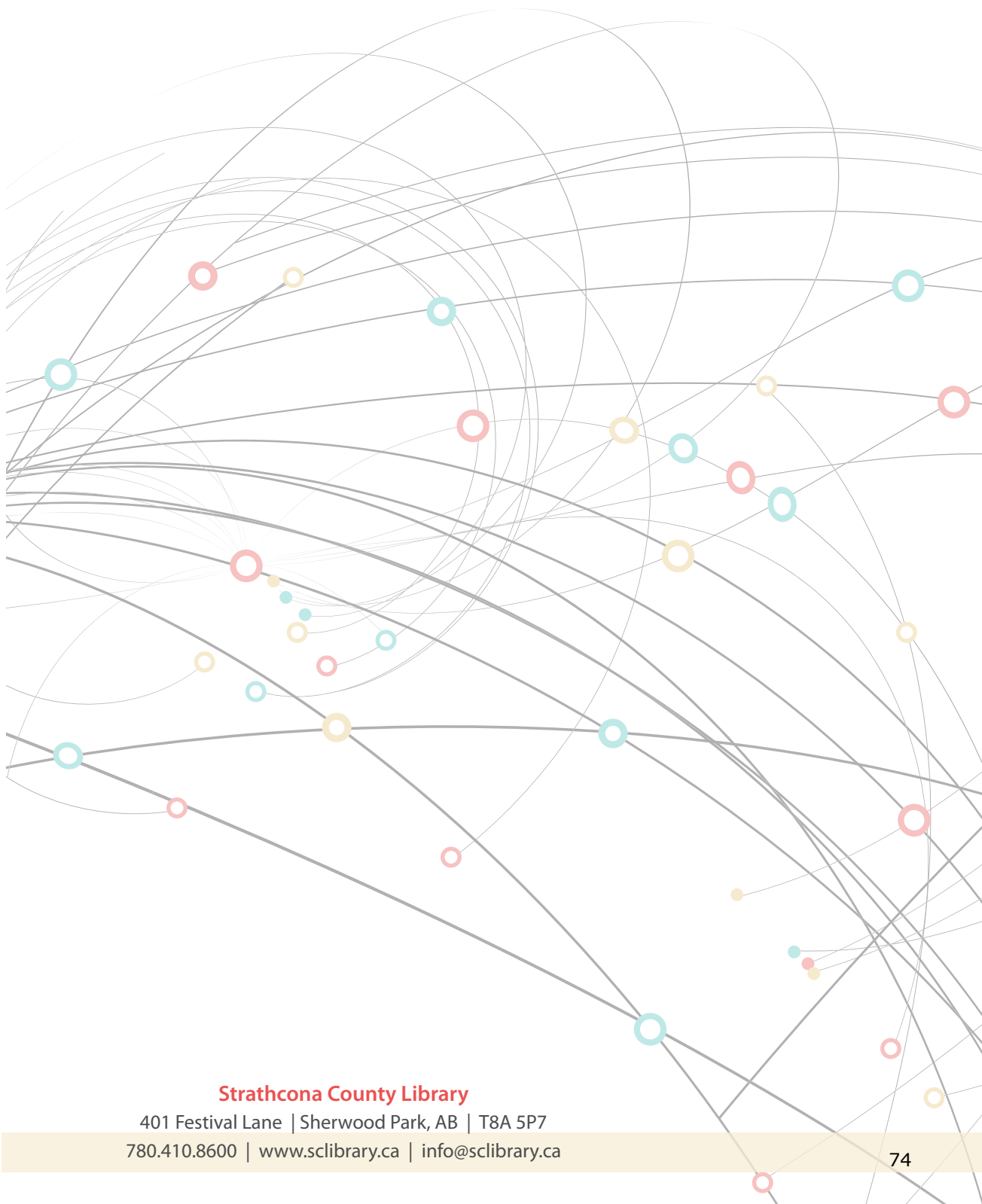


The **Infrastructure Lifecycle, Maintenance & Replacement Reserves** are funds set aside to maintain and replace the Library's tangible capital assets. This includes the Bookmobile, computer equipment, Radio Frequency Identification (RFID) equipment, furniture, and the Library's portion of facility lifecycle costs (for example, flooring, HVAC and roof replacement) in the Community Centre.

The **Stabilization & Contingency Reserves** are funds set aside to allow the Library to maintain operations in the event of an operating loss or some other unforeseen event that interrupts Library services.

The **Special Purpose Reserves** are primarily made up of funds from external sources, like donations or sponsorships, and are used for specific programming.

The **Project Reserves** are funds set aside to fund special one-time projects, for example, the start-up of a new Library collection.



**Strathcona County Library**

401 Festival Lane | Sherwood Park, AB | T8A 5P7  
780.410.8600 | [www.sclibrary.ca](http://www.sclibrary.ca) | [info@sclibrary.ca](mailto:info@sclibrary.ca)



# ***Strathcona County Library Board Financial Statements***



***Year Ended December 31, 2015***



**STRATHCONA COUNTY LIBRARY BOARD  
FINANCIAL STATEMENTS**

*Year ended December 31, 2015*

**STRATHCONA COUNTY LIBRARY BOARD**  
**Financial Statements**  
Year ended December 31, 2015

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## Management Report

The accompanying financial statements of Strathcona County Library Board are the responsibility of management. The financial statements have been prepared by management in accordance with Canadian public sector accounting standards. The preparation of the financial statements necessarily includes some amounts which are based on the best estimates and judgements of management.

The Library maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, and that the Library's assets are adequately safeguarded.

The financial statements have been audited by KPMG, LLP, the external auditors, in accordance with Canadian Auditing Standards on behalf of Strathcona County Library Board. Their report to the Board, stating the scope of their examination and opinion on the financial statements, follows.

A handwritten signature in black ink, appearing to read "Sharon Siga", written over a horizontal line.

Sharon Siga  
Chief Executive Officer  
April 18, 2016

A handwritten signature in black ink, appearing to read "Candace Tomlinson", written over a horizontal line.

Candace Tomlinson  
Accountant  
April 18, 2016



**KPMG LLP**  
**Chartered Professional Accountants**  
10125 – 102 Street  
Commerce Place  
Edmonton AB T5J 3V8  
Canada

Telephone (780) 429-7300  
Fax (780) 429-7379  
Internet [www.kpmg.ca](http://www.kpmg.ca)

## INDEPENDENT AUDITORS' REPORT

To the Members of the Board of Strathcona County Library Board

We have audited the accompanying financial statements of Strathcona County Library Board, which comprise the statement of financial position as at December 31, 2015, the statements of operations and accumulated surplus, change in net debt 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 Financial Statements*

Management is responsible for the preparation and fair presentation of these 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 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 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 financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the 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 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 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 financial statements present fairly, in all material respects, the financial position of Strathcona County Library Board as at December 31, 2015, and its results of operations, its changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

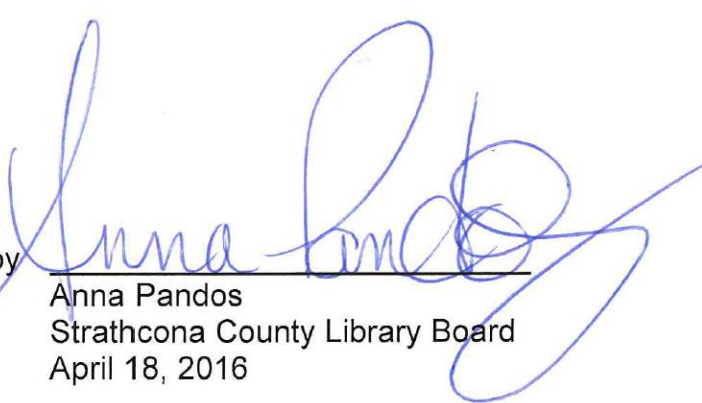
Chartered Professional Accountants


April 18, 2016  
Edmonton, Canada

**STRATHCONA COUNTY LIBRARY BOARD**  
**Statement of Financial Position**  
As at December 31, 2015, with comparative information for 2014

	<u>2015</u>	<u>2014</u>
<b>FINANCIAL ASSETS</b>		
Cash	\$ 1,788	\$ 1,893
Due from Strathcona County (Note 2)	4,618,117	4,430,321
Government transfers receivable	4,462	5,583
Trade and other receivables	27,644	29,248
	<u>4,652,011</u>	<u>4,467,045</u>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	572,804	557,990
Deferred revenue (Note 3)	19,059	20,553
Long-term debt (Note 4)	21,521,883	22,207,171
	<u>22,113,746</u>	<u>22,785,714</u>
<b>NET DEBT</b>	<u>(17,461,735)</u>	<u>(18,318,669)</u>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 5)	26,882,537	27,580,948
Prepaid expenses	28,763	54,825
	<u>26,911,300</u>	<u>27,635,773</u>
<b>ACCUMULATED SURPLUS</b> (Note 6)	<u>\$ 9,449,565</u>	<u>\$ 9,317,104</u>
Commitments (Note 11)		

Approved by

  
Anna Pandos  
Strathcona County Library Board  
April 18, 2016

  
Lynn Walker  
Strathcona County Library Board  
April 18, 2016

**STRATHCONA COUNTY LIBRARY BOARD**  
**Statement of Operations and Accumulated Surplus**  
Year ended December 31, 2015, with comparative information for 2014

	<u>2015 Actuals</u>	<u>2015 Budget</u>	<u>2014 Actuals</u>
<b>REVENUE</b>			
Government transfers (Note 8)	\$ 9,242,214	\$ 9,211,905	\$ 8,947,264
User fees and charges	165,801	173,346	171,572
Penalties and fines	163,389	177,928	172,470
Other	139,687	127,355	159,862
Investment income	120,680	110,785	122,963
Contributed tangible capital assets	3,165	-	17,040
	<u>9,834,936</u>	<u>9,801,319</u>	<u>9,591,171</u>
<b>TOTAL REVENUE</b>			
<b>EXPENSES</b>			
Salaries, wages and benefits	5,818,031	5,904,401	5,594,495
Amortization of tangible capital assets	1,361,633	1,363,448	1,338,132
Interest on long-term debt	983,334	988,882	1,013,323
Administrative charges (Note 10)	639,496	664,053	627,630
Supplies and materials	536,003	502,111	478,746
Contracted and general services	351,889	330,566	316,489
Loss on disposal of tangible capital assets	7,598	-	16,482
Other expenses	4,491	4,420	4,536
	<u>9,702,475</u>	<u>9,757,881</u>	<u>9,389,833</u>
<b>TOTAL EXPENSES</b>			
<b>ANNUAL SURPLUS</b>	132,461	43,438	201,338
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>	9,317,104	9,317,104	9,115,766
<b>ACCUMULATED SURPLUS, END OF YEAR</b>	<u>\$ 9,449,565</u>	<u>\$ 9,360,542</u>	<u>\$ 9,317,104</u>

See accompanying notes to the financial statements.



**STRATHCONA COUNTY LIBRARY BOARD**

**Statement of Change in Net Debt**

Year ended December 31, 2015, with comparative information for 2014

	<u>2015 Actuals</u>	<u>2015 Budget</u>	<u>2014 Actuals</u>
<b>ANNUAL SURPLUS</b>	\$ 132,461	\$ 43,438	\$ 201,338
Acquisition of tangible capital assets	(667,655)	(653,842)	(658,488)
Amortization of tangible capital assets	1,361,633	1,363,448	1,338,132
Contributed tangible capital assets	(3,165)	-	(17,040)
Loss on disposal of tangible capital assets	7,598	-	16,482
	<u>830,872</u>	<u>753,044</u>	<u>880,424</u>
Acquisition of prepaid expenses	(28,763)	-	(54,825)
Use of prepaid expenses	54,825	-	111,759
	<u>26,062</u>	<u>-</u>	<u>56,934</u>
<b>DECREASE IN NET DEBT</b>	856,934	753,044	937,358
<b>NET DEBT, BEGINNING OF YEAR</b>	<u>(18,318,669)</u>	<u>(18,318,669)</u>	<u>(19,256,027)</u>
<b>NET DEBT, END OF YEAR</b>	<u><u>\$ (17,461,735)</u></u>	<u><u>\$ (17,565,625)</u></u>	<u><u>\$ (18,318,669)</u></u>

See accompanying notes to the financial statements.

# STRATHCONA COUNTY LIBRARY BOARD

## Statement of Cash Flows

Year ended December 31, 2015, with comparative information for 2014

	<u>2015</u>	<u>2014</u>
<b>NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:</b>		
<b>OPERATING</b>		
Annual surplus	\$ 132,461	\$ 201,338
Items not involving cash:		
Amortization of tangible capital assets	1,361,633	1,338,132
Loss on disposal of tangible capital assets	7,598	16,482
Contributed tangible capital assets	(3,165)	(17,040)
Changes to non-cash assets and liabilities:		
Government transfers receivable	1,121	(5,583)
Trade and other receivables	1,604	(4,050)
Accounts payable and accrued liabilities	14,814	(281)
Deferred revenue	(1,494)	(20,345)
Prepaid expenses	26,062	56,934
Cash provided by operating activities	<u>1,540,634</u>	<u>1,565,587</u>
<b>CAPITAL</b>		
Acquisition of tangible capital assets	<u>(667,655)</u>	<u>(658,488)</u>
Cash applied to capital activities	<u>(667,655)</u>	<u>(658,488)</u>
<b>FINANCING &amp; INVESTMENTS</b>		
Change in due from Strathcona County (Note 2)	(187,796)	(251,557)
Long-term debt repaid	<u>(685,288)</u>	<u>(655,542)</u>
Cash applied to financing & investment activities	<u>(873,084)</u>	<u>(907,099)</u>
<b>CHANGE IN CASH DURING THE YEAR</b>	<b>(105)</b>	<b>-</b>
<b>CASH, BEGINNING OF YEAR</b>	<u>1,893</u>	<u>1,893</u>
<b>CASH, END OF YEAR</b>	<u><u>\$ 1,788</u></u>	<u><u>\$ 1,893</u></u>
Cash paid for interest on long term debt	\$ 988,882	\$ 1,018,629
Cash received from interest	\$ 120,680	\$ 122,963

See accompanying notes to the financial statements.

## STRATHCONA COUNTY LIBRARY BOARD

### Notes to Financial Statements

Year ended December 31, 2015

Strathcona County Library Board (the "Library") operates under the authority of the Alberta Libraries Act and is administered by an independent board which reports to the Council of Strathcona County. The Library is a registered charity.

#### 1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of Strathcona County Library Board are prepared by management in accordance with Canadian public sector accounting standards. Significant accounting policies adopted by the Library are as follows:

**a) Basis of Accounting**

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records 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.

**b) Government Transfers**

Government transfers are recognized in the 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.

**c) Revenue Recognition**

Funds that are restricted by a third party are recorded as deferred revenue until the fiscal year the service is performed or the related expenditure is incurred.

Unrestricted contributions are recognized as revenue in the year they are received or receivable. The Library Board may then choose to restrict these funds internally by putting these funds into a reserve. Reserves are part of the Accumulated Surplus.

**d) Gifts in Kind**

Contributed materials and supplies are recorded at fair value when they would have otherwise been purchased and when a fair value can be reasonably estimated. Contributed services of volunteers are not recognized in these financial statements as their fair value cannot be reasonably determined.

**e) Pension Plan**

The Library is a member of the Local Authorities Pension Plan (LAPP) and the APEX Supplementary Pension Plan. Both LAPP and APEX are multi-employer defined benefit pension plans. Contributions to the plans for current and past service are recorded as expenses in the year in which they become due.

**STRATHCONA COUNTY LIBRARY BOARD**  
**Notes to Financial Statements**  
Year ended December 31, 2015

**1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**f) 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 cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

<b>Asset</b>	<b>Useful Life – Years</b>
Buildings	50
Machinery & Equipment	4 – 10
Library Materials	10
Vehicles	20

One-half of the annual amortization is charged in the year of acquisition and in the year of disposal. 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 at the date of receipt and are also recorded as revenue.

**iii. Leases**

Leases are classified as capital or operating leases. Leases which transfer substantially the entire 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. Cultural and Historical Assets**

Works of art for public display are not recorded as tangible capital assets and are not amortized.

**g) Use of Estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality.

Estimates have been used to determine accrued liabilities and tangible capital asset amortization periods.

Actual results could differ from those estimates.

**STRATHCONA COUNTY LIBRARY BOARD**  
**Notes to Financial Statements**  
Year ended December 31, 2015

**1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**h) Future Accounting Policies**

The following summarizes upcoming changes to public sector accounting standards issued by the Public Sector Accounting Standards Board. In 2016, the Library will continue to assess the impact and prepare for the adoption of these standards. While the timing of standard adoption may 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.

<b>Public Sector Accounting Standard</b>	<b>Name</b>	<b>Effective date (fiscal years beginning on or after...)</b>
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

**2. DUE FROM STRATHCONA COUNTY**

The Library does not maintain its own operating bank account and has funds on deposit with Strathcona County which are available for operations when needed. The funds earn interest at a rate equivalent to that which Strathcona County earns on its short-term investments.

# STRATHCONA COUNTY LIBRARY BOARD

## Notes to Financial Statements

Year ended December 31, 2015

### 3. DEFERRED REVENUE

Deferred revenue comprises the amounts noted below, the use of which, together with any earnings thereon is externally restricted. These amounts are recognized as revenue in the period they are used for the purpose specified.

	Balance at December 31, 2014	Contributions	Contributions Recognized	Balance at December 31, 2015
Rotary Club of Sherwood Park Heartland	\$ 18,038	\$ -	\$ 6,479	\$ 11,559
Enbridge	-	7,500	-	7,500
Friends of Strathcona County Library Society	2,500	-	2,500	-
Other	15	-	15	-
	<u>\$ 20,553</u>	<u>\$ 7,500</u>	<u>\$ 8,994</u>	<u>\$ 19,059</u>

### 4. LONG-TERM DEBT

Strathcona County holds debentures repayable to Alberta Capital Finance Authority on behalf of the Library. The Library has an agreement with Strathcona County to repay the principal and interest on the debentures. These debentures bear interest at rates ranging from 4.04% to 4.74% (2014 – 4.04% to 4.74%), and mature in periods 2034 through 2036 (2014 – 2034 through 2036). Debenture debt is issued on the credit and security of Strathcona County as large.

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

	Principal	Interest	Total
2016	\$ 716,389	\$ 957,782	\$ 1,674,171
2017	748,904	925,267	1,674,171
2018	782,897	891,274	1,674,171
2019	818,437	855,734	1,674,171
2020	855,594	818,577	1,674,171
Thereafter	17,599,662	6,471,946	24,071,608
Total Long-Term Debt	<u>\$ 21,521,883</u>	<u>\$ 10,920,580</u>	<u>\$ 32,442,463</u>

**STRATHCONA COUNTY LIBRARY BOARD**

**Notes to Financial Statements**

Year ended December 31, 2015

**5. TANGIBLE CAPITAL ASSETS**

Cost	Balance at December 31, 2014	Additions	Contributed Assets	Disposals	Balance at December 31, 2015
Buildings	\$ 25,000,000	\$ -	\$ -	\$ -	\$ 25,000,000
Machinery & Equipment	2,769,691	53,046	-	(125,531)	2,697,206
Library Materials	5,267,785	614,609	3,165	(292,544)	5,593,015
Vehicles	499,697	-	-	-	499,697
	<b>\$ 33,537,173</b>	<b>\$ 667,655</b>	<b>\$ 3,165</b>	<b>\$ (418,075)</b>	<b>\$ 33,789,918</b>

Accumulated Amortization	Balance at December 31, 2014	Disposals	Amortization Expense	Balance at December 31, 2015
Buildings	\$ 2,250,000	\$ -	\$ 500,000	\$ 2,750,000
Machinery & Equipment	1,317,191	(117,933)	293,608	1,492,866
Library Materials	2,276,600	(292,544)	543,040	2,527,096
Vehicles	112,434	-	24,985	137,419
	<b>\$ 5,956,225</b>	<b>\$ (410,477)</b>	<b>\$ 1,361,633</b>	<b>\$ 6,907,381</b>

Net Book Value	Net Book Value December 31, 2014	Net Book Value December 31, 2015
Buildings	\$ 22,750,000	\$ 22,250,000
Machinery & Equipment	1,452,500	1,204,340
Library Materials	2,991,185	3,065,919
Vehicles	387,263	362,278
	<b>\$ 27,580,948</b>	<b>\$ 26,882,537</b>

**a) Assets under Construction**

Assets under construction are amortized when the assets are put into service. At December 31, 2015, there were no assets under construction (2014 - nil).

**b) Contributed Tangible Capital Assets**

Contributed assets are recognized at fair market value at the date of contribution. The value of contributed assets received during the year is \$3,165 (2014 – \$17,040) comprised of DVDs for the library collection.

**c) Tangible Capital Assets Disclosed at Nominal Values**

Where an estimate of fair value could not be made, the tangible capital asset is recognized at a nominal value. The Library has not assigned nominal values to any assets.

**d) Write-down of Tangible Capital Assets**

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



**STRATHCONA COUNTY LIBRARY BOARD**  
**Notes to Financial Statements**  
Year ended December 31, 2015

**6. ACCUMULATED SURPLUS**

Accumulated surplus consists of equity in tangible capital assets and reserves as follows:

	<b>2015</b>	<b>2014</b>
Equity in Tangible Capital Assets	<b>\$ 5,360,654</b>	<b>\$ 5,373,777</b>
Reserves:		
Stabilization & Contingency Reserves	439,104	638,101
Project Reserves	131,796	164,130
Special Purpose Reserves	101,888	168,729
Infrastructure Lifecycle, Maintenance and Replacement Reserves	3,416,123	2,972,367
	<b>4,088,911</b>	<b>3,943,327</b>
	<b>\$ 9,449,565</b>	<b>\$ 9,317,104</b>

**7. EQUITY IN TANGIBLE CAPITAL ASSETS**

	<b>2015</b>	<b>2014</b>
Tangible Capital Assets (Note 5)	<b>\$ 26,882,537</b>	<b>\$ 27,580,948</b>
Long-Term Debt (Note 4)	<b>(21,521,883)</b>	<b>(22,207,171)</b>
	<b>\$ 5,360,654</b>	<b>\$ 5,373,777</b>

**8. GOVERNMENT TRANSFERS**

The following government transfers have been included in revenues:

	<b>2015</b>	<b>2014</b>
Municipal Government Strathcona County	<b>\$ 8,709,316</b>	<b>\$ 8,422,193</b>
Provincial Government		
Alberta Municipal Affairs - Unconditional Per Capita Grant	513,320	479,589
Alberta Municipal Affairs - Public Library Development Initiative	-	10,649
	<b>513,320</b>	<b>490,238</b>
Federal Government		
Young Canada Works	17,079	22,332
Canada Summer Jobs	2,499	12,501
	<b>19,578</b>	<b>34,833</b>
Total Government Transfers	<b>\$ 9,242,214</b>	<b>\$ 8,947,264</b>

**STRATHCONA COUNTY LIBRARY BOARD**  
**Notes to Financial Statements**  
Year ended December 31, 2015

**9. PENSION PLAN**

**Local Authorities Pension Plan (LAPP)**

Library employees participate in the Local Authorities Pension Plan (LAPP), a defined benefit pension plan established in 1962 for the employees of local authorities in Alberta. LAPP is governed by the Local Authorities Pension Board of Trustees and administered by Alberta Pensions Services Corporation.

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

Total current service contributions by the Library to LAPP in 2015 were \$505,900 (2014 - \$486,900). Total current service contributions by the employees of the Library to LAPP in 2015 were \$462,719 (2014 - \$447,185).

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 last date for which information is available), LAPP reported an actuarial deficiency of \$2,454,636,000.

**APEX**

The APEX supplementary pension plan is an Alberta Urban Municipality Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act. It commenced on July 23, 2009, and provides supplementary pension benefits to a prescribed class of employees. The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and the Library. The employees and the Library are required to make current service contributions to APEX of 2.5% (2014 – 2.5%) and 3.0% (2014 – 3.0%), respectively, of pensionable earnings up to \$140,945 (2014 - \$138,500).

Total current service contributions by the Library to APEX in 2015 were \$4,228 (2014 - \$4,155). Total current service contributions by the employees of the Library to APEX in 2015 were \$3,524 (2014 - \$3,463).

The cost of post-retirement benefits earned by employees under APEX program is actuarially determined using the projected benefit method prorated on service and management's best estimate of salary and benefit escalation and retirement ages of employees. The cost of post-retirement benefits for APEX is fully funded.

**10. ADMINISTRATIVE CHARGES**

Operating expenditures include administrative charges from Strathcona County as follows:

	<b>2015</b>	<b>2014</b>
Building Maintenance	\$ 399,130	\$ 388,578
Personnel Services	106,086	114,250
Financial Services	54,509	54,826
General Services	52,731	48,641
Insurance	27,040	21,335
	<b>\$ 639,496</b>	<b>\$ 627,630</b>

**STRATHCONA COUNTY LIBRARY BOARD**  
**Notes to Financial Statements**  
Year ended December 31, 2015

**11. COMMITMENTS**

**Leases**

The Library has ongoing operating leases for office equipment. The future minimum lease payments are as follows:

2016	\$ 12,569
2017	13,733
2018	13,733
2019	8,727
	<u>\$ 48,762</u>

**Maintenance Contract**

The Library has maintenance contracts for various RFID (Radio Frequency Identification) equipment. The future minimum contract payments are as follows:

2016	\$ 30,611
2017	6,123
	<u>\$ 36,734</u>

**Database Subscription**

The Library has a subscriber agreement for a database. The future payments are as follows (USD):

2016	\$ 11,813
2017	11,813
	<u>\$ 23,625</u>

**Metro-Area Group Library Network (MAGNET)**

The Library is committed to an annual payment for central site computer and support services under the Metro-Area Group Library Network (MAGNET) co-owners agreement. In 2015, the Library's share of central costs was \$22,067 (2014 - \$24,970). The Library may terminate its participation by delivering written notice to the MAGNET committee on or before December 31<sup>st</sup> of any year to become effective on December 31<sup>st</sup> of the year immediately following.

**Agreements with Strathcona County**

The Library has chosen to contract some services supplied by Strathcona County departments. Service Level Agreements were signed in 2012. These agreements formalize arrangements for the provision of specified services by Facility Services (FAC), Information Technology Services (ITS), Human Resources (HR) and Financial Services (FIN). The term of all the agreements is from January 1, 2012 to December 31, 2016. An annual review will take place in May or June of each year. The future contracts at this time are as follows:

	FAC	IT	HR	FIN	Total
2016	\$ 14,550	\$ 19,073	\$ 105,596	\$ 55,891	\$ 195,110

**STRATHCONA COUNTY LIBRARY BOARD**  
**Notes to Financial Statements**  
Year ended December 31, 2015

**11. COMMITMENTS (CONTINUED)**

**Building Maintenance Agreement with Strathcona County Facility Services**

The Library is located in the Strathcona County Community Centre. The Library is committed to pay a portion of the building maintenance costs (i.e. building site maintenance, janitorial services, utilities, security, and snow removal) to Strathcona County. In 2016 the Library estimates to pay \$393,189. This amount will change on a yearly basis depending on the cost of the services required. The Service Level Agreement was signed in 2012 and is under the umbrella of the larger Facility Partnership Agreement which is still under negotiation.

**12. COMPARATIVE INFORMATION**

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

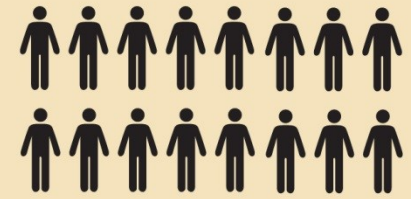


Strathcona County Library

# 2015

## ANNUAL REPORT

1512  
PEOPLE



Walk through the doors of our central library in  
the Strathcona County Community Centre

116  
PEOPLE

VISIT THE BOOKMOBILE



Increased by  
**14%**  
OVER 2014

2015  
**DAY IN  
THE LIFE**  
of Strathcona  
County Library



205  
PEOPLE

TAKE PART IN A  
LIBRARY PROGRAM

Increased by  
**14%**  
OVER 2014



**3675**  
PHYSICAL  
ITEMS

ARE BORROWED



2015  
**DAY IN  
THE LIFE**

of Strathcona  
County Library



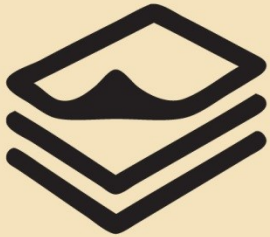
**322**  
DIGITAL ITEMS

eBooks, eMagazines,  
eMovies, eAudiobooks

ARE BORROWED

Increased by

**23%**  
OVER 2014



**77**  
PAGES

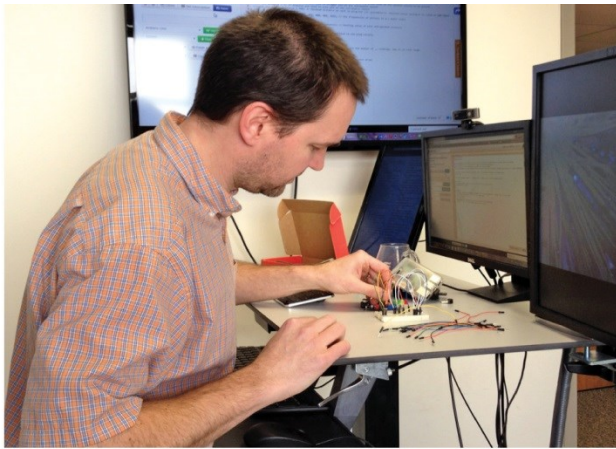
of free scanning, faxing and printing at  
the library's Career resource centre

**443**  
TIMES

People log into  
the library's free  
wifi service







## MORE PROGRAMS





## MORE READING







## MORE WAYS TO PARTICIPATE





## Plan of Service 2011- 2015



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### ires 2003- 2008

2005	2006	2007	2008
01,266	932,889	968,934	1,002,577
45,612	486,274	496,721	466,623
46,271	286,443	311,691	352,012
67,445	64,274	67,445	80,339
67,200	64,710	66,250	873

y visits  
okmobile visits  
catalogue visits  
website visits  
321 calls to VELMA phone renewal system  
4,400 uses of public wireless network  
897 library program attendees  
633 hours donated by 271 volunteers

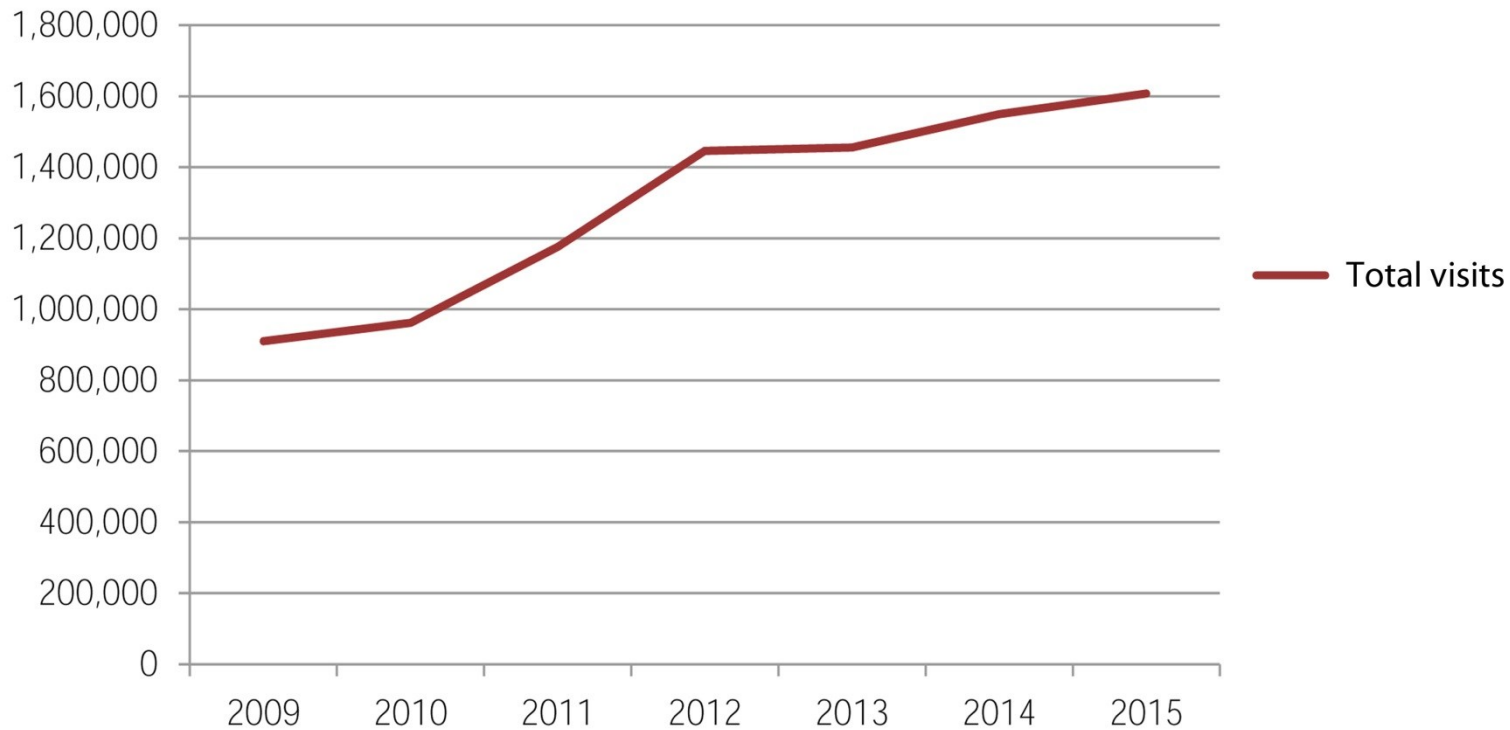
28



## SIX-YEAR TREND

2009 to 2015

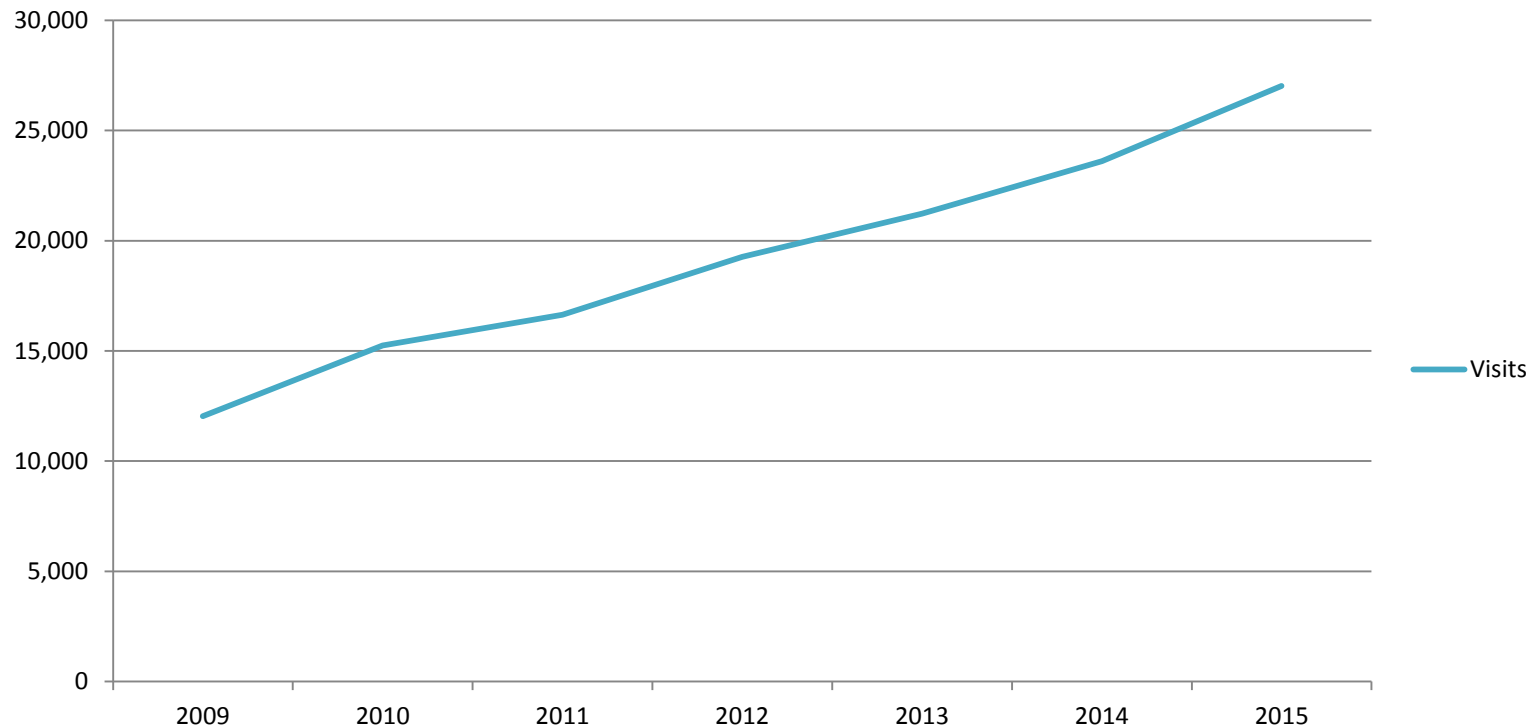
### TOTAL VISITS



## SIX-YEAR TREND

2009 to 2015

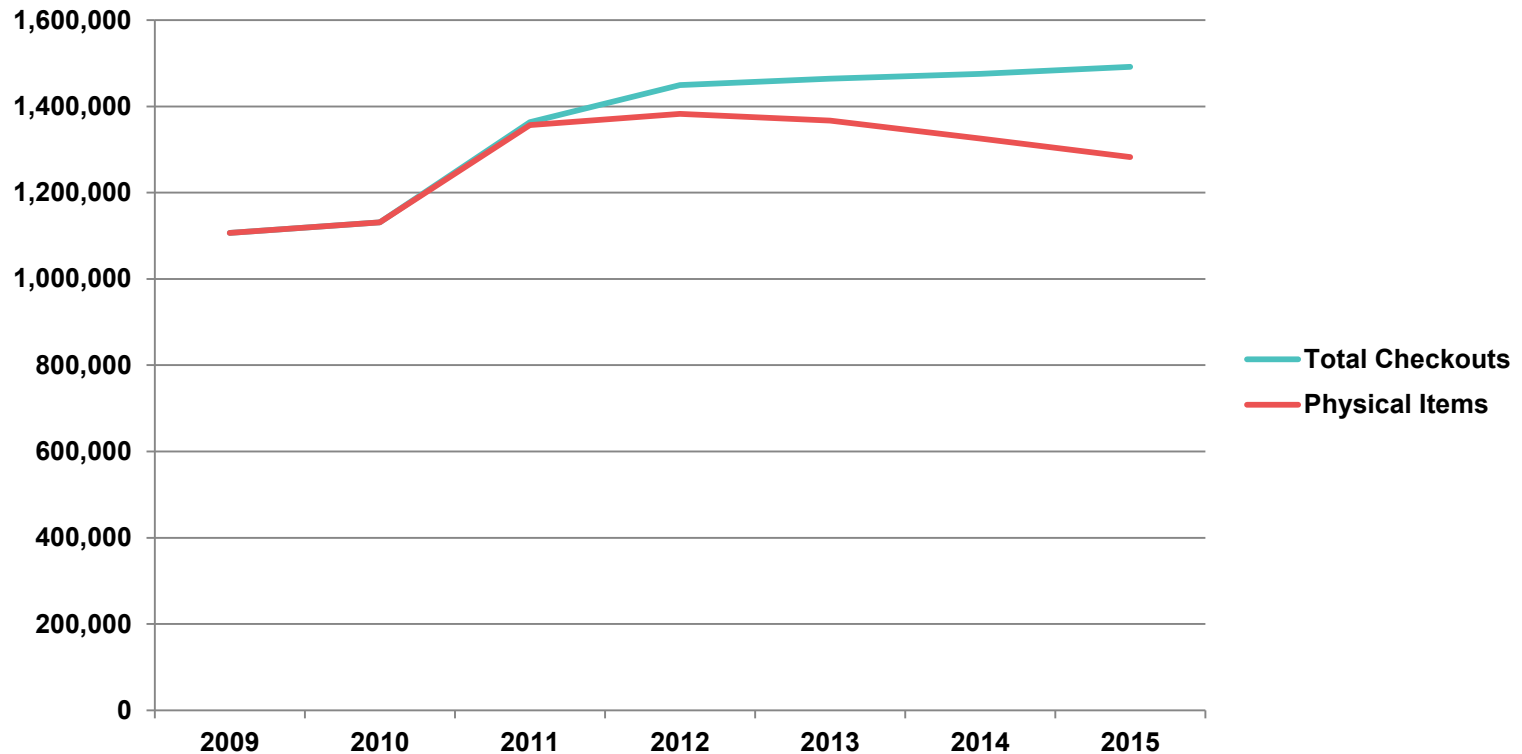
### BOOKMOBILE VISITS



## SIX-YEAR TREND

2009 to 2015

### ITEMS CHECKED OUT





# NEW VISION AND MISSION

## **Vision**

The heart of a connected, informed, and inspired community.

## **Mission**

Reaching out across urban and rural Strathcona County, the Library promotes engagement, sparks imagination, and provides the tools for building skills and knowledge.



# FOUR FOCUS ROLES

**Participate and  
Connect:**  
Be Engaged in the  
Community

**Create Young  
Readers:**  
Early Literacy

**Satisfy Curiosity:**  
Lifelong Learning

**Understand How  
to Find, Evaluate,  
and Use  
Information:**  
Information  
Fluency



# ***Strathcona County Library Board Financial Statements***

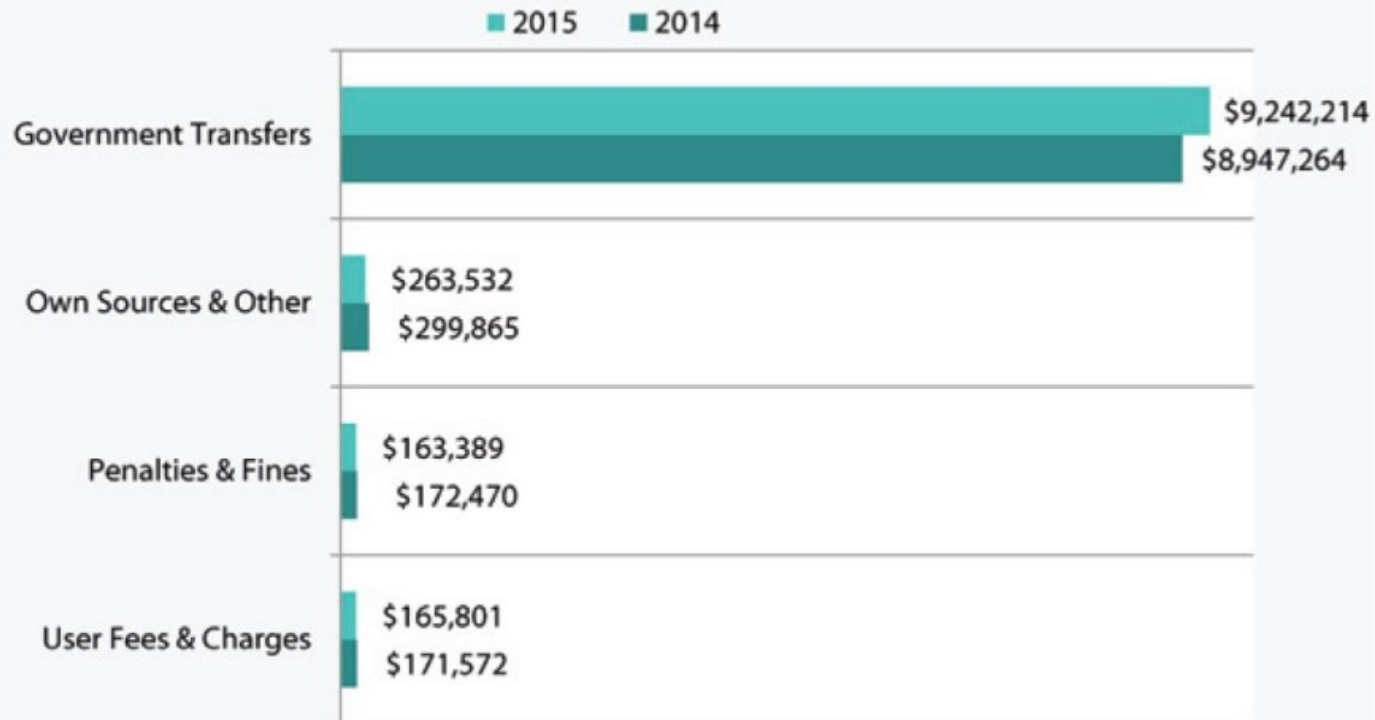


***Year Ended December 31, 2015***



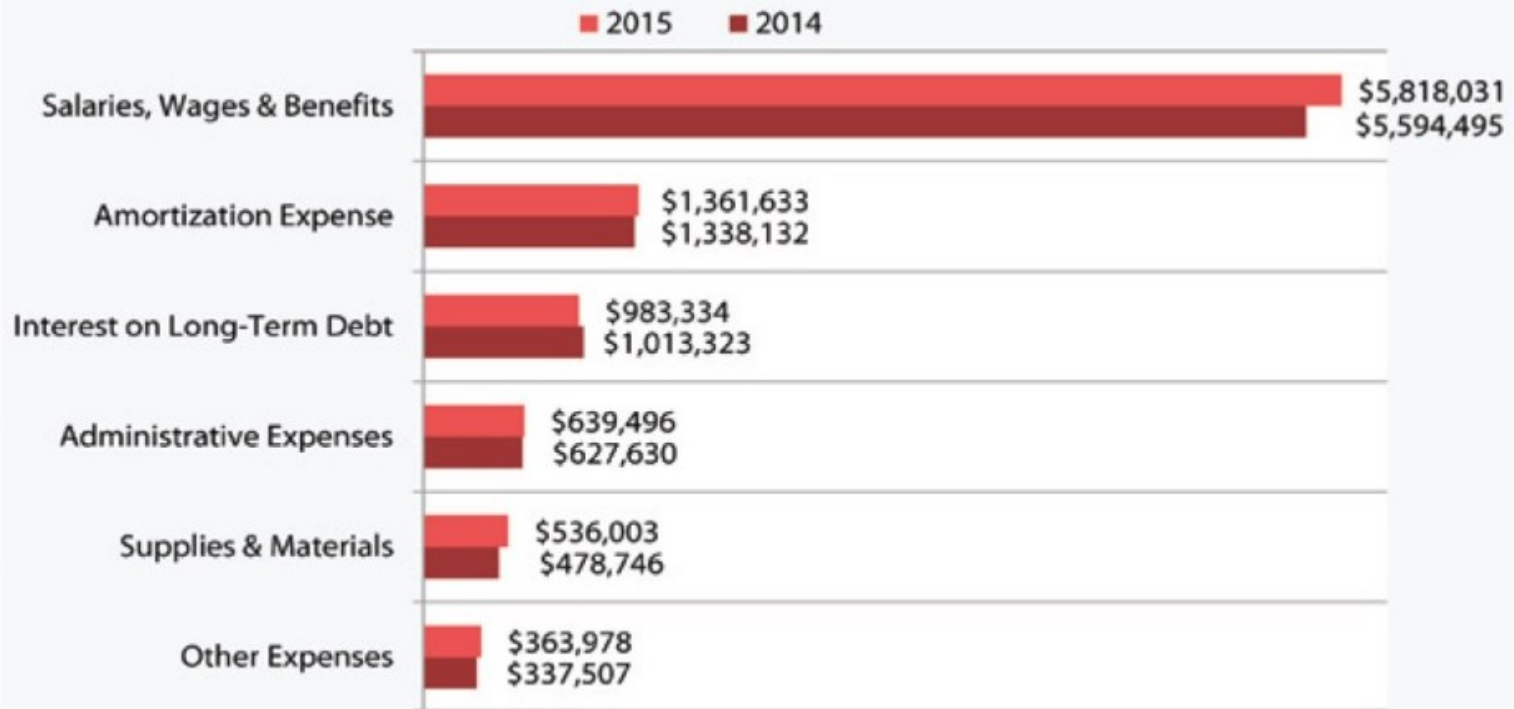
## LIBRARY REVENUES

### Year ended December 31, 2015



## LIBRARY EXPENSES

### Year ended December 31, 2015



## 2015 RESERVES = \$4,088,911

2014 RESERVES = \$3,943,327



- Infrastructure Lifecycle, Maintenance & Replacement Reserves (\$3,416,123)
- Stabilization & Contingency Reserves (\$439,104)
- Special Purpose Reserves (\$101,888)
- Project Reserves (\$131,796)





# QUESTIONS?





**Priorities Committee Meeting\_May17\_2016**

---

**STRATEGIC INITIATIVE AND UPDATE****Strathcona Christian Academy Elementary Access Modifications****Report Purpose**

To provide the Priorities Committee with a proposed traffic safety improvement for the Strathcona Christian Academy (SCA) Elementary school access.

**Strategic Plan Priority Areas**

**Economy:** To improve the effectiveness and efficiency of existing infrastructure

**Governance:** Working with the SCA Elementary school to resolve a safety issue

**Social:** Improvements and safety of the community

**Culture:** n/a

**Environment:** n/a

**Other Impacts**

**Policy:** SER-009-017 Traffic Control Devices, SER-013-005 Road Right-of-Way Sign Policy

**Legislative/Legal:** n/a

**Interdepartmental:** Capital Planning and Construction, Planning and Development Services

**Summary**

Upon request from the SCA Elementary school, the access management and control of the drop-off and pick-up times at the school were reviewed from an engineering and traffic safety perspective. In order to effectively review the issues, both site geometry and recorded video data were evaluated. Through this detailed evaluation, a safety concern was identified; traffic is backing up on Range Road 231 and drivers' views are obstructed when exiting the SCA Elementary school parking lot.

In order to address the safety concern, several options were reviewed with the SCA staff and parents for consideration. Based upon the discussions with SCA, the engineering team developed options for consideration and analysis. As a result of the evaluations and proposed designs, one best fit option was developed as the proposed design, attached as Enclosure 1. The proposed design addresses the identified concerns by moving the waiting vehicles into a dedicated turn lane along Range Road 231; therefore, allowing the road to operate freely. Additionally, the proposed plan provides drivers exiting the school parking lot the ability to safely approach the proposed stop bar to clearly see oncoming traffic.

In addition to the geometric constraints, the existing traffic signs and speeds were reviewed; as a result, the installation of School Area signs and the addition of "60 km/h Ahead" signs northbound on Range Road 231 will be completed in 2016. The proposed design to improve this traffic safety concern will cost approximately \$80,000.00 and is being proposed to be approved and constructed within the 2017 construction budget. As the construction would be disruptive, it would be scheduled through the summer season.

2016	Road sign revisions – School Area and 60km/h Ahead signs added
2016	Proposed design – Engineering design completion
2017	Final design – Construction at SCA

**Communication Plan**

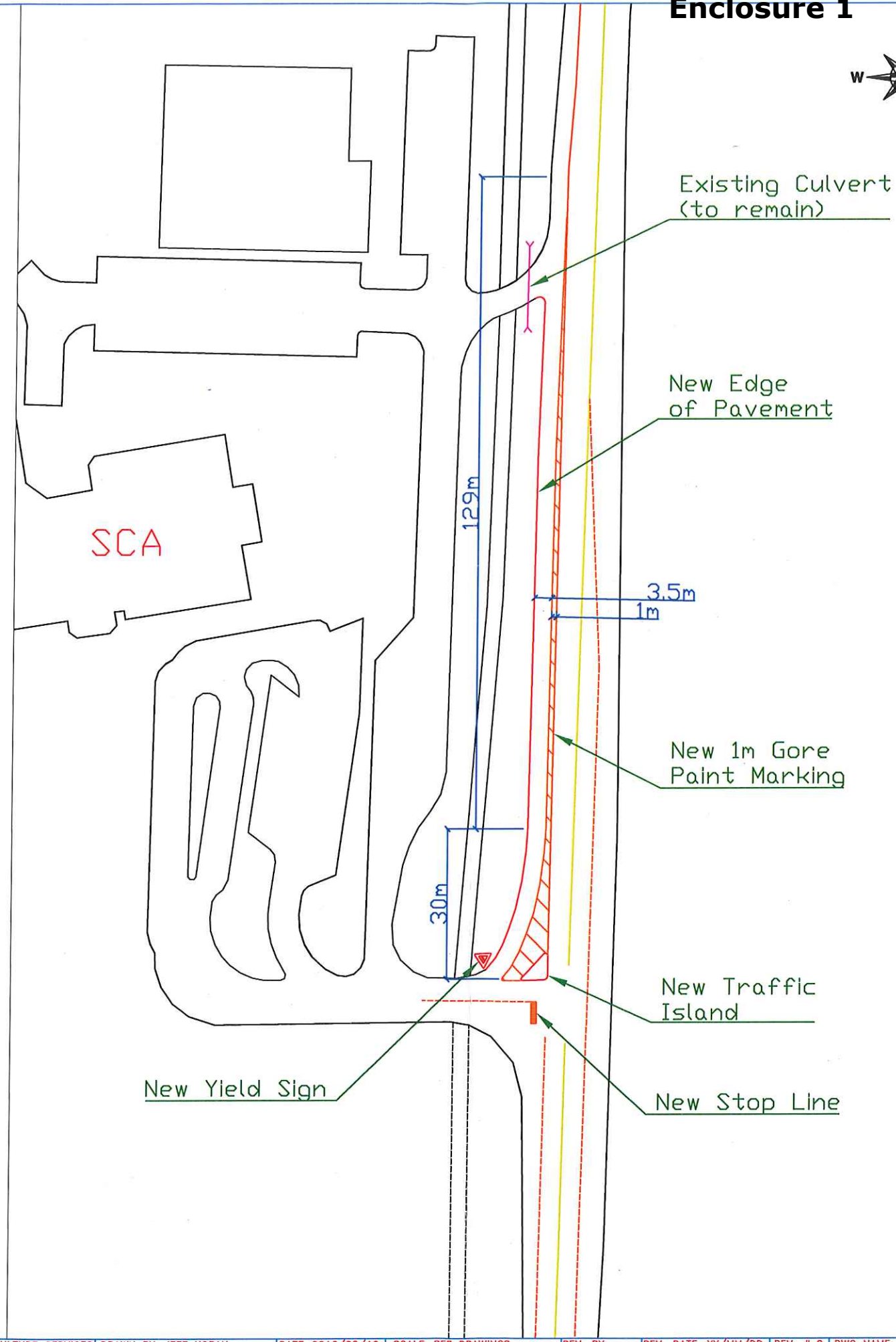
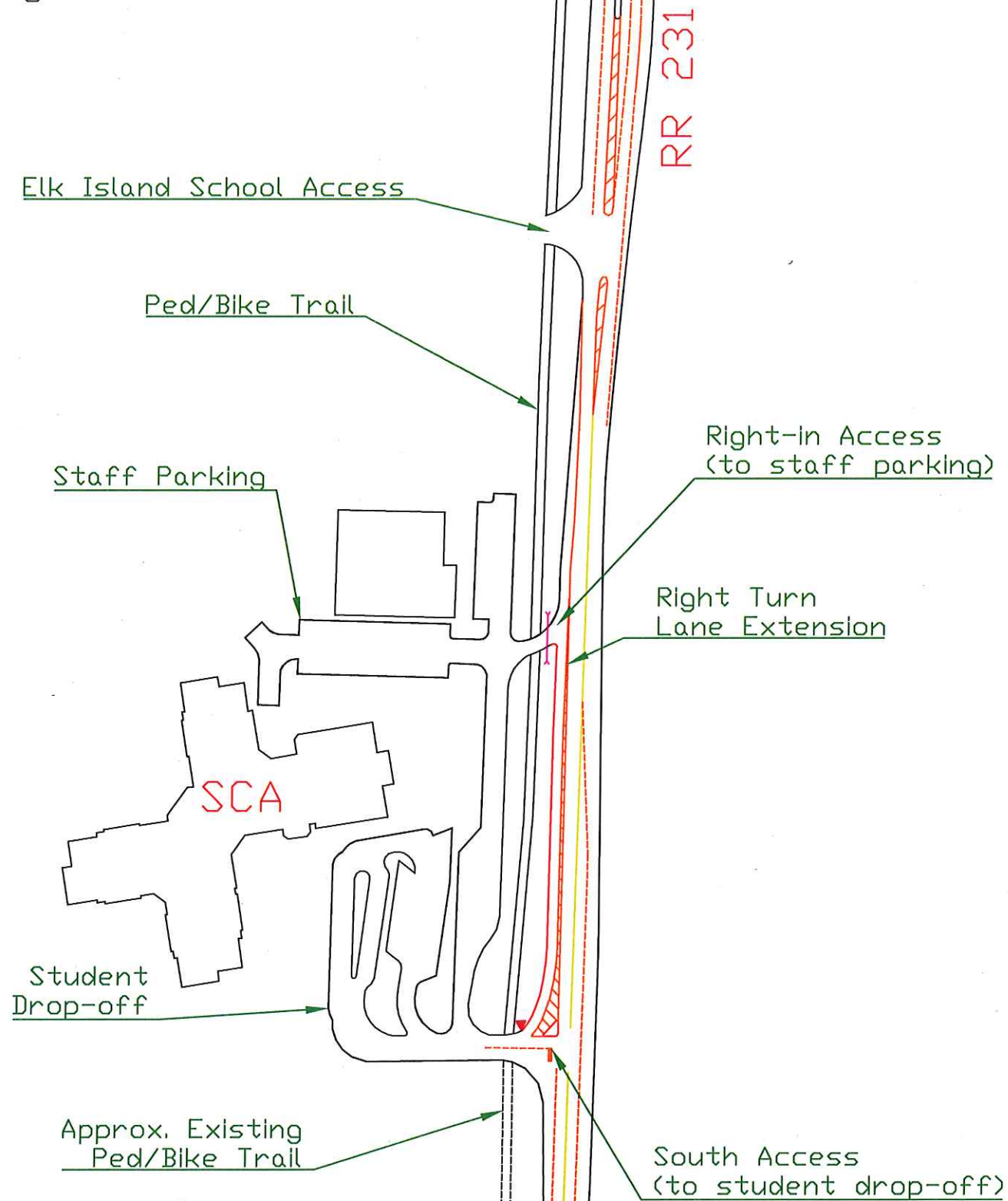
SCA Elementary school will be notified via letter, as the proposed plan is implemented. Standard construction notifications will be created.

**Enclosure**

1 SCA Elementary Proposed Design



Proposed Road Changes



**Priorities Committee Meeting\_May17\_2016**

---

**STRATEGIC INITIATIVE AND UPDATE****Joint Planning Study: Boundary Interface Protocols and Strategies****Report Purpose**

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

**Council History**

April 19, 2016 – The Priorities Committee received the Joint Planning Study: Boundary Interface Protocols and Strategies for information.

**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 inter-municipal 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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# 1.0

## 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

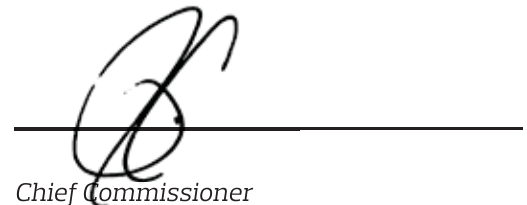
Both municipalities acknowledge that they are legislatively separate and have distinct interests and cultures. Through the Joint Planning memorandum of understanding, the City and the County agree to support the objectives and follow the guiding principles of the Joint Planning Study and follow and implement 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)<sup>1</sup>

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 representation<sup>2</sup>. 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).

<sup>1</sup> Bercha Group. Cloverbar and SE Edmonton Cumulative Risk Assessment and Land Use Planning Project, Final Report. December 2010

<sup>2</sup> Capital Region Growth Plan Regional Addendum, Figure 3, Section 2: Land Use, October 2009





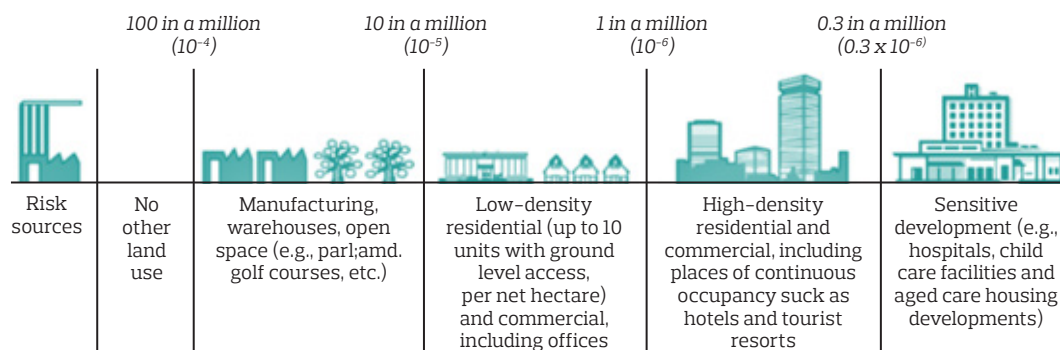
# 6.0

## RISK BASED LAND USE PLANNING AND MANAGEMENT

**FIGURE 6-1: MIACC RECOMMENDED ALLOWABLE LAND USES**

### ANNUAL INDIVIDUAL RISK

Chance of fatality per year



MIACC defined "acceptable risk" as an annual individual risk of one chance in one million of a fatality for involuntary risks involving industrial activity<sup>3</sup>. 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.<sup>4</sup> and the County undertook a study led by Doug McCutcheon & Associates that were both completed in 2010.<sup>5</sup>

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.

<sup>3</sup> Major Industrial Accidents Council of Canada (MIACC): Risk based Land Use Planning Guidelines – Summary and Annual Individual Risk Drawing, Ottawa, 2008

<sup>4</sup> 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.

<sup>5</sup> 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**

<b>Strathcona County:</b> <i>Doug McCutcheon and Associates Approach</i>	<b>City of Edmonton:</b> <i>Bercha Group Approach</i>
<i>IRI – Individual Risk Intensity<sup>6</sup> approach</i>	<i>ISR – Individual Specific Risk approach<sup>7</sup></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.
<b>Determination of quantity of harmful substances on sites</b>	
<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.

<sup>6</sup> Bercha Group. Cloverbar and SE Edmonton Cumulative Risk Assessment and Land Use Planning Project, Final Report. December 2010, p. 7.4.

<sup>7</sup> 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

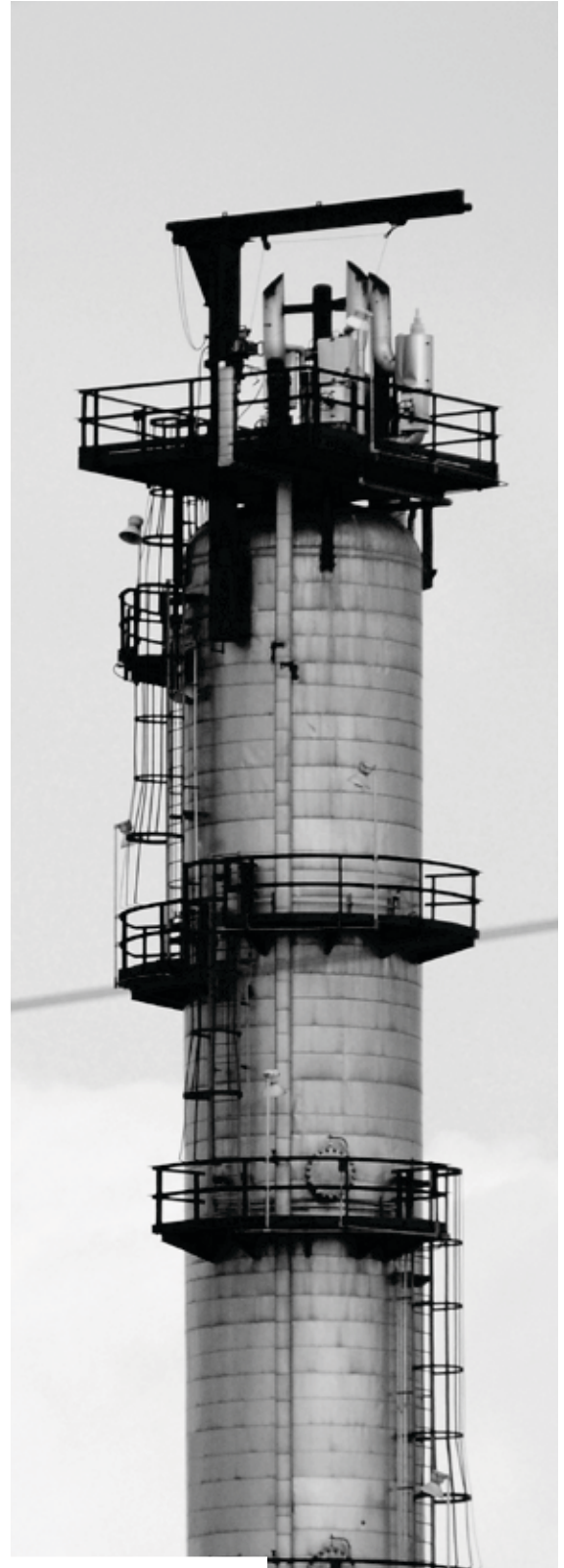
Where risk levels are elevated, there is a need to mitigate risk with emergency preparedness planning involving the City and County's emergency response personnel.



### 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.

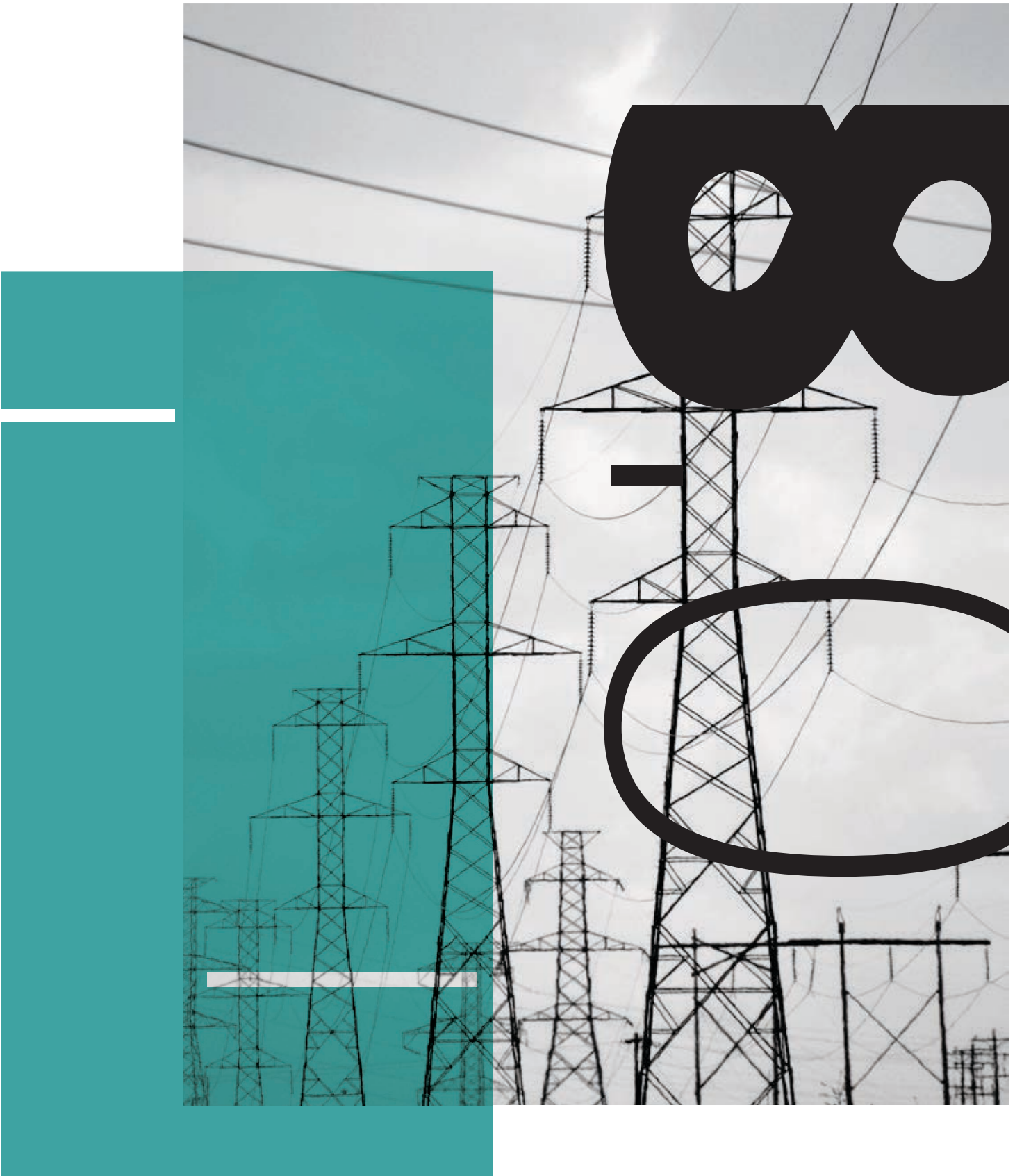
**8.3.1 CHALLENGE**

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
<b>Utility Servicing – Drainage</b>	<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
<b>Utility Servicing Water and Waste Water</b>	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
<b>Risk Based Land Use Planning and Management</b>	<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
<b>Natural Environment Parks &amp; Trails</b>	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
<b>Energy Corridors</b>	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
<b>Agriculture</b>	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
<b>Communications Protocol</b>	<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

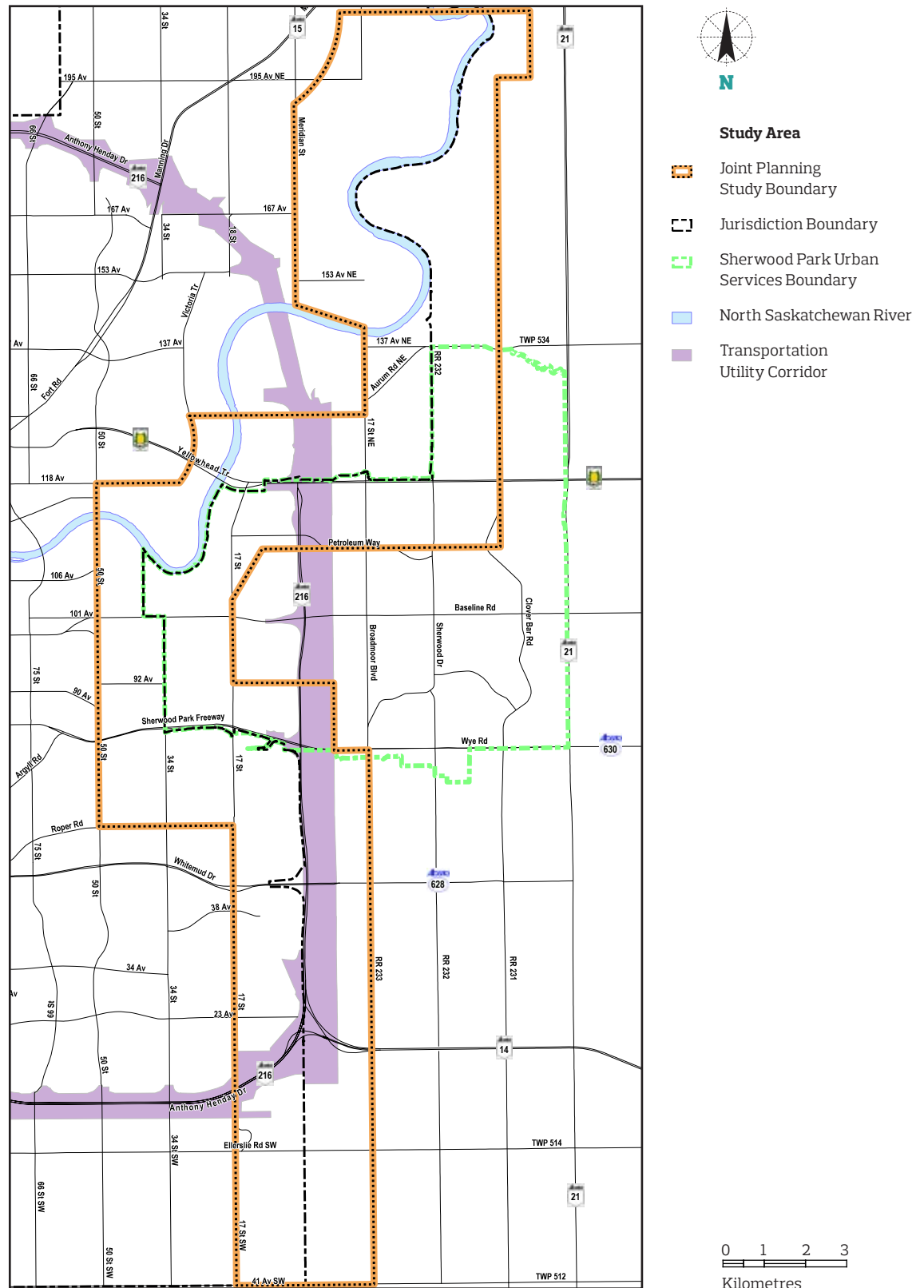
# 12.0

## 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

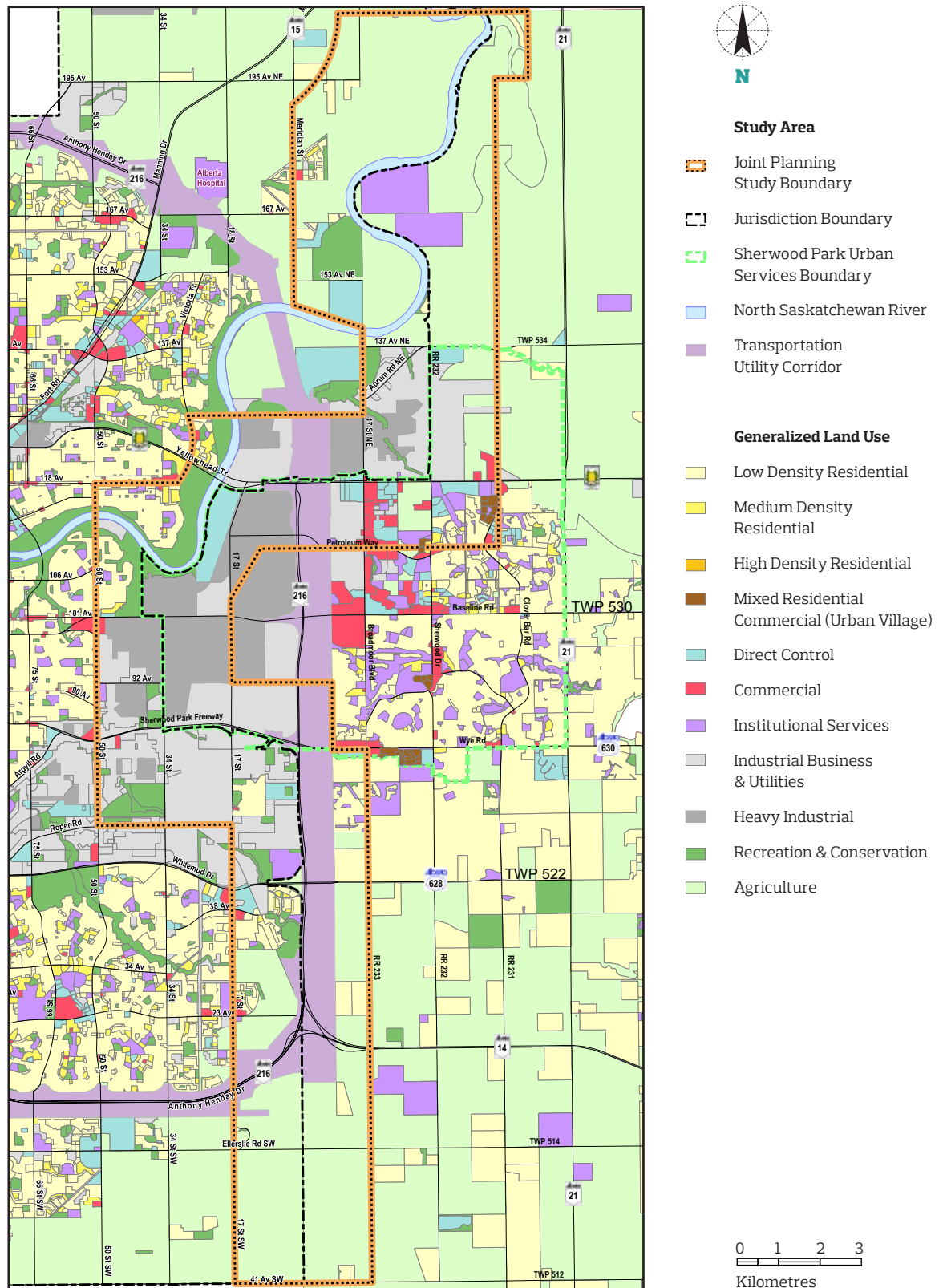




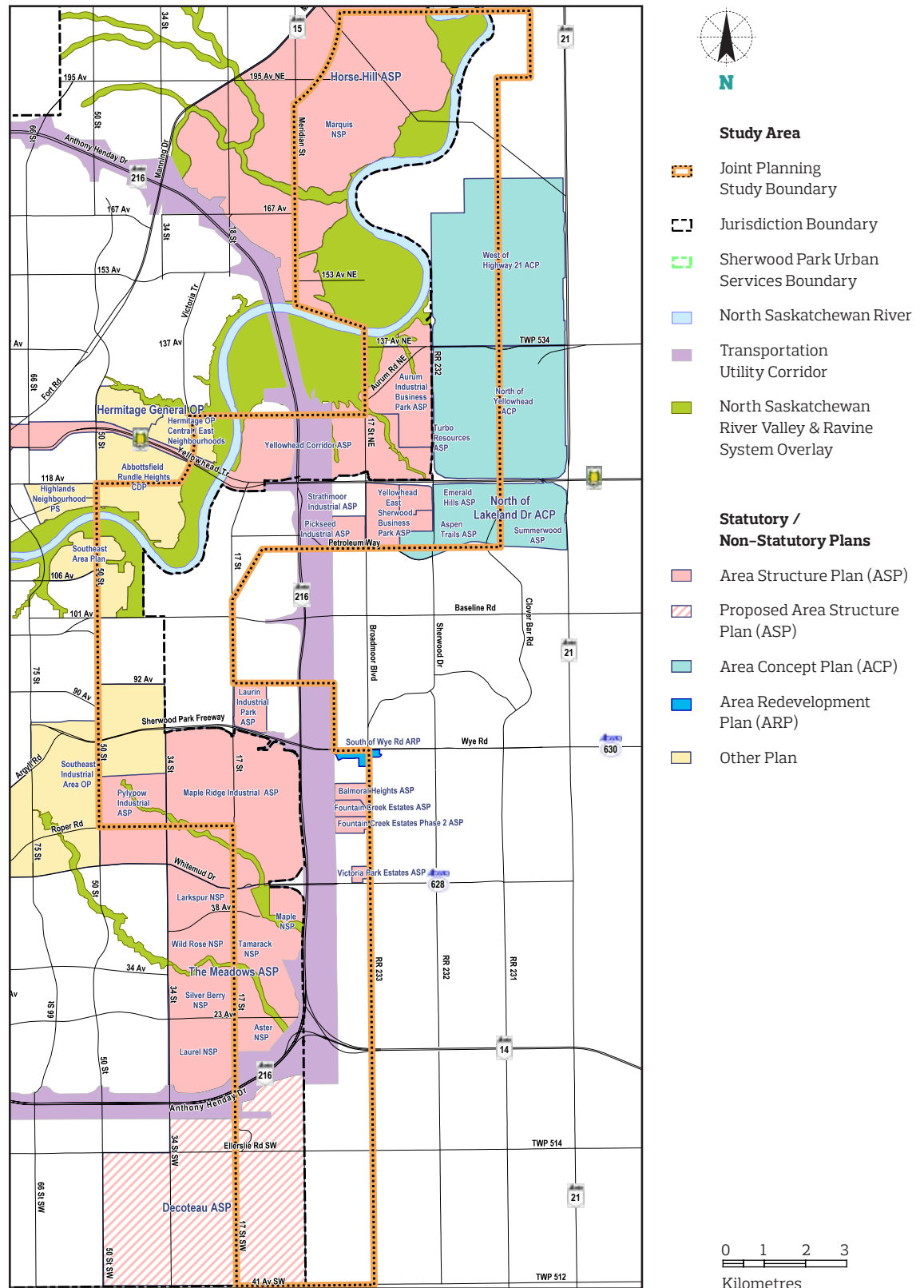
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## MAPS

### 12.2 GENERALIZED LAND USE



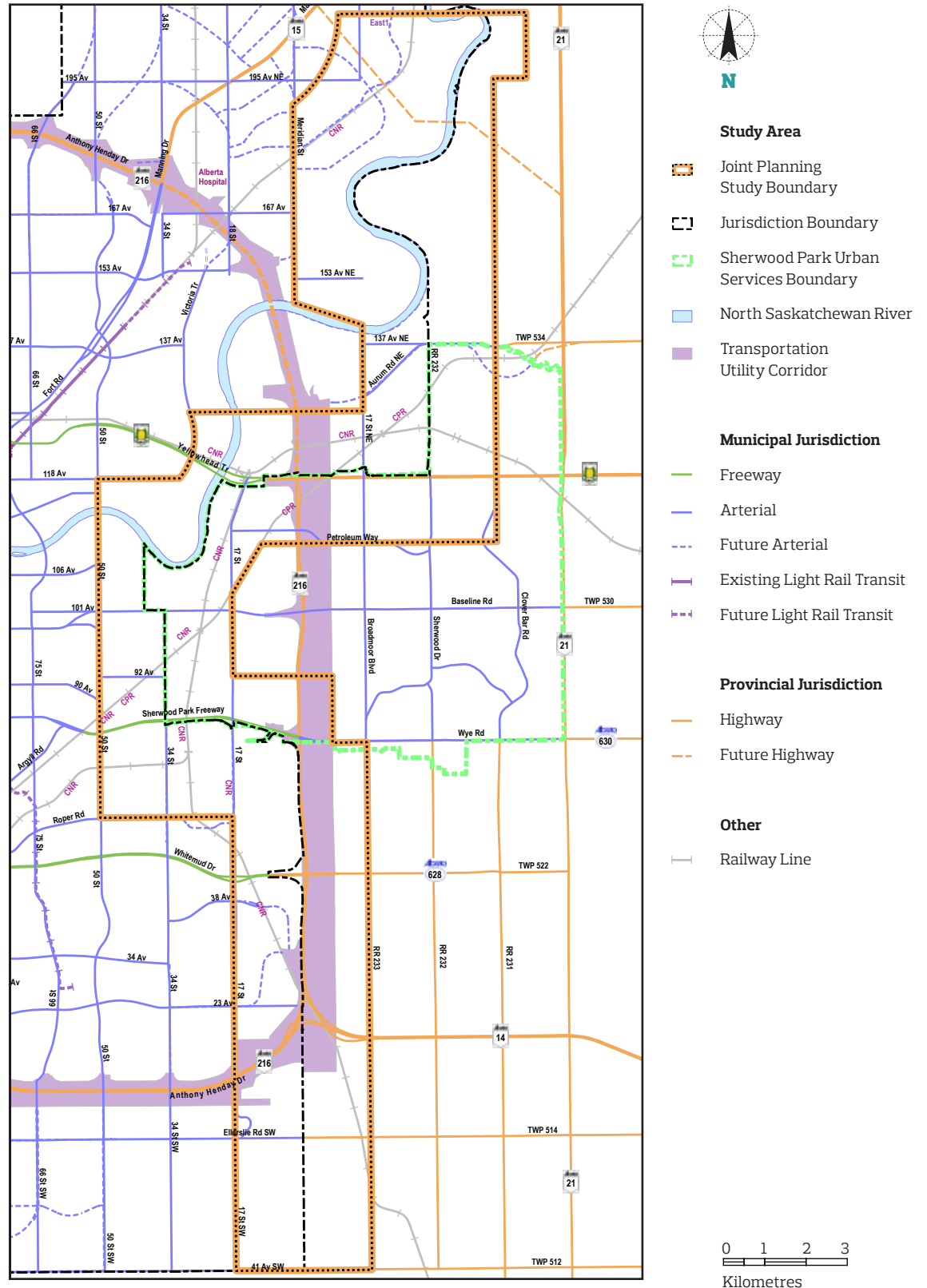
## 12.3 PLANS IN EFFECT



**Note to user:**  
Map is based on  
2015 data. Confirm  
information with  
the appropriate  
jurisdiction prior  
to use.

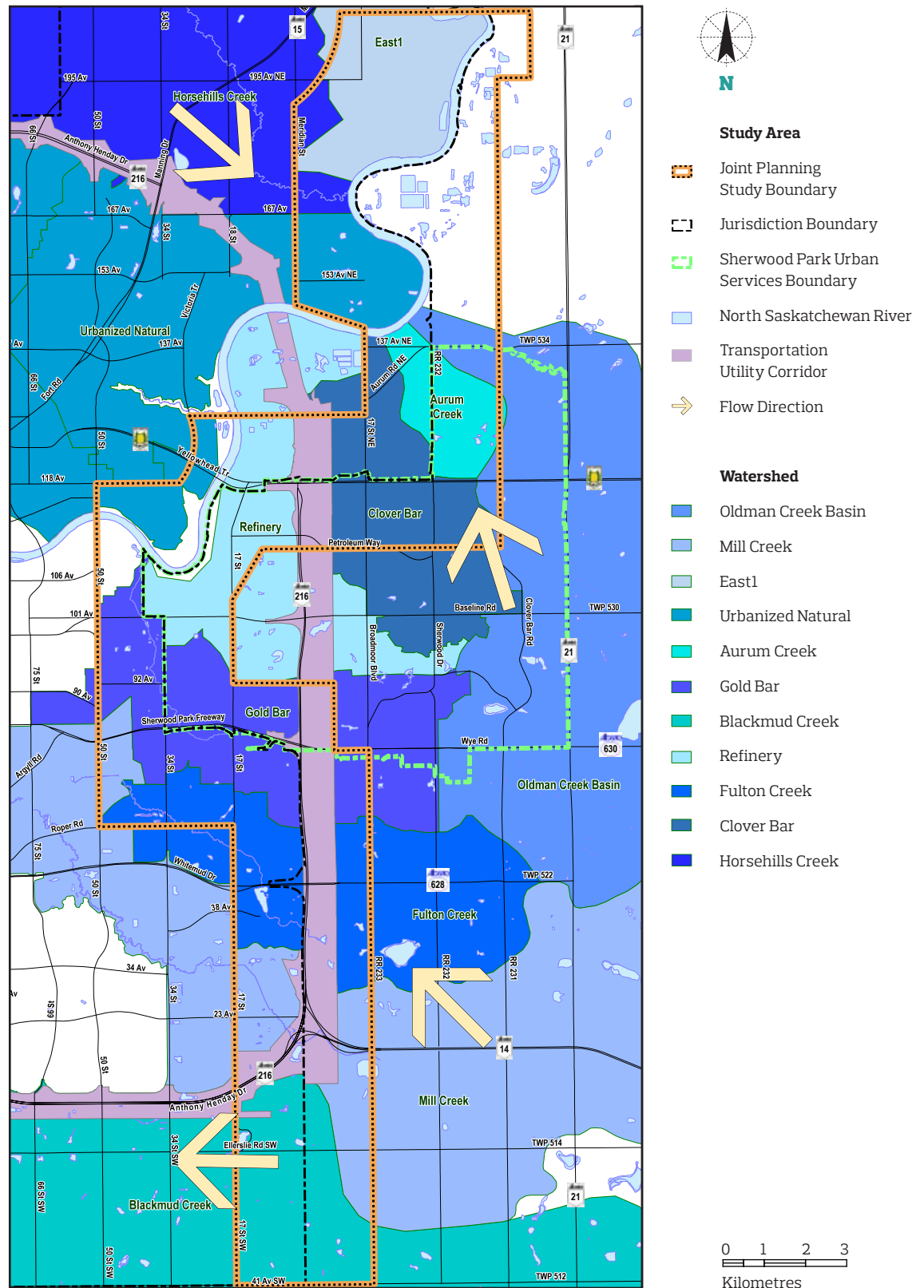


## 12.4 TRANSPORTATION NETWORK

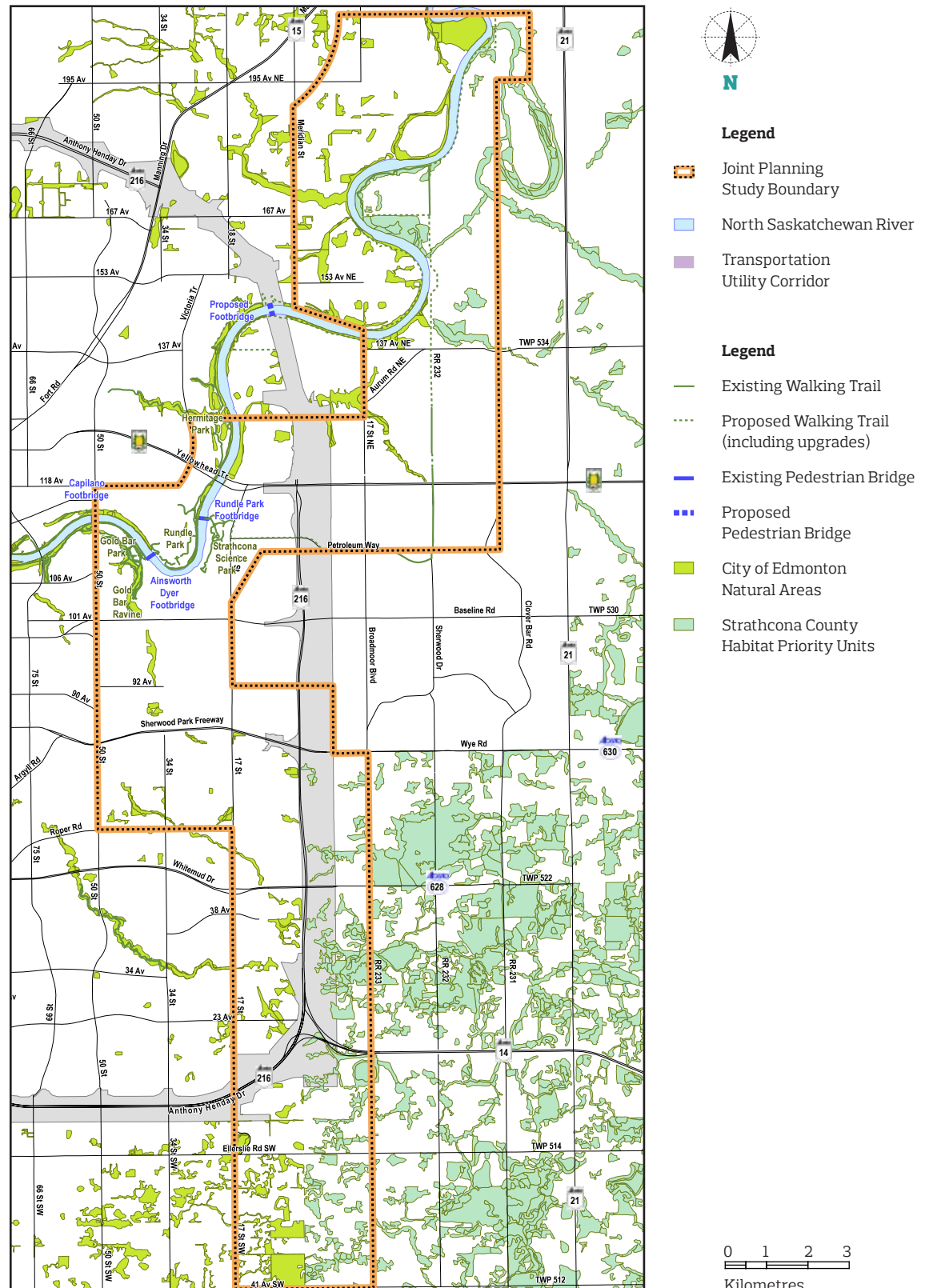




## 12.5 DRAINAGE BASINS



## 12.6 PARKS, TRAILS AND NATURAL AREAS



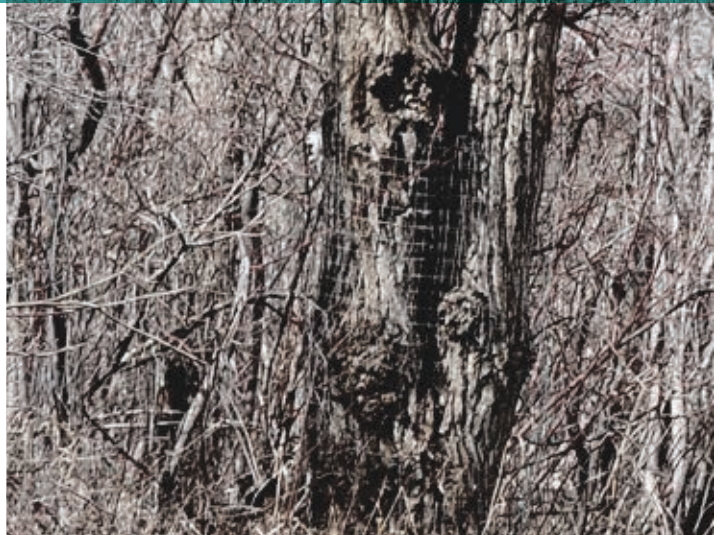
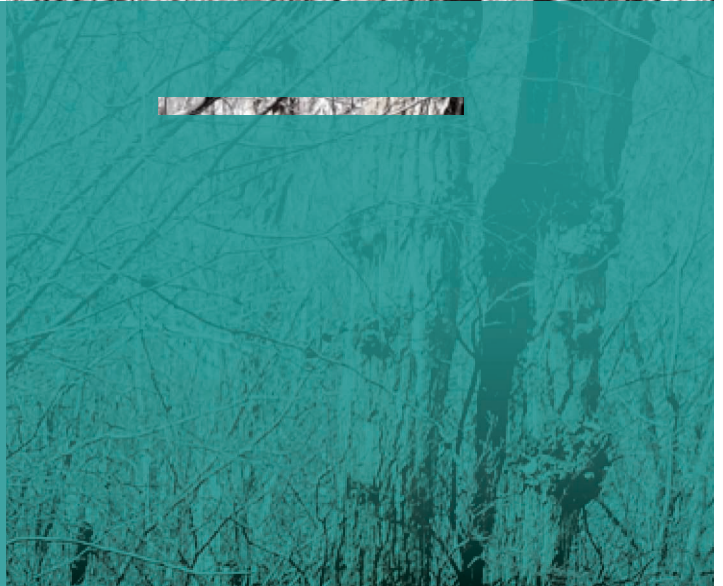




#### **CONTACT INFORMATION**

Strathcona County  
780-464-8111  
[info@strathcona.ca](mailto:info@strathcona.ca)

City of Edmonton  
780-442-5311  
[intermunicipalreferrals@edmonton.ca](mailto:intermunicipalreferrals@edmonton.ca)





Councillor Request Report

May 17, 2016

#	Elected Official Name	Subject	Req type	Meeting date	Due date	Resp Dept	2nd Dept	Request	Reponse date	Reponse	Status
28	CARR Roxanne	Alberta Community Partnership Program	Information	11/03/2014	3/21/2014	CPIA		<p>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.</p> <p>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.</p>			Outstanding
33	SMITH Paul	Community Group Collaboration Fund	Program	22/04/2014	5/13/2014	RPC	FCS	<p>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 &amp; RPC</p> <p>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)</p>			In Progress
35	BIDZINSKI Victor	Community Halls Renovation/ Replacement Plan	Information	06/05/2014	5/16/2014	FAS		<p>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)</p>			Outstanding
102	BIDZINSKI Victor	Property Line / Sightline Fencing	Information	04/05/2016	04/19/2016	PDS		<p>Please provide information regarding how required sightlines are determined for fencing, beyond the requirements in the Land Use Bylaw.</p>			Outstanding

**Priorities Committee Meeting\_May17\_2016**

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**REPORT FOR INFORMATION****Municipal Development Plan Update****Report Purpose**

To provide the Priorities Committee with an update on the Municipal Development Plan (MDP) Update process.

**Council History**

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

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

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

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

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

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

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

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

**Strategic Plan Priority Areas**

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

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

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

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

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

**Other Impacts**

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

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



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

### **Summary**

The current MDP was adopted by Council in May 2007. In May of 2015, the County launched the MDP Update project, which was broken down into multiple phases:

- Phase 1 – Foundations
- Phase 2 – Setting Direction
- Phase 3 – Options and Trade-offs
- Phase 4 – Draft Plan – we are currently in this phase.

Administrative staff and the consulting team have been diligently working through the MDP Update Project with emphasis on public outreach, youth engagement, and obtaining valuable input from the community and stakeholders.

The February 16, 2016, update for the Priorities Committee identified that the intent was to complete a draft plan for public consideration and prepare a final draft document to present to Council in early fall 2016. The timeline has been revised with the intent to complete a draft plan for public consideration in the fall of 2016 and prepare a final draft document to present to Council in late 2016/early 2017. The revisions made to the timeline are due to the concurrent *Municipal Government Act* (MGA) review and the update to the Capital Region Growth Plan (CRGP).

The MDP must be in compliance with the *MGA* and the policies of the CRGP. The Province has indicated that the Legislature will complete debate of the Bill regarding the updated *MGA* during the fall 2016 sitting, while the Capital Region Growth Plan is expected to be presented to the Capital Region Board for approval on October 13, 2016.

Given the potential changes to these documents and the impact that they have on the MDP, a more complete and consistent MDP could be prepared and presented to the public and Council once the final drafts of these documents have been prepared. The revised timeline will also allow additional time for research regarding the land use options for the Rural Urban Transition Policy Area (Colchester).

Administrative staff and the consulting team are continuing to work on the necessary changes and additions to the existing MDP to produce a clear, up to date and user-friendly document.

In this regard, the MDP update Open House for public review of the draft MDP originally proposed for June 15, 2016, will be postponed until the fall. This messaging will be communicated appropriately on the project webpage, online engagement hub, e-newsletter, and postcards.

### **Communication Plan**

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

**Priorities Committee Meeting\_May17\_2016**

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**Mayor's Report**

**Elected Official:** Roxanne Carr  
**Time Period:** April 1, 2016 to April 30, 2016

**Boards and Committees:**

April 5 Council Meeting & Public Hearing  
April 13 Capital Region Board Growth Plan Update 2.0 Task Force Meeting  
April 14 Capital Region Board Growth Plan Future Work and Strategic Update  
April 14 Capital Region Board Meeting  
April 14 Capital Region Board Advocacy and Monitoring Committee Meeting  
April 15 Capital Region Board Growth Plan Update 2.09 Growth – External Stakeholder Consultation  
April 18 Alberta Industrial Heartland Government Relations Committee Meeting  
April 19 Priorities Committee Meeting & Open House  
April 22 Mid-Sized Mayor's and Chief Administrative Officers Caucus Meeting  
April 26 Council Meeting & Public Hearings

**County Business:**

April 5 Meeting with County Officials  
April 11 Meeting with County Officials  
April 12 Meeting with Resident  
April 12 Weekly Communications Staff Meeting  
April 12 Weekly Meeting with Chief Administrative Officer  
April 12 Business Visitations  
April 15 Premier's State of the Province Address  
April 15 Alberta Industrial Heartland Association Meeting with Pembina  
April 18 Mayor's Executive Meeting  
April 18 Weekly Communications Staff Meeting  
April 18 Meeting with County Officials  
April 18 Weekly Meeting with Chief Administrative Officer  
April 19 Special Meeting with the Honourable Joe Ceci  
April 19 Meeting with County Officials  
April 20 Attendance During Provincial Question Period  
April 20 Meeting with County Officials  
April 20 April Mayor's Meeting  
April 21 CBC's 'Mark About Town' Live Radio Interview  
April 21 Mayor's Prayer Breakfast Planning Meeting  
April 21 Enbridge Update Meeting  
April 21 Meeting with County Officials  
April 25 Edmonton Mayor's State of the City Address  
April 27 Meeting with Residents  
April 27 Meeting with Resident  
April 27 Council and Chief Administrative Officer Meeting  
April 27 Meeting with Elected Officials  
April 28 Meeting with Resident  
April 28 Weekly Communications Staff Meeting  
April 30 Meeting with Resident

**Professional Development:**

April 6-8      Economic Developers Alberta Professional Conference & Annual General Meeting

**County Functions and Events:**

April 9      Rural Volunteer Appreciation  
April 9 -10    Great Canadian Trade Fair & Sale  
April 11      Information and Volunteer Center National Volunteer Week Kickoff Breakfast  
April 11      Information and Volunteer Center National Volunteer Week Flag Raising  
April 12      Sherwood Park Kings Club Awards  
April 14      Elk Island Public Schools and ATB Young Speakers Invitational  
April 17      Strathcona County Special Olympics Volunteer Brunch and Awards  
April 20      Service and Retirement Awards  
April 23      Enviroservice Facility Grand Opening  
April 23      Fort Saskatchewan Trade Fair  
April 24      Spring Fashion Show  
April 24      Josephburg Presents: Rodeo Riders  
April 25      Sherwood Park Music Festival Grand Concert and Awards  
April 26      Grand Slam Curling Special Guest Reception  
April 27      Mature Neighbourhood Strategy Meeting  
April 29      Girl Empowerment Session  
April 30      Sherwood Park 55+ Club Mothers & Others Strawberry Tea

## **Priorities Committee Meeting\_May17\_2016**

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### **Ward 1 Councillor Report**

**Elected Official:** Vic Bidzinski  
**Time Period:** March 16, 2016 to April 15, 2016

#### **Boards and Committees:**

March 16	River Valley Alliance Board Meeting
March 19	Imagine: A River Valley Festival Planning Symposium
March 23	Governance Advisory Committee Meeting
March 31	Environmental Advisory Committee Meeting
April 4	Governance Advisory Committee Meeting

#### **County Business:**

March 18	Resident Meeting
March 22	Council Meeting
March 23	Council and Chief Administrative Officer Meeting
March 24	Business Visitations
March 24	Resident Meeting
April 1	Resident Meeting
April 5	Council Meeting
April 6	Resident Meeting
April 6	Resident meeting
April 7	eScribe Electronic Voting Training
April 12	Business Visitations

#### **Professional Development:**

No professional development opportunities were attended during this time period.

#### **County Functions and Events:**

March 16	Sherwood Park Chamber of Commerce Luncheon
March 17	Sherwood Park Chamber of Commerce Breakfast
March 17	Urban Development Institute Edmonton Annual General Meeting and Luncheon
March 18	Famous Kiwanis Trivia Night
March 19	Boys and Girls of Strathcona County Fundraising Dinner
March 24	Sherwood Park Chamber of Commerce Breakfast
March 29	Sherwood Park Chamber of Commerce After Hours Business Mixer
March 31	Sherwood Park Chamber of Commerce Breakfast
April 7	Sherwood Park Chamber of Commerce Breakfast
April 8	The Great Canadian Trade Fair and Sale Opening Ceremonies
April 8 – 10	The Great Canadian Trade Fair and Sale
April 9	Rural Volunteer Appreciation
April 9	Knights of Columbus Spring Fling
April 11	Information and Volunteer Centre National Volunteer Week Kickoff Breakfast
April 11	Information and Volunteer Centre National Volunteer Week Flag Raising
April 14	Sherwood Park Chamber of Commerce Breakfast
April 14	Elk Island Public Schools and ATB Young Speakers Invitational
April 15	Premier's State of the Province Address

April 15	Information and Volunteer Centre National Volunteer Week Open House
April 15	Art Society of Strathcona County "Spring Into Air" Opening Reception

**Priorities Committee Meeting\_May17\_2016**

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**Ward 2 Councillor Report**

**Elected Official:** Dave Anderson  
**Time Period:** March 16, 2016 to April 15, 2016

**Boards and Committees:**

March 18 Alberta Capital Region Wastewater Commission Board Meeting  
March 24 RCMP Community Advisory Committee Meeting  
March 30 Alberta Urban Municipalities Association Safe and Healthy  
Communities Standing Committee Meeting  
April 11 Mayor's Executive Committee Meeting

**County Business:**

March 18 Meeting with Alberta Urban Municipalities Association  
March 18 Meeting with the Director of Transportation and Agriculture Services  
March 19 Canadian Home Builders Association Awards of Excellence in  
Housing Gala  
March 21 Alberta Association of Municipalities and Districts Transit Meeting with  
the Government of Alberta  
March 22 Council Meeting  
March 23 RCMP Auxiliary Constable Program Meeting  
March 23 Council and Chief Administrative Officer Meeting  
April 4 Strathcona County Transit Hosting the Canadian Urban Transit  
Association Prairie and Territories Chapter Meeting  
April 4 Governance Advisory Committee Meeting  
April 5 Council Meeting  
April 8 Art Gallery Opening Reception

**Professional Development:**

April 12 – 13 Alberta Smart City Symposium

**County Functions and Events:**

March 16 Sherwood Park Chamber of Commerce Luncheon  
March 17 Urban Development Institute Edmonton Annual General Meeting and  
Luncheon  
April 7 Spring Tea for Seniors' and Families with Children  
April 8 The Great Canadian Trade Fair and Sale Opening Ceremonies  
April 8 – 10 The Great Canadian Trade Fair and Sale  
April 9 Knights of Columbus Spring Fling  
April 11 Information and Volunteer Center National Volunteer Week Kickoff  
Breakfast  
April 11 Information and Volunteer Center National Volunteer Week Flag  
Raising  
April 14 Elk Island Public Schools and ATB Young Speakers Invitational



**Priorities Committee Meeting\_May17\_2016**

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**Ward 4 Councillor Report**

**Elected Official:** Carla Howatt  
**Time Period:** March 16, 2016 to April 15, 2016

**Boards and Committees:**

March 16	Heartland Housing Foundation Board Meeting
March 24	Capital Region Board Housing Committee Meeting
April 6	Heartland Housing Foundation Community Housing Sub-Committee Meeting
April 8	Inter-City Forum on Social Policy Meeting
April 14	Heartland Housing Foundation Community Housing Sub-Committee Meeting

**County Business:**

March 16	Ward 4 Open House
March 18	Ward 4 Open House
March 22	Council Meeting
March 23	Council and Chief Administrative Officer Meeting
March 29	Meeting with Director of Legislative and Legal Services
March 31	Meeting with Associate Commissioner of Infrastructure and Planning Services
April 4	Meeting with Director of Legislative and Legal Services
April 5	Council Meeting
April 6	Ward 4 Open House
April 11	Pre-Capital Region Board Meeting
April 12	Meeting with Family and Community Services Adult Services Specialist
April 12	eScribe Electronic Voting Training
April 13	Tour of Heartland Housing Bruderheim Site
April 15	Meeting with Manager of Outdoor Community Services

**Professional Development:**

No professional development opportunities were attended during this time period.

**County Functions and Events:**

March 19	Boys and Girls Club of Strathcona County Fundraising Dinner
April 1	Sherwood Park Annual Junior Female Showcase Tournament
April 9 - 10	The Great Canadian Trade Fair and Sale
April 13	Scholarship Awards for CASA Kids Meeting
April 15	Premier's State of the Province Address

## **Priorities Committee Meeting\_May17\_2016**

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### **Ward 5 Councillor Report**

**Elected Official:** Paul Smith  
**Time Period:** March 16, 2016 to April 15, 2016

#### **Boards and Committees:**

March 17	Northeast Region Community Awareness Emergency Response Annual General Meeting
March 24	Mayor's Executive Committee Meeting
April 11	Mayor's Executive Committee Meeting
April 14	John S Batiuk Regional Water Commission Meeting
April 15	TransCanada Yellowhead Highway Association Board Meeting

#### **County Business:**

March 21	Resident Meeting
March 22	Council Meeting
March 23	Resident Meeting
March 23	Resident Meeting
March 23	Ardrossan Road Improvements Meeting
March 23	Council and Chief Administrative Officer Meeting
March 24	Resident Meeting
March 28	Resident Meeting
March 29	Deputy Mayor and Chief Administrative Officer Meeting
April 2	Resident Meeting
April 3	Resident Meeting
April 5	Council Meeting
April 6	Ardrossan Water and Wastewater Meeting
April 12	Business Visitations
April 12	eScribe Electronic Voting Training
April 14	RCMP Recognition of Strathcona County Residents
April 14	Resident Meeting

#### **Professional Development:**

March 16	University of Alberta Cultural Sustainability Course
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#### **County Functions and Events:**

March 17	Sturgeon County State of the County Address
March 17	Battle of Moreuil Wood Parade
March 17	Women's Institute Beef Supper
March 22	Ardrossan Elementary Replacement School Information Session
April 2	Pioneer Housing Retirement Potluck
April 3	Josephburg Presents Chase Padgett
April 6	Fort Saskatchewan Chamber Luncheon
April 7	Sherwood Park Chamber Breakfast
April 7	Public Information Meeting Ardrossan United Church
April 8	The Great Canadian Trade Fair and Sale Opening Ceremonies
April 8-9	The Great Canadian Trade Fair and Sale
April 9	Rural Volunteer Appreciation
April 9	Ardrossan Wellness Fair
April 11	Information and Volunteer Center National Volunteer Week Kickoff Breakfast

April 11	Information and Volunteer Center National Volunteer Week Flag Raising
April 14	United Way of the Capital Region Heartland Challenge 2016 Breakfast
April 11	Information and Volunteer Center National Volunteer Week Kickoff Breakfast
April 15	Redwater Mayor's Breakfast

**Priorities Committee Meeting\_May17\_2016**

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**Ward 6 Councillor Report**

**Elected Official:** Linton Delaine  
**Time Period:** March 16, 2016 to April 15, 2016

**Boards and Committees:**

March 23 Governance Advisory Committee Meeting  
March 24 RCMP Community Advisory Committee Meeting  
April 4 Governance Advisory Committee Meeting

**County Business:**

March 23 RCMP Auxiliary Constable Program Meeting  
March 23 Council and Chief Administrative Officer Meeting  
April 1 Resident Meeting  
April 5 Council Meeting  
April 6 Meeting with the Director of Planning and Development Services  
April 6 Meeting with the Director of Transportation and Agriculture Services  
April 6 Meeting with the Director of Utilities  
April 7 Meeting with the Associate Commissioner of Infrastructure and Planning Services  
April 7 eScribe Electronic Voting Training  
April 12 Meeting with the Director of Transportation and Agriculture Services

**Professional Development:**

No professional development opportunities were attended during this time period.

**County Functions and Events:**

March 16 Crop Talk 2016  
March 16 Sherwood Park Chamber of Commerce Luncheon  
March 17 Sturgeon County State of the County Address  
March 17 Urban Development Institute Edmonton Annual General Meeting and Luncheon  
March 19 Boys and Girls Club of Strathcona County Fundraising Dinner  
April 7 Sherwood Park Chamber of Commerce Breakfast  
April 8 The Great Canadian Trade Fair and Sale Opening Ceremonies  
April 8 – 10 The Great Canadian Trade Fair and Sale  
April 9 Leduc and Leduc County Joint Mayor's Prayer Breakfast  
April 9 Rural Volunteer Appreciation  
April 11 Information and Volunteer Center National Volunteer Week Kickoff Breakfast  
April 11 Information and Volunteer Center National Volunteer Week Flag Raising  
April 14 Snow Busters and Lawn Busters Volunteer Appreciation Open House  
April 14 Elk Island Public Schools and ATB Young Speakers Invitational  
April 15 National Volunteer Week Open House

**Priorities Committee Meeting\_May17\_2016**

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**Ward 7 Councillor Report**

**Elected Official:** Bonnie Riddell  
**Time Period:** March 16, 2016 to April 15, 2016

**Boards and Committees:**

March 24 Mayor's Executive Committee Meeting  
April 6 Beaver Hills Initiative Executive Committee Meeting  
April 13 Beaver Hills Initiative Board Meeting

**County Business:**

March 22 Council Meeting  
March 23 Council and Chief Administrative Officer Meeting  
March 24 Business Visitation  
March 24 Resident Meeting  
March 29 Meeting with Home on the Range Ranch  
April 5 Council Meeting  
April 6 Meeting with Utilities  
April 7 eScribe Electronic Voting Training  
April 11 Pre-Capital Region Board Meeting  
April 11 Meeting with Manager of Industrial Development  
April 12 Resident Meeting  
April 13 Capital Region Growth Plan Update Task Force Meeting

**Professional Development:**

No professional development opportunities were attended during this time period.

**County Functions and Events:**

April 2 Sherwood Park Fish and Wild Game Banquet  
April 9 Rural Volunteer Appreciation  
April 8-10 The Great Canadian Trade Fair  
April 14 Elk Island Public Schools and ATB Young Speakers Invitational  
April 15 Premier's State of the Province Address

**Priorities Committee Meeting\_May17\_2016**

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**Ward 8 Councillor Report**

**Elected Official:** Fiona Beland-Quest  
**Time Period:** March 16, 2016 to April 15, 2016

**Boards and Committees:**

March 16	Heartland Housing Foundation Board Meeting
March 21	Library Board Meeting
April 6	Heartland Housing Foundation Community Housing Sub-Committee Meeting
April 14	Heartland Housing Foundation Community Housing Sub-Committee Meeting

**County Business:**

March 22	Council Meeting
March 23	Council and Chief Administrative Officer Meeting
March 24	Capital Region Board Housing Committee Meeting
April 4	Meeting with Director of Legislative and Legal Services
April 5	Council Meeting
April 6	Meeting with Manager of Environmental Planning
April 7	eScribe Electronic Voting Training
April 11	Strathcona County Community Housing Report
April 12	Meeting with Family and Community Services Adult Services Specialist
April 15	Meeting with Manager of Outdoor Community Services

**Professional Development:**

No professional development opportunities were attended during this time period.

**County Functions and Events:**

April 7	Spring Tea for Seniors and Families with Children
April 8 - 10	The Great Canadian Trade Fair and Sale
April 12	Silver Birch Coffee House and Dessert Bar
April 14	Snow Busters and Lawn Busters Volunteer Appreciation Open House
April 14	Elk Island Public Schools and ATB Young Speakers Invitational