

## **COUNCIL MEETING AGENDA**

Date: **June 21, 2016**  
Call to Order: **9:00 a.m.**  
Open Session: **2:00 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. [9:05 a.m.] IN CAMERA SESSION (Motion)**
  - 4.1 Chief Commissioner - Introduction of Topics
  - 4.2 Intermunicipal Update to June 2016  
FOIP Section 21, harmful to intergovernmental relations
  - 4.3 Natural Gas Franchise Fee Agreement  
FOIP Section 24, advice from officials  
FOIP Section 25, economic interests of the municipality
  - 4.4 Addition to the Commemorative Names Registry  
FOIP Section 24, advice from officials
  - 4.5 Road Naming Ardrossan Heights Stage 3A  
FOIP Section 24, advice from officials
  - 4.6 Organizational Success Discussions  
FOIP Section 21, harmful to intergovernmental relations  
FOIP Section 23, local public body confidences  
FOIP Section 24, advice from officials
  - 4.7 REVERT TO OPEN SESSION (Motion)
- 5. MOTIONS ARISING OUT OF IN CAMERA SESSION**

**6. CONSENT AGENDA (Motion)**

**7. CONFIRMATION OF MINUTES**

7.1 June 7, 2016 Council Meeting Minutes 4 - 14

**8. PROCLAMATIONS**

**9. COUNCIL PRIORITIES**

9.1 Motion following Notice of Motion 15

Letter in Support of Highway 16 Improvements

**10. TIME SPECIFIC AGENDA ITEMS**

10.1 [5:00 p.m.] PUBLIC HEARINGS

10.1.1 Bylaw 23-2016 Amendment to Salisbury Village Area Structure Plan Bylaw 51-2015 – Ward 3 16 - 41

To give three readings to a bylaw that proposes to amend the Salisbury Village Area Structure Plan (ASP) Bylaw 51-2015 to change the land use designation and associated text for approximately 0.93 hectares (2.30 acres) of land from Medium Density Residential - Townhouse Policy Area to Medium Density Residential - Semi-Detached/Townhouse Policy Area.

10.1.2 Bylaw 19-2016 Amendment to Land Use Bylaw 6-2015 – Ward 3 42 - 55

To give three readings to a bylaw that proposes to amend Land Use Bylaw 6-2015 to: a) rezone approximately 0.1 hectare (0.25 acre) within NE 22-52-23-W4 from UV4 – Salisbury Village Zoning District Area 3 (Pedestrian Corridor, Public Open Space and Public Utilities) to UV4 – Salisbury Village Zoning District Area 5 (Low Density Residential) to align the zoning with the adopted Salisbury Village Area Structure Plan Bylaw 51-2015; and b) amend the text of UV4 – Salisbury Village Zoning District Area 6 to reduce the minimum density regulation from 45 units per hectare to 35 units per hectare and to add semi-detached housing to the listed uses.

**11. TRANSPORTATION AND AGRICULTURE SERVICES**

11.1 Strathcona Christian Academy Elementary Access 56 - 58

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

## **12. FINANCIAL SERVICES**

- 12.1 2015 Capital Budget Amendment – Centre in the Park Underground Parkade 59  
To amend the 2015 Capital Budget for a change in funding only of the Centre in the Park (CITP) Underground Parkade.
- 12.2 2016 Capital Budget Amendment – RCMP Technology Equipment 60  
To amend the 2016 Capital Budget to purchase four Evans consoles for the Electronic Voice Entry (EVE) unit, a new first responder call-in center.

## **13. CORPORATE PLANNING AND INTERGOVERNMENTAL AFFAIRS**

- 13.1 Strategic Plan and Corporate Business Plan Updates 61 - 96  
To seek Council's approval of the updated Strategic Plan and Corporate Business Plan.

## **14. LEGISLATIVE AND LEGAL SERVICES**

- 14.1 Bylaw 22-2016 Municipal Ward Boundaries and Council Composition 97 - 124  
(Repeals Bylaw 59-2006)  
To present the findings of the ward boundary review and to give first reading to a bylaw that proposes to change the municipal ward boundaries.

## **15. BOARDS AND COMMITTEES**

- 15.1 Review Bylaw 19-2015 – Priorities Committee Bylaw 125  
To provide Council with a report from the Governance Advisory Committee regarding the potential review of Bylaw 19-2015 Priorities Committee Bylaw.

## **16. PLANNING AND DEVELOPMENT SERVICES**

- 16.1 Bylaw 18-2016 2016 Offsite Development Levies (Repeals Bylaw 28-2015) 126 - 182  
To give first reading to a bylaw to impose new offsite development levies used to collect developer contributions for water, sewer, stormwater, and roadway improvements.

## **17. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST) AND NOTICES OF MOTION**

- 17.1 Councillor Request Report 183  
To add or remove items from the Councillor Request Report; and to serve Notices of Motion that will be brought forward for debate at a future Council meeting.

## **18. ADJOURNMENT (Motion)**

## **COUNCIL MEETING MINUTES**

June 7, 2016

9:00 a.m. Call to Order

9:05 a.m. In Camera Session

2:00 p.m. Open Session

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  
Grant Heer, Acting Assoc. Commissioner, Corporate Services  
Kevin Glebe, Assoc. Commissioner, Infrastructure and Planning Services  
Gord Johnston, Assoc. Commissioner, Community Services  
Greg Yeomans, Chief Financial Officer  
Sandy Bugeja, Manager, Governance Support Services & Deputy Clerk  
Jeremy Tremblett, Legislative Officer  
Lana Dyrland, Legislative Officer

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

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

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

The Chair called for additions/deletions/changes to the agenda.  
There were no changes brought forward.

### **3. ADOPT AGENDA**

**2016/ 177**

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

THAT the Agenda be adopted as presented.

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

**Carried**



#### **4. IN CAMERA SESSION**

**2016/ 178**

**Moved by:** C. Howatt

THAT Council meet in private to discuss matters protected from disclosure under the Freedom of Information and Protection of Privacy (FOIP) Act at 9:02 a.m.

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

**Carried**

4.1 Chief Commissioner - Introduction of Topics

4.2 Organizational Success Discussions

- Municipal Government Act Review Update
- Regional Transit
- RCMP E-Project
- Meeting with Official Opposition
- Policy GOV-001-013

FOIP Section 21, harmful to intergovernmental relations

FOIP Section 23, local public body confidences

FOIP Section 24, advice from officials

Council recessed at 10:18 a.m. and resumed the meeting at 10:25 a.m.

Council recessed from 11:30 a.m. and resumed the meeting at 12:49 a.m.

**2016/ 179**

**Moved by:** D. Anderson

THAT Council revert to regular session at 1:30 p.m. and recess until 2:00 p.m.

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

**Carried**

#### **5. MOTIONS ARISING OUT OF IN CAMERA SESSION**

There were no motions arising from the in camera session.

#### **6. CONSENT AGENDA**

**2016/ 180**

**Moved by:** D. Anderson

THAT Council consent to approve the following agenda items without debate which motions read:

##### **7.1**

##### **May 3, 2016 Special Council Meeting - Tax Rate Bylaw 17-2016**

THAT the minutes from the May 3, 2016 Special Council meeting, for Tax Rate Bylaw 17-2016 be approved.

### **May 3, 2016 Special Council Meeting - Capital Region Board Update**

THAT the minutes from the May 3, 2016 Special Council meeting, for an update on the Capital Region Board Growth Plan be approved.

### **7.2**

#### **May 24, 2016 Council Meeting Minutes**

THAT the minutes from the May 24, 2016 Council meeting be approved.

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

**Carried**

## **8. PROCLAMATIONS**

Built Green Day	June 8, 2016
World Elder Abuse Day	June 15, 2016

## **9. COUNCIL PRIORITIES**

- 9.1 Motion following Notice of Motion  
Pride of Strathcona Awards Criteria

### **2016/ 181**

**Moved by:** B. Riddell

THAT administration bring a report to a future Priorities Committee meeting with possible amendments to the Pride of Strathcona Awards criteria that would provide options and alternatives for both the Athletic Achievement and the Sports & Recreation Development awards; and furthermore, with possible criteria for a new local business award.

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

**Carried**

- 9.2 Motion following Notice of Motion  
Maintenance of Community Halls

### **2016/ 182**

**Moved by:** R. Carr

THAT Administration create a process to assume responsibility for maintenance of community halls through the 2017 budget process. The process will be in consultation with community hall executives and honour the community's role of providing services and events and preserve the community associations' autonomy.

In Favor (8): R. Carr, V. Bidzinski, D. Anderson, C. Howatt, P. Smith, L. Delainey, B. Riddell, and F. Beland-Quest  
Opposed (1): B. Botterill

**Carried**

- 9.3 Motion following Notice of Motion  
Community Hub Development

### **2016/ 183**

**Moved by:** B. Riddell

THAT Administration initiate, as soon as possible, through both the north and south rural offices, the development of a community-driven network and mechanism for community leagues and groups to participate and share resources through regularly scheduled meetings and provision of a central collaborative space; and that Administration provide support to develop a consistent approach and structure for the resource sharing and collaborative network.

In Favor (8): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, P. Smith, L. Delainey, B. Riddell, and F. Beland-Quest

Opposed (1): C. Howatt

**Carried**

- 9.4 Motion following Notice of Motion  
Engagement with Community and Seniors' Groups on Community Halls

**2016/ 184**

**Moved by:** P. Smith

THAT Administration provide a report to the September 20, 2016, Priorities Committee meeting with specific recommendations and timelines for improving Strathcona County engagement with community and seniors' groups; the report to include recommendations respecting a potential single point of contact and utilizing the north and south rural office staff contacts and an update on any actions that have been taken over the summer months.

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

**Carried**

- 9.5 Motion following Notice of Motion  
Bremner Public Information Program

**2016/ 185**

**Moved by:** L. Delainey

THAT Administration develop a comprehensive, user-friendly hard copy and web-based public information program to explain the historical decisions and tax payer implications related to County Council's decision to approve Bremner as the future Urban Services Area; items to be addressed should include, but not limited to, the following:

- The 2007 MDP scheduled to be updated by December 2016 and which must be in compliance with requirements of the Capital Regional Planning Board,
- The County's obligations to the 24 member Capital Region Board scheduled to approve the recommendations identified by its Growth Plan Update task Force by October 13, 2016
- The projected costs and long-range property tax commitments that the current Council has made on behalf of its residents.

**2016/ 186**

**Moved by:** B. Riddell

Councillor Riddell put forward a Motion to CALL THE QUESTION.

In Favor (7): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, C. Howatt, B. Riddell, and F. Beland-Quest

Opposed (2): P. Smith, and L. Delainey

**Carried**

**2016/ 185****Moved by:** L. Delainey

THAT Administration develop a comprehensive, user-friendly hard copy and web-based public information program to explain the historical decisions and tax payer implications related to County Council's decision to approve Bremner as the future Urban Services Area; items to be addressed should include, but not limited to, the following:

- The 2007 MDP scheduled to be updated by December 2016 and which must be in compliance with requirements of the Capital Regional Planning Board,
- The County's obligations to the 24 member Capital Region Board scheduled to approve the recommendations identified by its Growth Plan Update task Force by October 13, 2016
- The projected costs and long-range property tax commitments that the current Council has made on behalf of its residents.

In Favor (1): L. Delainey

Opposed (8): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, C. Howatt, P. Smith, B. Riddell, and F. Beland-Quest

**Defeated**

9.6 Motion following Notice of Motion  
County Resident Task Force

**2016/ 187****Moved by:** L. Delainey

THAT a County Resident Task Force comprised of two residents from each Ward as identified by its County Councillor be established in order to:

- Work with County Administration to identify topics to be included in a user-friendly public information program,
- Identify options available to the County related to public engagement and to determine the level of public support for the Bremner Urban Services Area decision,
- Identify other issues it considers important for Strathcona County residents and tax payers to know and understand, and
- Direct the task force to complete its work prior to October 1, 2016.

**2016/ 188****Moved by:** B. Riddell

Councillor Riddell put forward a motion to CALL THE QUESTION.

In Favor (7): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, C. Howatt, B. Riddell, and F. Beland-Quest

Opposed (2): P. Smith, and L. Delainey

**Carried**

**2016/ 187****Moved by:** L. Delaine

THAT a County Resident Task Force comprised of two residents from each Ward as identified by its County Councillor be established in order to:

- Work with County Administration to identify topics to be included in a user-friendly public information program,
- Identify options available to the County related to public engagement and to determine the level of public support for the Bremner Urban Services Area decision,
- Identify other issues it considers important for Strathcona County residents and tax payers to know and understand, and
- Direct the task force to complete its work prior to October 1, 2016.

In Favor (1): L. Delaine

Opposed (8): R. Carr, V. Bidzinski, D. Anderson, B. Botterill, C. Howatt, P. Smith, B. Riddell, and F. Beland-Quest

**Defeated**

9.7 Alberta's Industrial Heartland Land Trust Society – Funding Request Proposals

**2016/ 189****Moved by:** C. Howatt

THAT the Mayor on behalf of Council write to Alberta's Industrial Heartland Land Trust Society to recommend consideration of the following projects in order of priority for allocation of surplus funds prior to dissolution:

- A. Josephburg Community Hall Repairs and Maintenance - \$164,500
- B. Ultra-High-Speed Internet and Wi-Fi (Moyer Recreation Centre) - \$170,000
- C. Moyer Recreation Centre Community Hall Addition - \$700,000
- D. Bruderheim Memorial Community Hall Renovations - \$100,000
- E. Bruderheim Community Park - \$400,000

**2016/ 190****AMENDMENT Moved by:** B. Botterill

THAT priority options A, "Josephburg Community Hall Repairs and Maintenance - \$164,500" and B "Ultra-High-Speed Internet and Wi-Fi (Moyer Recreation Centre) - \$170,000" be reversed in order of priority.

In Favor (6): V. Bidzinski, D. Anderson, B. Botterill, P. Smith, B. Riddell, and F. Beland-Quest

Opposed (3): R. Carr, C. Howatt, and L. Delaine

**Carried****2016/ 189****Moved by:** C. Howatt**AS AMENDED**

THAT the Mayor on behalf of Council write to Alberta's Industrial Heartland Land Trust Society to recommend consideration of the following projects in order of priority for allocation of surplus funds prior to dissolution:

- A. Ultra-High-Speed Internet and Wi-Fi (Moyer Recreation Centre) - \$170,000
- B. Josephburg Community Hall Repairs and Maintenance - \$164,500

- C. Moyer Recreation Centre Community Hall Addition - \$700,000
- D. Bruderheim Memorial Community Hall Renovations - \$100,000
- E. Bruderheim Community Park - \$400,000

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

**Carried**

## **11. RECREATION, PARKS AND CULTURE**

- 11.1 2016 Capital Budget Amendment –Annual Parks Infrastructure Program and ORSFS Outdoor Revitalization Program

### **2016/ 191**

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

THAT an amendment to the 2016 Capital Budget to increase the scope of the Annual Parks Infrastructure Lifecycle Program to improve playgrounds in the amount of \$163,300 (from \$1,158,000 to \$1,321,300), to be funded from community group contributions, be approved.

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

**Carried**

### **2016/ 192**

**Moved by:** V. Bidzinski

THAT an amendment to the 2016 Capital Budget to increase the scope of the Open Space Recreation Facility Strategy Outdoor Revitalization Program to construct pickle ball courts in the amount of \$146,000 (from \$850,000 to \$996,000), to be funded from community group contributions, be approved.

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

**Carried**

## **10. TIME SPECIFIC AGENDA ITEMS**

- 10.1 Annual Art Acquisition - 2016

### **2016/ 193**

**Moved by:** D. Anderson

THAT the acquisition of the following artwork, as recommended by the Art Collection Advisory Committee, be approved:

<b>Title</b>	<b>Media</b>	<b>Artist</b>
Barn	Watercolour on paper	Anne McCartney
As Nefertiti	Oil	Carol Rooney
Celebrating Senior Athletes	Hand-dyed wool with linen backing	Cec Caswell
Embarrassment of Riches	Digital photo print on fine art paper	Gerry Dotto
Winter is Near	Woodturning & Sculpting	Ken Hawtin
Hymn	Mixed Media	Krista Hamilton
Winded	Mixed Media	Krista Hamilton
Mountain Meadow Fireweed	Oil	Margaret Klappstein
Prehistoric	Photography	Patricia Seutter
Bloom	Mixed Media Encaustic	Shauna Larson
Golden Tymes	Monotype Print	Suzan Berwald
God's Gift to Mankind	Bronze on Steel	Tania Garner-Tomas
Who Goes There?	Mixed Media	Vincent Roper
Spring in the Park	Bass Wood Carving	Wayne Olsen

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

**Carried**

## **2016/ 194**

**Moved by:** B. Botterill

THAT acceptance of the donation of the following artwork, as recommended by the Art Collection Advisory Committee, be approved:

<b>Title</b>	<b>Media</b>	<b>Artist</b>
Eye See You	Photography	Lindsay Reiling

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

**Carried**

**2016/ 195****Moved by:** P. Smith

THAT acceptance of the one year loan of the following artwork by youth, as recommended by the Art Collection Advisory Committee, be approved:

<b>Title</b>	<b>Media</b>	<b>Artist</b>
Rust	Photography	Brittany Craig
Caretaker of Dreams	Conte	Fiona Rintoul
Estonia	Watercolour	Jaymie Gregory
Tegu	Scratchboard	Jessica Moscicki
A Closer Look	Graphite/mixed media	Jessica Moscicki
Enjoy the Moment	Pencil & charcoal	Makena Baker
The Weeknd	Acrylic	Megan Kollman
Light & Dark	Photography	Raeleigh Anderson
Old Man	Pencil	Taylor Mackay

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

**Carried****11. RECREATION, PARKS AND CULTURE****11.2 Broadmoor Recreation Complex Asset Management****2016/ 196****Moved by:** V. Bidzinski

THAT the recommended change in strategy for asset management at Broadmoor Recreation Complex for consideration through the 2017 Budget process be approved.

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

Opposed (1): B. Riddell

**Carried****12. CHIEF FINANCIAL OFFICER DIVISION****12.1 Bylaw 24-2016 – a bylaw to amend various borrowing bylaws to allow for greater flexibility in borrowing****2016/ 197****Moved by:** B. Botterill

THAT Bylaw 24-2016, a bylaw to amend various borrowing bylaws to allow for a greater flexibility in borrowing including fixed principal payments, be given first reading.

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

**Carried**



### 13. PLANNING AND DEVELOPMENT SERVICES

#### 13.1 Bylaw 10-2016 Map Amendment to Land Use Bylaw 6-2015 (Ward 5)

##### **ABSTENTION:**

Pursuant to s. 184(a) of the Municipal Government Act, and the Meeting Procedures Bylaw, Councillors V. Bidzinski and P. Smith abstained from the discussion and vote on Bylaw 10-2016 because they were absent from the Public Hearing on the Bylaw. Councillors Bidzinski and Smith left the meeting after making the declaration at 4:41 p.m.

##### **2016/ 198**

**Moved by:** B. Botterill

THAT Bylaw 10-2016, a bylaw that proposes to rezone approximately 14.7 hectares (36.35 acres) of land in the SW 30-53-21-W4 from RA Rural Residential/Agriculture District to RS Small Holdings District and PC Conservation District to support the future subdivision of three rural residential lots, two municipal reserve lots and two environmental reserve lots in accordance with the Council adopted Conceptual Scheme, be given third reading.

In Favor (7): R. Carr, D. Anderson, B. Botterill, C. Howatt, L. Delainey, B. Riddell, and F. Beland-Quest

Abstain (2): V. Bidzinski, and P. Smith

**Carried**

Councillors Bidzinski and Smith re-joined the meeting at 4:45 pm.

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

#### 14.1 Councillor Request Report

Ward	Category	Request	Due Date
5 P. Smith	Notice of Motion	Councillor Smith SERVED Notice of the following motion to be presented for debate and vote at the June 21, 2016 Council Meeting:  THAT the Mayor, on behalf of Council, write to the Minister of Transportation requesting Alberta Transportation to make geometric improvements on Highway 16 at the intersection of Highway 830 per the Stage 1 recommendations within the Highway 16:20 Functional Planning Study to improve intersection turning movements, highway operational conditions, and public safety.	June 21, 2016

**15. ADJOURNMENT**

**2016/ 199**

**Moved by:** B. Riddell

THAT the Council meeting adjourn at 4:49 p.m.

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

**Carried**

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Mayor

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Director, Legislative & Legal Services

**Motion following Notice of Motion**

Letter in Support of Highway 16 Improvements

THAT the Mayor, on behalf of Council, write to the Minister of Transportation requesting Alberta Transportation to make geometric improvements on Highway 16 at the intersection of Highway 830 per the Stage 1 recommendations within the Highway 16:20 Functional Planning Study to improve intersection turning movements, highway operational conditions, and public safety, be approved.

**Bylaw 23-2016 Amendment to Salisbury Village Area Structure Plan Bylaw 51-2015  
– Ward 3**

**Owners:** Campbelltown Village Developments Ltd.  
**Applicant:** Select Engineering Consultants Ltd. (Brenda Peters)  
**Legal Description:** Lot 15 Block 3 Plan 1522100  
**Location:** South of Wye Road; West of Range Road 232  
**From:** Medium Density Residential - Townhouse  
**To:** Medium Density Residential – Semi-Detached/Townhouse

**Report Purpose**

To give three readings to a bylaw that proposes to amend the Salisbury Village Area Structure Plan (ASP) Bylaw 51-2015 to change the land use designation and associated text for approximately 0.93 hectares (2.30 acres) of land from Medium Density Residential - Townhouse Policy Area to Medium Density Residential - Semi-Detached/Townhouse Policy Area.

**Recommendations**

1. THAT Bylaw 23-2016, a bylaw that proposes to amend the Salisbury Village ASP Bylaw 51-2015 to:
  - a) amend Figure 4 titled Development Concept to change the policy area designation for approximately 0.93 hectares (2.30 acres) of land from Medium Density Residential - Townhouse Policy Area to Medium Density Residential - Semi-Detached/Townhouse Policy Area and delete and replace Section 2.4 – Residential to incorporate the text changes associated with the updated policy area designation; and
  - b) delete and replace Table 2: Phase 2 Land Use Statistics and Table 4: Overall Land Use Statistics to incorporate the change in policy area designation for approximately 0.93 ha (2.30 acres) of land from Medium Density Residential - Townhouse Policy Area to Medium Density Residential - Semi-Detached/Townhouse Policy Area.be given first reading.
2. THAT Bylaw 23-2016 be given second reading.
3. THAT Bylaw 23-2016 be considered for third reading.
4. THAT Bylaw 23-2016 be given third reading.

**Council History**

November 3, 2015 – Council adopted the Salisbury Village Area Structure Plan Bylaw 51-2015

**Strategic Plan Priority Areas**

**Economy:** The proposal continues to support the strategic priority area of effective and efficient municipal infrastructure as it utilizes the existing infrastructure capacity.

**Governance:** To meet the strategic goal of public involvement and communicating with the community on issues affecting the County's future, the Public Hearing provides Council with the opportunity to receive public input prior to making a decision on the proposed amendment.

**Social:** The proposal meets the social strategic goals by providing a diversity of housing types for further residential opportunity.

**Culture:** n/a

**Environment:** n/a

### **Other Impacts**

**Policy:** SER-008-007 "Area Concept Plans/Area Structure Plans". The subject parcel is located within Urban Village Policy Area of Municipal Development Plan 1-2007.

**Legislative/Legal:** The *Municipal Government Act* provides Council with the authority to pass a bylaw to amend the Salisbury Village Area Structure Plan.

**Interdepartmental:** The proposal has been circulated to internal County departments and external agencies.

### **Summary**

The purpose of proposed Bylaw 23-2016 is to enable the development of both townhouses and semi-detached dwellings on the subject lot within the Salisbury Village ASP which currently does not contemplate semi-detached dwellings. With the inclusion of semi-detached dwellings, the updated policy area designation and associated text changes provide the opportunity for an increased mix in the diversity of housing types within the urban village.

The proposed amendment does not affect the ASP's conformance with the Capital Region Growth Plan. The overall dwelling units per net residential hectare would decrease from 55.5 to 55.3; however, the density of Salisbury Village continues to significantly exceed the Capital Region Growth Plan's required density target of a minimum of 30 units per net residential hectare.

As part of Bylaw 23-2016, Table 2: Phase 2 Development Statistics and Table 4: Overall Development Statistics are also proposed to be amended to reflect the updated policy area designation. Further, the Low Density Residential Land Use Statistics in Table 4 do not reflect the ASP's current Development Concept. In this regard, the changes to the low density statistics in Table 4 will also bring the statistical numbers in alignment with the current Development Concept.

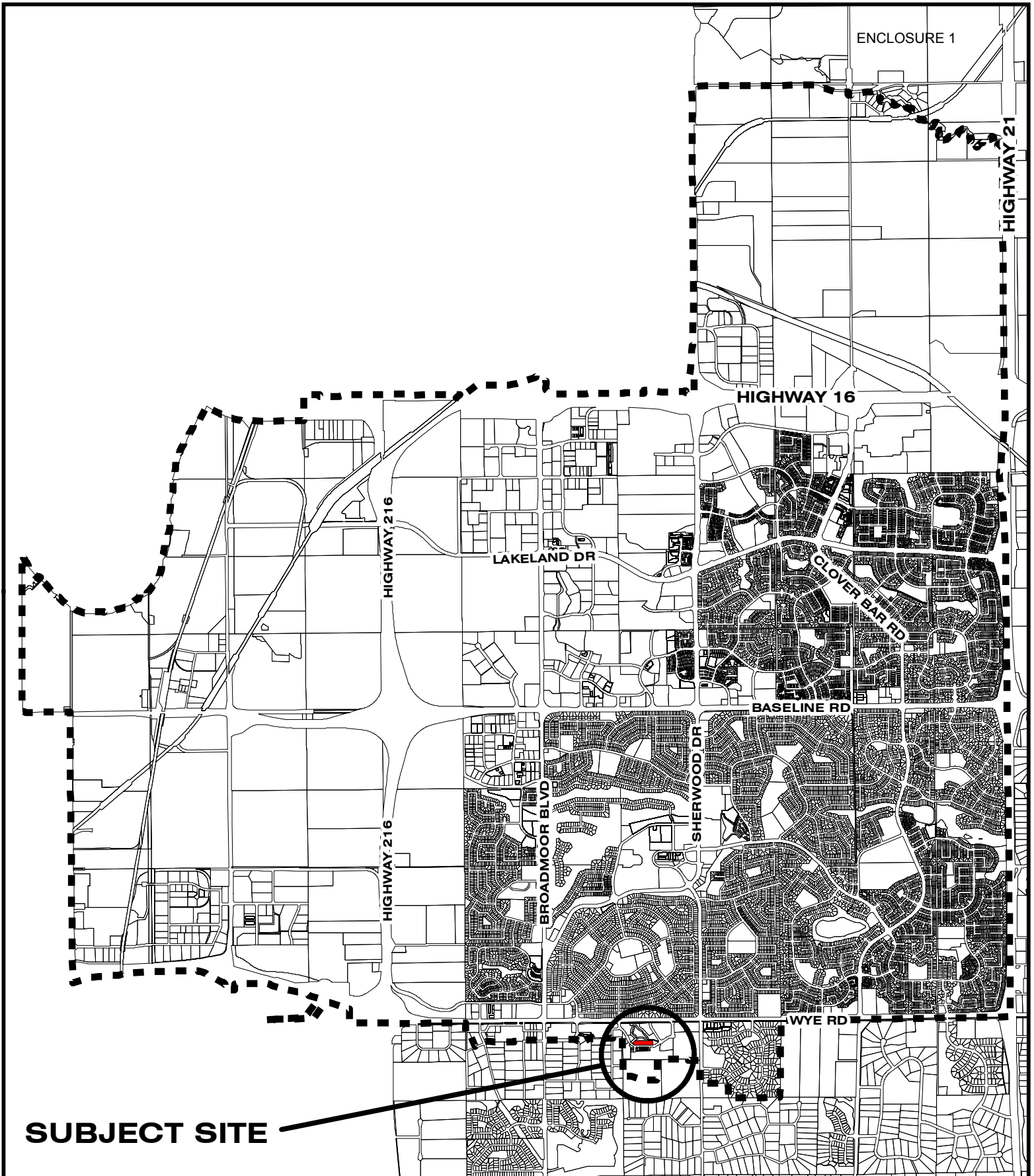
A concurrent amendment to the Land Use Bylaw 6-2015 is being proposed to reflect these proposed changes to the ASP.

### **Communication Plan**

Newspaper ad, letter

### **Enclosures**

- 1 Urban Location Map
- 2 Location Map
- 3 Notification Map
- 4 Existing ASP Map Designations
- 5 Proposed ASP Map Designation
- 6 Proposed Text Amendments to Salisbury Village ASP
- 7 Bylaw 23-2016
- 8 Air Photo



# URBAN LOCATION MAP

LOT 15, BLOCK 3, PLAN 152 2100



**Subject Area**

# PLANNING & DEVELOPMENT SERVICES



Drawn By: MCCANN

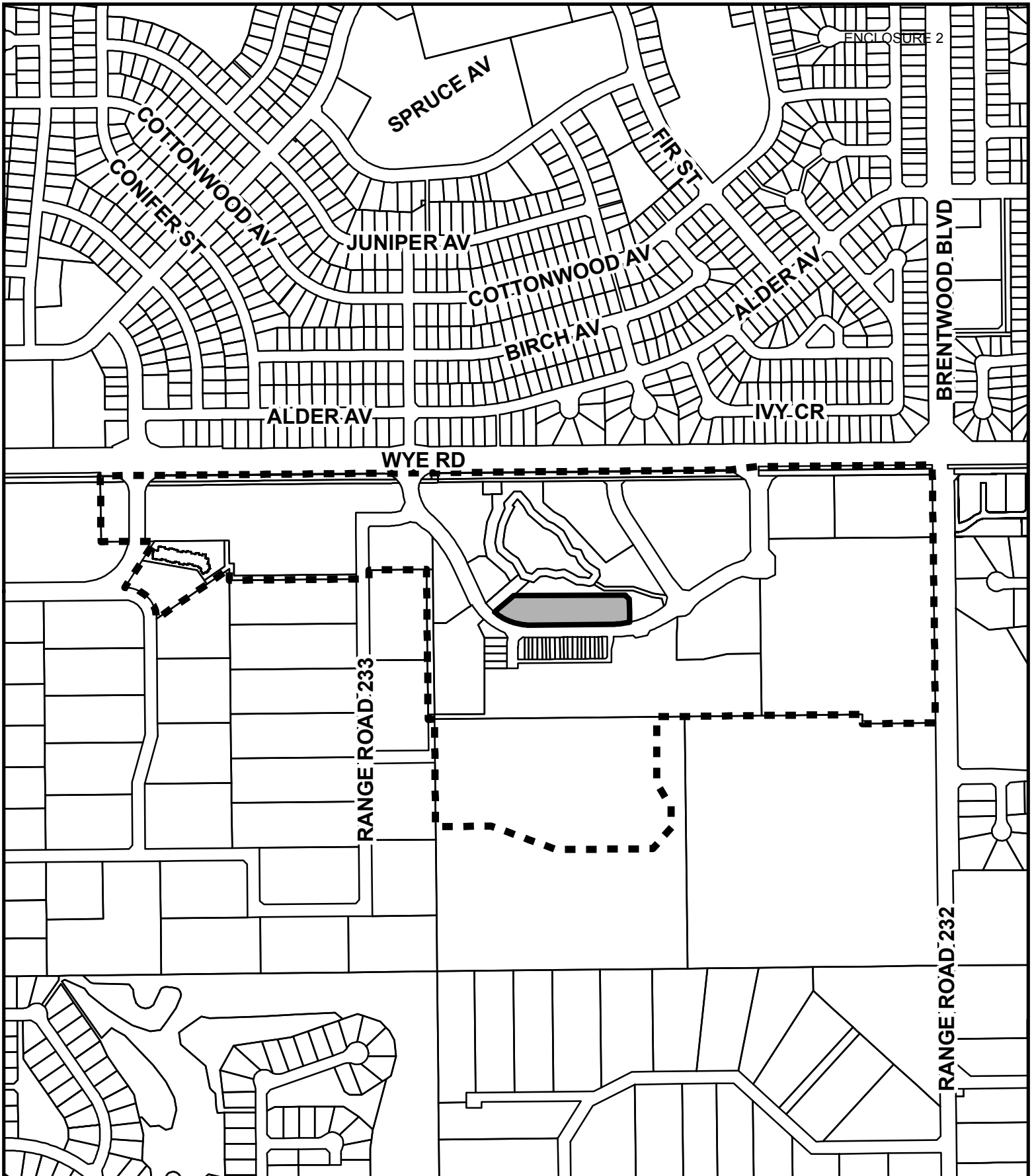
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File No.: 4410-2016P005

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## LOCATION MAP

LOT 15, BLOCK 3, PLAN 152 2100



Subject Area



Salisbury Village ASP Boundary

## PLANNING & DEVELOPMENT SERVICES



STRATHCONA  
COUNTY



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File No.: 4410-2016P005

Date Drawn: May 16, 2016

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Plans Rural, Urban\2016\2016P005 Salisbury  
Village\Maps\ASP MAPS

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WYE RD

52349 RNG RD 233

RNG RD 232

**NOTIFICATION MAP**

LOT 15, BLOCK 3, PLAN 152 2100

-  60m Notification Area
-  Subject Area
-  Notification Area

**PLANNING & DEVELOPMENT SERVICES**STRATHCONA  
COUNTY

Drawn By: MCCANN

File No.: 4410-2016P005

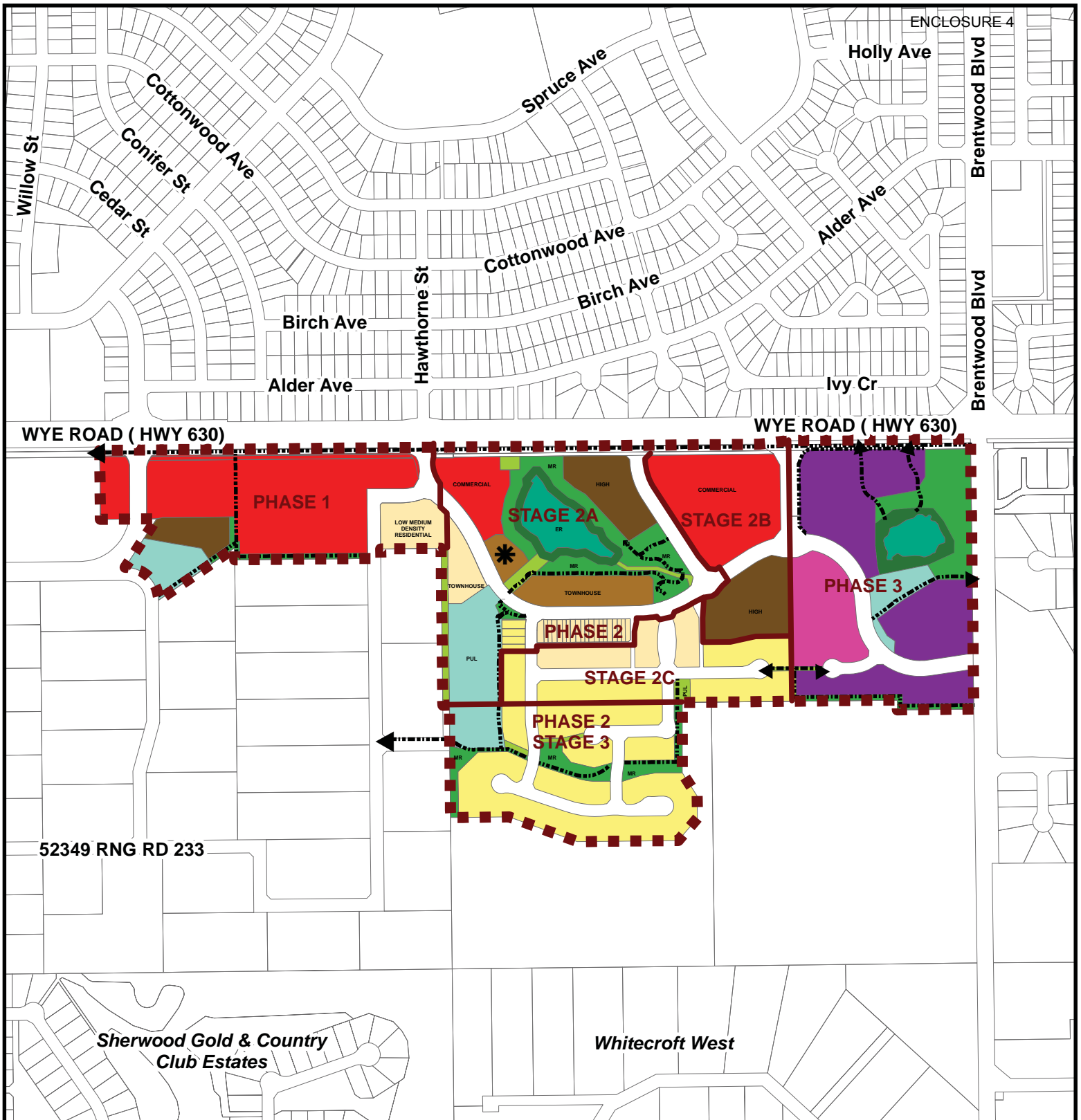
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- Rural, Urban\2016\2016P005 Salisbury Village\Maps\

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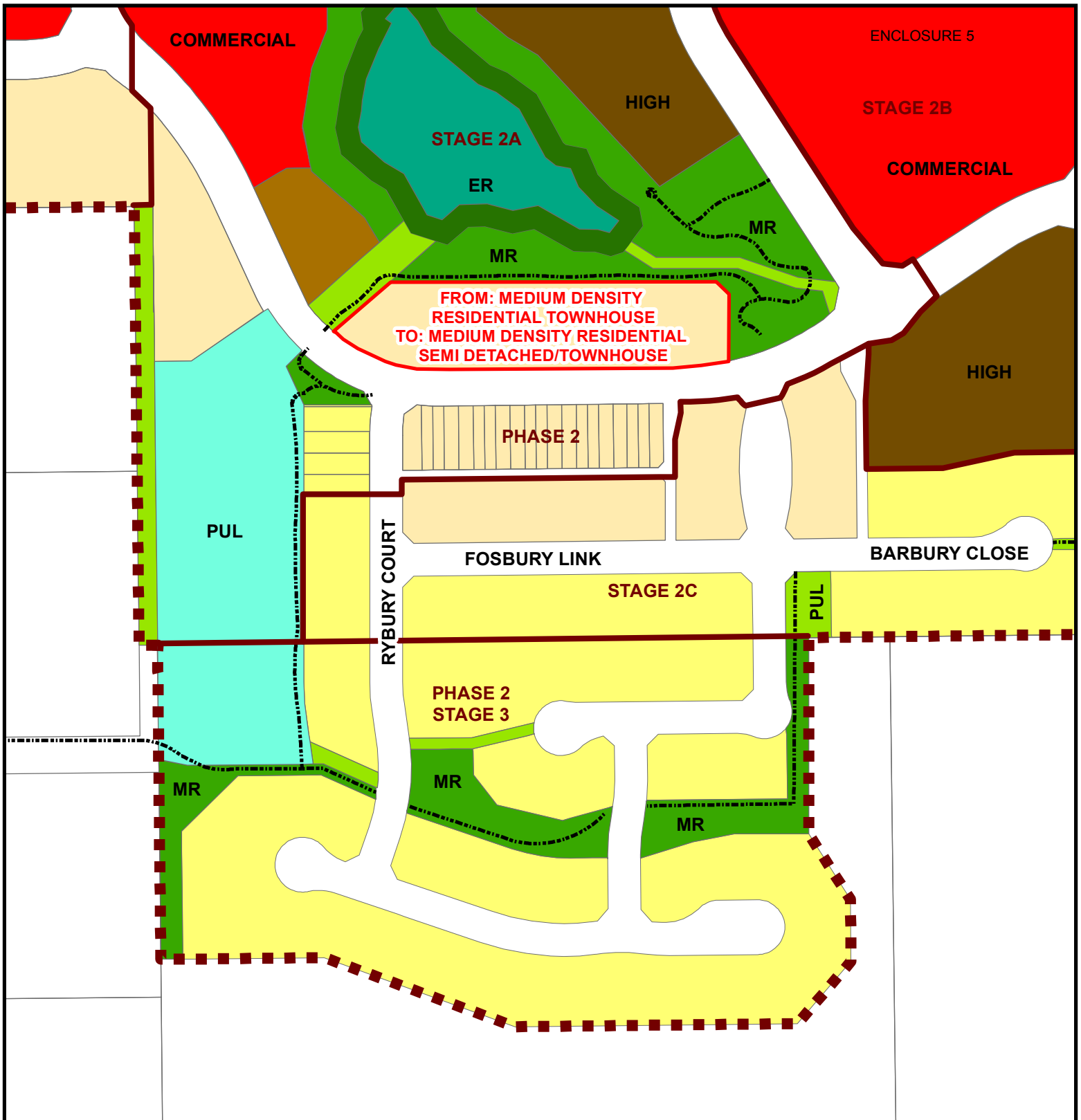
# Salisbury Village Area Structure Plan

Bylaw : 51-2015

Date of Adoption: November 3, 2015






## Legend

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



# Proposed Salisbury Village Area Structure Plan Amendment

## Legend

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

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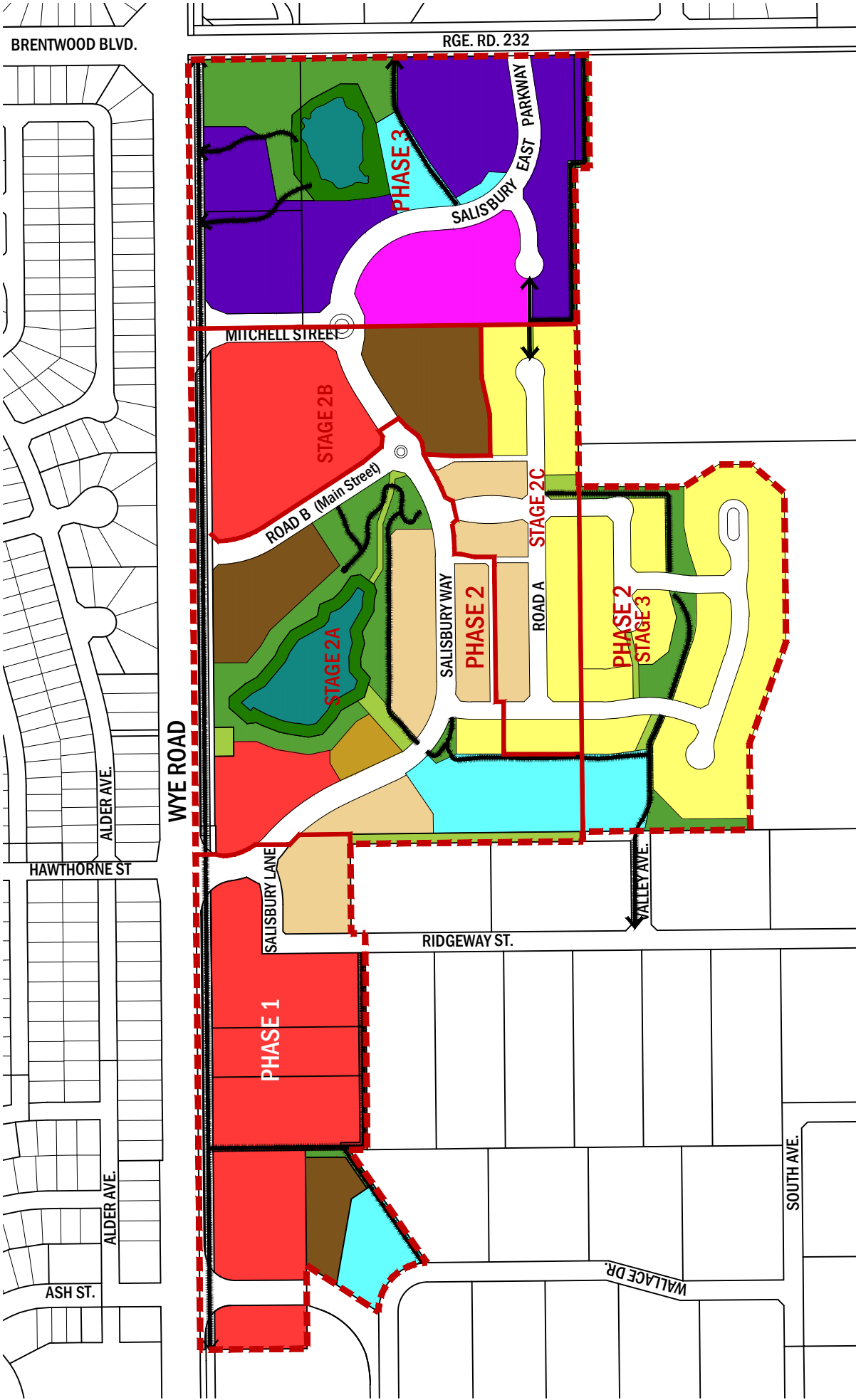
# **SALISBURY VILLAGE**

## **AREA STRUCTURE PLAN**



Prepared for: Campbelltown Village Developments Ltd.  
Presented by: Select Engineering Consultants Ltd.  
Date: May 12, 2016  
RPT-1-148-15002-8.5-SVASP-160506.docx

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LEGEND

- Low Density Residential
- Medium Density - Semi / Townhouse
- Flex Site
- High Density Residential
- Commercial
- Business Park Office
- Mixed Business Park
- Public Utility Lot
- Park / Open Space
- Environmental Reserve

- Stormwater Management Facility
- Crown Claimed Wetland
- Pedestrian Linkage
- Salisbury Village ASP Boundary

DEVELOPMENT CONCEPT

N.T.S.



FIGURE 4

148-15002\_15\_PRF004.DWG  
Jcalder  
May 12, 2016

### Conceptual Main Street road cross-section



## 2.4 Residential

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

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

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

*Policy 2.1.1: Within Salisbury Village there shall be a range of housing types including single family, semi-detached, townhouses and apartments.*

*Policy 2.1.3: Residential adjacent to existing country residential in the west Plan area shall be ground oriented and low rise up to 10m.*



## 2.4.1 Low Density Residential

### 2.4.1.1 Phase 2-Stage 2

Low Density Residential is designated along the south boundary of Phase 2, Stage 2 and east of the stormwater management facility in Stage 2. Single detached units will be one or two storeys in height. To respect grade in the Plan area and minimize the impacts of garage accesses on pedestrian orientation in the Village single detached units must incorporate a combination of recessing the garages below grade, rotating garage doors 90 degrees or front drive access. Low Density Residential has a maximum density of 25 units per net residential hectare and may include single detached and/or semi-detached units. This northern low density residential area is districted UV4 – Salisbury Village Zoning District. Care will be taken to ensure that a high standard of architecture, befitting an Urban Village, is applied to the single detached units in Salisbury Village and a consistent contemporary architectural theme is maintained. In order to improve streetscape and increase on-street parking opportunities the developer will commit to developing 25% of the single detached lots within Phase 2, Stage 2 with a minimum of 9.72 meter foot house pockets. This also supports opportunity for innovation with garages and driveway widths.

### 2.4.1.2 Phase 2-Stage 3

Phase 2, Stage 3 is all designated for Low Density residential land use and may include a mix of single detached and/or semi-detached units. Semi-detached units will generally be located in the southeast area and be districted R2A – Semi-Detached Residential. The remaining units within Phase 2, Stage 3 will utilize the R1C – Single Detached Residential C District. Both districts are listed in Land Use Bylaw 6-2015.

## 2.4.2 Medium Density Residential – Semi-Detached/Townhouse

~~Six~~ **Seven** sites are designated for Medium Density Residential -Semi-Detached / Townhouse land use ~~in Phase 2~~. These sites may accommodate fee simple semi-detached and/or townhouse units or they may be condominium style. ~~Maximum density is 40 units per net residential hectare.~~ All units will be street oriented to the greatest extent possible and will be accessed by a rear or internal garage.

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

## 2.4.3 ~~Medium Density Residential~~—TownhouseFlex Site

~~Two sites in Phase 2 are designated for Medium Density Residential—Townhouse land use. These sites may attain a maximum density up to 60 units per net residential hectare. These 2 sites are located south of the wetland complex further from the existing country residential development. These sites provide a transition to low density residential land uses proposed to the south. These sites may include townhouse and/or smaller scale apartment style buildings. If sites are developed as an apartment complex, additional street articulation and design elements such as stepped back ground units and underground parking would be required. The townhouses sites must have amenity space provisions such as rooftop patio and yard space provisions.~~

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

The townhouse/apartment site in the west portion of Phase 2 is identified with an asterisk on the Development Concept to indicate that this particular site may also "swing" to commercial or medium density — townhouse or high density residential land use. The land use will be defined by the Direct Control District and only ultimately be determined at the development permit stage. With its proximity to the commercial, small size and narrow shape it may be more desirable to extend the commercial into this area as it builds out. This "swing" designation provides the flexibility to do that. Density on this one site may be increased up to 125 units per hectare with a height of 4 storeys.

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

#### 2.4.4 High Density Residential

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

*Policy 2.2.1: High Density Residential in Phase 2 shall achieve a minimum residential density of 90 units per net residential hectare and a maximum density of 125 units per net residential hectare.*

#### 2.4.5 Residential Specific Urban Design Guidelines

- All building facades should use compatible and harmonious exterior finishing materials.
- Building colours should provide visual interest in all seasons.
- Single Detached Units in Phase 2 are to be integrated into the Urban Village by ensuring that:
  - + Architectural quality is increased by creating greater variation in design between individual units, and by consistently applying the chosen architectural theme (e.g. contemporary) to the units; and
  - + Garage and driveway impacts on the pedestrian streetscape should be minimized by orienting garages 90 degrees to the street, recessing garages below grade, or by other appropriate designs solutions.
- To provide additional transition treatment to the directly adjacent Campbelltown Heights country residential lot to the west, two low density residential lots in Salisbury Village Phase 2, Stage 3 will be restricted to single storey bungalow development. These two lots



**Table 2: Phase 2 Land Use Statistics**

Land Uses	Ha	%	Units	%	Pop.	%
<b>GROSS AREA</b>	<b>28.43</b>					
Crown Claimed Wetlands	0.77					
Environmental Reserve	0.58					
Road Widening	0.32					
Atco Pipeline Right-of-Ways	0.76					
Atco Gate Station	0.06					
Subtotal	2.49					
<b>GROSS DEVELOPABLE AREA</b>	<b>25.94</b>					
<b>LAND USES</b>						
Municipal Reserve	2.64	10.2%				
Stormwater Management Facility	2.32	8.9%				
Circulation	4.89	18.9%				
Commercial	3.52	13.6%				
<b>SUBTOTAL – LAND USES</b>	<b>13.37</b>	<b>51.5%</b>				
<b>RESIDENTIAL</b>						
Low Density Residential	5.89	22.7%	147	22.8%	426	27.8%
Medium Density - Semi/ Townhouse	3.01	11.6%	120	18.7%	348	22.7%
Medium Density Townhouse Flex Site	1.27	4.9%	76	11.8%	220	14.3%
High Density Residential	2.40	9.3%	300	46.7%	540	35.2%
<b>SUBTOTAL - RESIDENTIAL</b>	<b>12.57</b>	<b>48.5%</b>	<b>643</b>	<b>100.0%</b>	<b>1,534</b>	<b>100.0%</b>

**Capital Region Board** 51.1 50.8 upnha

#### Residential Density

Low Density Residential	25 units / hectare
Medium Density - Semi/ Townhouse	40 units / hectare
Medium Density - Townhouse Flex Site	60 125 units / hectare
High Density Residential	125 units / hectare

#### Population Density

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

**Table 4: Overall Land Use Statistics**

Land Uses	Ha	%	Units	%	Pop.	%						
GROSS AREA	48.54											
Crown Claimed Wetlands	1.21											
Environmental Reserve	1.09											
Road Widening	0.84											
Atco Pipeline Right-of-Ways	1.52											
Atco Gate Station	0.06											
Subtotal	4.72											
GROSS DEVELOPABLE AREA	43.82											
LAND USES												
Municipal Reserve	4.20	9.6%										
Stormwater Management Facility	3.76	8.6%										
Circulation	7.17	16.4%										
Commercial	8.44	19.3%										
Business Park Office	4.81	11.0%										
Mixed Business Park	0.69	1.6%										
SUBTOTAL – LAND USES	29.07	66.3%										
RESIDENTIAL												
Low Density Residential	8.89	5.96%	13.4	13.6%	147	149	17.9	18.3%	426	432	22.2	23.1%
Medium Density - Semi/ Townhouse	3.72	4.65%	8.5	10.6%	148	186	18.1	22.8%	429	539	22.4	28.8%
Medium Density - Townhouse	1.81	0.54%	4.1	1.2%	108	32	13.2	3.9%	313	92	16.3	4.9%
Flex Site		0.27%		0.6%		33		4.0%		59		3.2%
High Density Residential		3.33%		7.6%		416	50.8	51.0%		748	39.1	40.0%
SUBTOTAL - RESIDENTIAL		14.75		33.76%		819	816	100.0%		1,916		100.0%
Capital Region Board	55.5	55.3	up	ha						1,870		

Residential Density

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

Population Density

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

**Table 5: Student Generation & Population**

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

## BYLAW 23-2016

A BYLAW OF STRATHCONA COUNTY IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF AMENDING BYLAW 51-2015 BEING THE SALISBURY VILLAGE AREA STRUCTURE PLAN.

WHEREAS it is deemed advisable to amend the Salisbury Village Area Structure Plan BYLAW 51-2015;

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

1. That Bylaw 23-2016 is to be cited as the "Salisbury Village Area Structure Plan Amendment No. 1"
2. That Bylaw 51-2015, be amended as follows:
  - 1.1 That Figure 4 titled 'Development Concept' be deleted and replaced with Figure 4 titled 'Development Concept' which re-designates a portion of the NE 22-52-23-W4 from Medium Density Residential - Townhouse to Medium Density Residential - Semi-Detached/Townhouse attached as Schedule "A" and forming part of this bylaw.
  - 1.2 That the text referencing section title "2.4.3 Medium Density Residential - Townhouse" within the Table of Contents is deleted and replaced with the following:
 

2.4.3 Flex Site
  - 1.3 That Section 2.4 Residential be deleted and replaced with Section 2.4 Residential attached as Schedule "B" and forming part of this bylaw.
  - 1.4 That Table 2: Phase 2 Land Use Statistics is deleted and replaced with Table 2: Phase 2 Land Use Statistics attached as Schedule "C" and forming part of this bylaw.

1.5 That Table 4: Overall Land Use Statistics is deleted and replaced with Table 4: Overall Land Use Statistics attached hereto as Schedule "D" and forming part of this bylaw.

3. This bylaw comes into effect after third reading and upon being signed.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

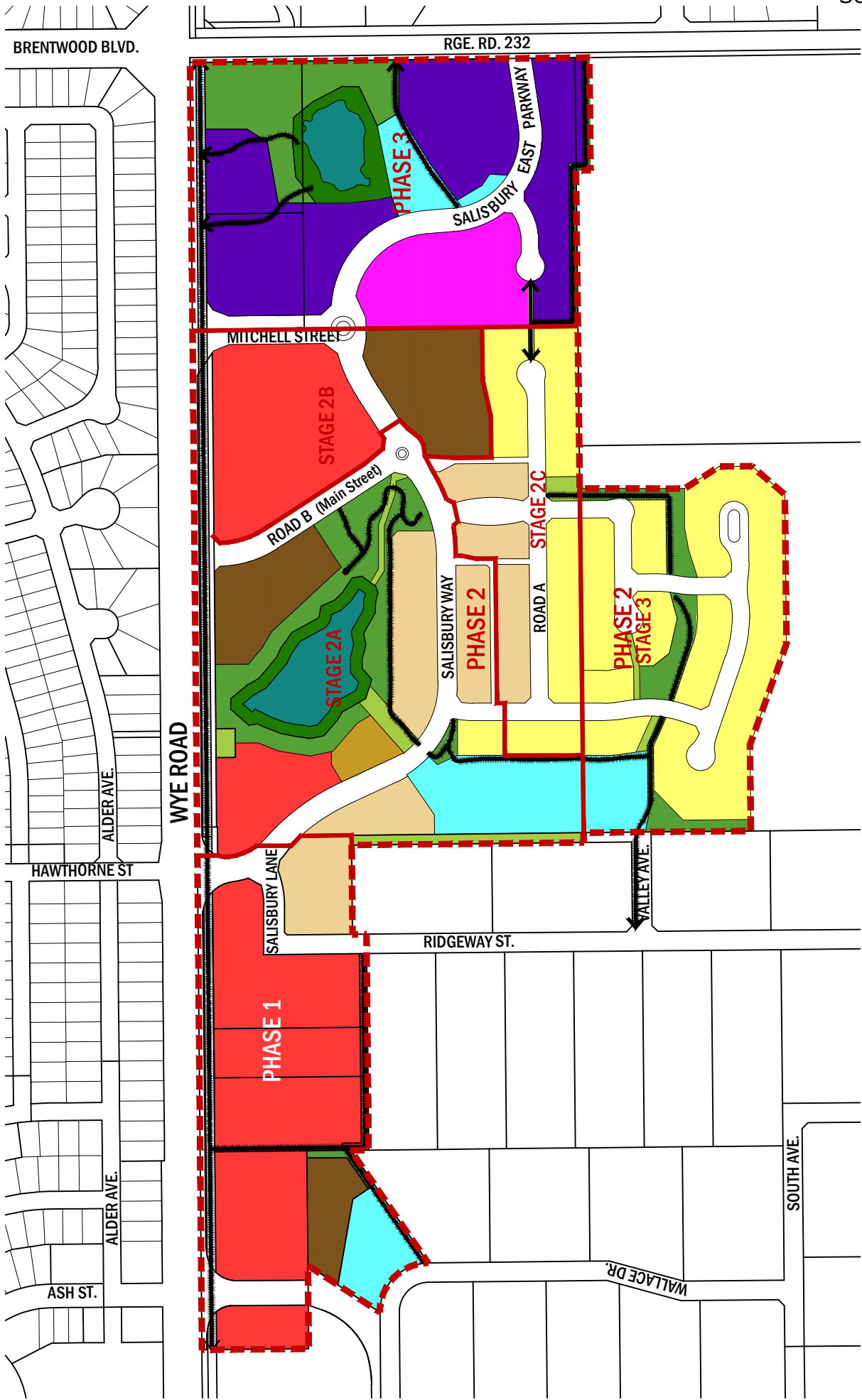
Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

Read a third time and finally passed this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director, Legislative and Legal Services

Date Signed: \_\_\_\_\_



**LEGEND**

Low Density Residential	Commercial	Stormwater Management Facility
Medium Density - Semi / Townhouse	Business Park Office	Crown Claimed Wetland
Flex Site	Mixed Business Park	* Swing Site
High Density Residential	Public Utility Lot	— Pedestrian Linkage
<b>SALISBURY VILLAGE</b>	Park / Open Space	— Salisbury Village ASP Boundary
<b>SHERWOOD PARK</b>	Environmental Reserve	148-15002_15_PRF004.DWG Jcalder May 12, 2016

**FIGURE 4**

Conceptual Main Street road cross-section



## 2.4 Residential

A full spectrum of residential options will be available to residents of Salisbury Village. The range of housing proposed includes single detached, semi-detached, townhouse and apartment units. To differentiate between residential densities four residential land use categories are identified in the Plan Area. In Phase 1 and 2 reduced density land uses have been situated adjacent to existing country residential to provide an adequate transition in terms of built form between Campbelltown Heights and Salisbury Village. Low density Residential and Semi Detached/ Townhouse land use is primarily designated in Phase 2. Salisbury Village also includes apartments to a maximum height of four storeys in Phase1 and Phase 2 and up to nine storeys in Phase 3.

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

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

*Policy 2.1.1: Within Salisbury Village there shall be a range of housing types including single family, semi-detached, townhouses and apartments.*

*Policy 2.1.3: Residential adjacent to existing country residential in the west Plan area shall be ground oriented and low rise up to 10m.*

### 2.4.1 Low Density Residential

#### 2.4.1.1 Phase 2-Stage 2

Low Density Residential is designated along the south boundary of Phase 2, Stage 2 and east of the stormwater management facility in Stage 2. Single detached units will be one or two storeys in height. To respect grade in the Plan area and minimize the impacts of garage accesses on pedestrian orientation in the Village single detached units must incorporate a combination of recessing the garages below grade, rotating garage doors 90 degrees or front drive access. Low Density Residential has a maximum density of 25 units per net residential hectare and may include single detached and/or semi-detached units. This northern low density residential area is districted UV4 – Salisbury Village Zoning District. Care will be taken to ensure that a high standard of architecture, befitting an Urban Village, is applied to the single detached units in Salisbury Village and a consistent contemporary architectural theme is maintained. In order to improve streetscape and increase on-street parking opportunities the developer will commit to developing 25% of the single detached lots within Phase 2, Stage 2 with a minimum of 9.72 meter foot house pockets. This also supports opportunity for innovation with garages and driveway widths.

#### 2.4.1.2 Phase 2-Stage 3

Phase 2, Stage 3 is all designated for Low Density residential land use and may include a mix of single detached and/or semi-detached units. Semi-detached units will generally be located in the southeast area and be districted R2A – Semi-Detached Residential. The remaining units within Phase 2, Stage 3 will utilize the R1C – Single Detached Residential C District. Both districts are listed in Land Use Bylaw 6-2015.

### 2.4.2 Medium Density Residential – Semi-Detached/Townhouse

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

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

### 2.4.3 Flex Site

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



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

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

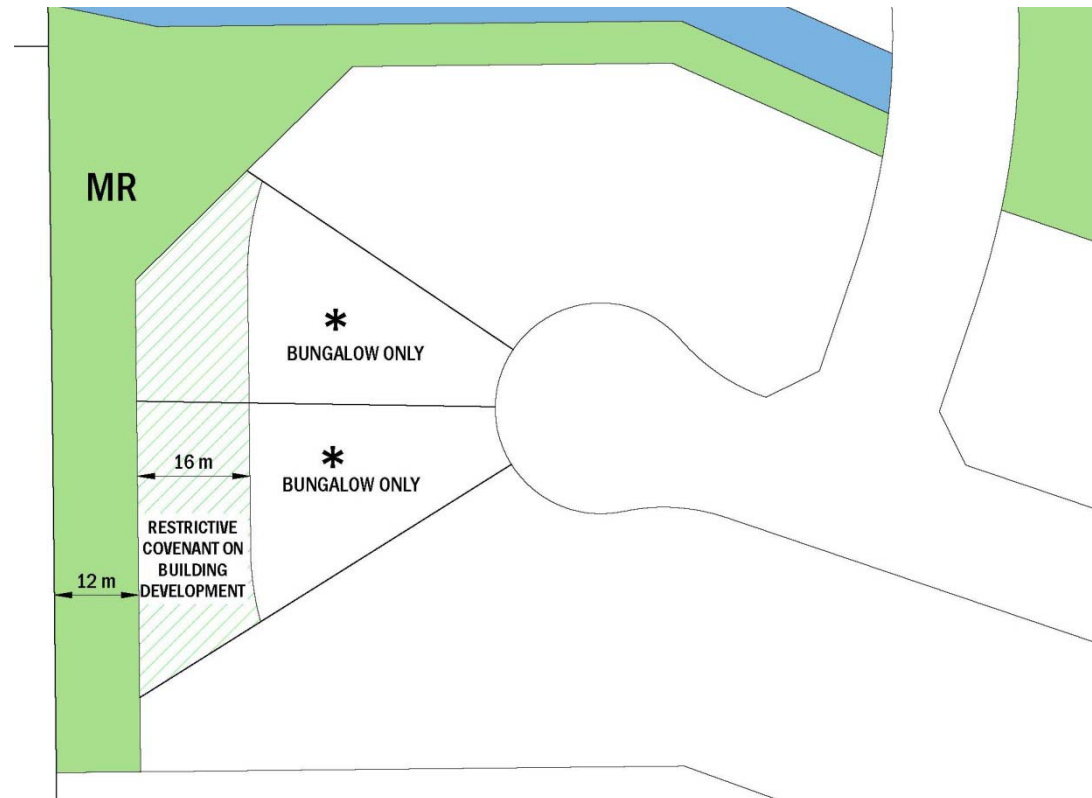
#### 2.4.4 High Density Residential

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

*Policy 2.2.1: High Density Residential in Phase 2 shall achieve a minimum residential density of 90 units per net residential hectare and a maximum density of 125 units per net residential hectare.*

#### 2.4.5 Residential Specific Urban Design Guidelines

- All building facades should use compatible and harmonious exterior finishing materials.
- Building colours should provide visual interest in all seasons.
- Single Detached Units in Phase 2 are to be integrated into the Urban Village by ensuring that:
  - + Architectural quality is increased by creating greater variation in design between individual units, and by consistently applying the chosen architectural theme (e.g. contemporary) to the units; and
  - + Garage and driveway impacts on the pedestrian streetscape should be minimized by orienting garages 90 degrees to the street, recessing garages below grade, or by other appropriate designs solutions.
- To provide additional transition treatment to the directly adjacent Campbelltown Heights country residential lot to the west, two low density residential lots in Salisbury Village Phase 2, Stage 3 will be restricted to single storey bungalow development. These two lots are conceptually illustrated below. Final lot lines will be established through legal survey at the time of subdivision. As a condition of any subdivision approval that includes these two lots, a restrictive covenant shall be registered by the developer on each lot to ensure that a principal dwelling is prohibited from being constructed within a minimum 16 meter distance from the rear property line. This 16 meter development restriction is in addition to the 12 meter municipal reserve strip ensuring a minimum total distance of 28 meters between the existing country residential lot and new principal dwellings within Phase 2, Stage 3.



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

## 2.5 Commercial

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

### Phase 1

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

**Table 2: Phase 2 Land Use Statistics**

Land Uses	Ha	%	Units	%	Pop.	%
<b>GROSS AREA</b>	<b>28.43</b>					
Crown Claimed Wetlands	0.77					
Environmental Reserve	0.58					
Road Widening	0.32					
Atco Pipeline Right-of-Ways	0.76					
Atco Gate Station	0.06					
Subtotal	2.49					
<b>GROSS DEVELOPABLE AREA</b>	<b>25.94</b>					
<b>LAND USES</b>						
Municipal Reserve	2.64	10.2%				
Stormwater Management Facility	2.32	8.9%				
Circulation	4.89	18.9%				
Commercial	3.52	13.6%				
<b>SUBTOTAL – LAND USES</b>	<b>13.37</b>	<b>51.5%</b>				
<b>RESIDENTIAL</b>						
Low Density Residential	5.96	23.0%	149	23.3%	432	29.1%
Medium Density - Semi/ Townhouse	3.94	15.2%	157	24.6%	455	30.6%
Flex Site	0.27	1.0%	33	5.2%	59	4.0%
High Density Residential	2.40	9.3%	300	46.9%	540	36.3%
<b>SUBTOTAL - RESIDENTIAL</b>	<b>12.57</b>	<b>48.5%</b>	<b>639</b>	<b>100.0%</b>	<b>1,486</b>	<b>100.0%</b>

**Capital Region Board 50.8 upnha**

Residential Density

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

Population Density

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

**Table 4: Overall Land Use Statistics**

Land Uses	Ha	%	Units	%	Pop.	%
<b>GROSS AREA</b>	<b>48.54</b>					
Crown Claimed Wetlands	1.21					
Environmental Reserve	1.09					
Road Widening	0.84					
Atco Pipeline Right-of-Ways	1.52					
Atco Gate Station	0.06					
Subtotal	4.72					
<b>GROSS DEVELOPABLE AREA</b>	<b>43.82</b>					
<b>LAND USES</b>						
Municipal Reserve	4.20	9.6%				
Stormwater Management Facility	3.76	8.6%				
Circulation	7.17	16.3%				
Commercial	8.44	19.3%				
Business Park Office	4.81	11.0%				
Mixed Business Park	0.69	1.6%				
<b>SUBTOTAL – LAND USES</b>	<b>29.07</b>	<b>66.4%</b>				
<b>RESIDENTIAL</b>						
Low Density Residential	5.96	13.6%	149	18.3%	432	23.1%
Medium Density - Semi/ Townhouse	4.65	10.6%	186	22.8%	539	28.8%
Medium Density - Townhouse	0.54	1.2%	32	3.9%	92	4.9%
Flex Site	0.27	0.6%	33	4.0%	59	3.2%
High Density Residential	3.33	7.6%	416	51.0%	748	40.0%
<b>SUBTOTAL - RESIDENTIAL</b>	<b>14.75</b>	<b>33.6%</b>	<b>816</b>	<b>100.0%</b>	<b>1,870</b>	<b>100.0%</b>

**Capital Region Board 55.3 upnha**

Residential Density

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

Population Density

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





# **AIRPHOTO MAP**

LOT 15, BLOCK 3, PLAN 152 2100



**Subject Area**

## **PLANNING & DEVELOPMENT SERVICES**



**Drawn By: MCCANN**

**File No.: 4410-2016P005**

**Date Drawn: May 16, 2016**

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**Scale: Not to Scale**



**Bylaw 19-2016 Amendment to Land Use Bylaw 6-2015 – Ward 3**

**Applicant:** Select Engineering Consultants Ltd. (Brenda Peters)  
**Owners:** Campbelltown Village Developments Ltd.  
**Legal Description:** Lot 15, Block 3, Plan 1522100 and Pt. NE 22-52-23-W4  
**Location:** South of Wye Road; West of Range Road 232

**Report Purpose**

To give three readings to a bylaw that proposes to amend Land Use Bylaw 6-2015 to:

- a) rezone approximately 0.1 hectare (0.25 acre) within NE 22-52-23-W4 from UV4 – Salisbury Village Zoning District Area 3 (Pedestrian Corridor, Public Open Space and Public Utilities) to UV4 – Salisbury Village Zoning District Area 5 (Low Density Residential) to align the zoning with the adopted Salisbury Village Area Structure Plan Bylaw 51-2015; and
- b) amend the text of UV4 – Salisbury Village Zoning District Area 6 to reduce the minimum density regulation from 45 units per hectare to 35 units per hectare and to add semi-detached housing to the listed uses.

**Recommendations**

1. THAT Bylaw 19-2016, a bylaw that proposes to amend Land Use Bylaw 6-2015 to:
  - a) rezone approximately 0.1 hectare (0.25 acre) within NE 22-52-23-W4 from UV4 – Salisbury Village Zoning District Area 3 to UV4 – Salisbury Village Zoning District Area 5 to align the zoning with the adopted Salisbury Village Area Structure Plan Bylaw 51-2015; and
  - b) add semi-detached housing to the listed uses in UV4 – Salisbury Village Zoning District Area 6; and
  - c) reduce the minimum density regulation from 45 units per hectare to 35 units per hectare for UV4 – Salisbury Village Zoning District Area 6;be given first reading.
2. THAT Bylaw 19-2016 be given second reading.
3. THAT Bylaw 19-2016 be considered for third reading.
4. THAT Bylaw 19-2016 be given third reading.

**Council History**

March 10, 2015 – Council adopted Land Use Bylaw 6-2015, with an effective date of May 11, 2015.

**Strategic Plan Priority Areas**

**Economy:** n/a

**Governance:** The Public Hearing provides Council with the opportunity to receive public input prior to making a decision on the proposed Land Use Bylaw text amendment.

**Social:** The proposal supports the strategic goal of building strong neighbourhoods/communities to support the diverse needs of our residents.

**Culture:** n/a

**Environment:** n/a

**Other Impacts**

**Policy:** SER-008-022 “Redistricting Bylaws”

**Legislative/Legal:** The *Municipal Government Act* provides Council the authority to pass a bylaw to amend the Land Use Bylaw.

**Interdepartmental:** The proposal was circulated to internal departments and external agencies.

### **Summary**

Bylaw 19-2016 is being proposed to achieve three amendments within UV4 Salisbury Village Zoning District.

The first amendment is in response to the recently adopted expansion of the Salisbury Village Area Structure Plan (ASP) Bylaw 51-2015 to increase the ASP area to the south. To facilitate the expansion to the south a reconfiguring to the land uses within the initial north portion of the ASP was required to provide the necessary roadway connections. As a result of the reconfiguration a 0.1 hectare (0.25 acre) area within NE 22-52-23-W4 is proposed to be rezoned from UV4 – Salisbury Village Zoning District Area 3 (Pedestrian Corridor, Public Open Space and Public Utilities) to UV4 – Salisbury Village Zoning District Area 5 (Low Density Residential) to align the zoning with the adopted ASP.

The remaining two amendments within proposed Bylaw 19-2016 are to allow for consideration of the development of approximately 10 semi-detached housing units and 23 townhousing units within Area 6 of the UV4 – Salisbury Village Zoning District. Specifically, the second amendment is to add semi-detached housing to the list of uses within Area 6 as semi-detached housing is not currently a listed use within Area 6.

The third amendment is to reduce the minimum density requirement in Area 6 from 45 units per hectare to 35 units per hectare to enable the subject area to provide semi-detached housing and still meet the density requirements. The inclusion of semi-detached housing along with the reduction in density is an acceptable change considering the increased mix and diversity of housing types that would be provided within this specific area of the Urban Village.

Bylaw 23-2016, a concurrently proposed amendment to the Salisbury Village ASP, proposes to change the designation of the subject parcel from Medium Density Residential – Townhouse to Medium Density Residential – Semi-detached/Townhouse along with associated text amendments.

### **Communication Plan**

Newspaper advertisement, letter

### **Enclosures**

- 1 Urban Location Map
- 2 Location Map
- 3 Notification Map
- 4 Proposed Map Amendment
- 5 Proposed Text Amendment
- 6 Bylaw 19-2016
- 7 Air Photo

ENCLOSURE 1

**SUBJECT SITE**

## URBAN LOCATION MAP

LOT 15, BLOCK 3, PLAN 152 2100 &  
PART OF NE 22-52-23-W4



**Subject Area**

## PLANNING & DEVELOPMENT SERVICES



**STRATHCONA  
COUNTY**



**Drawn By: MCCANN**

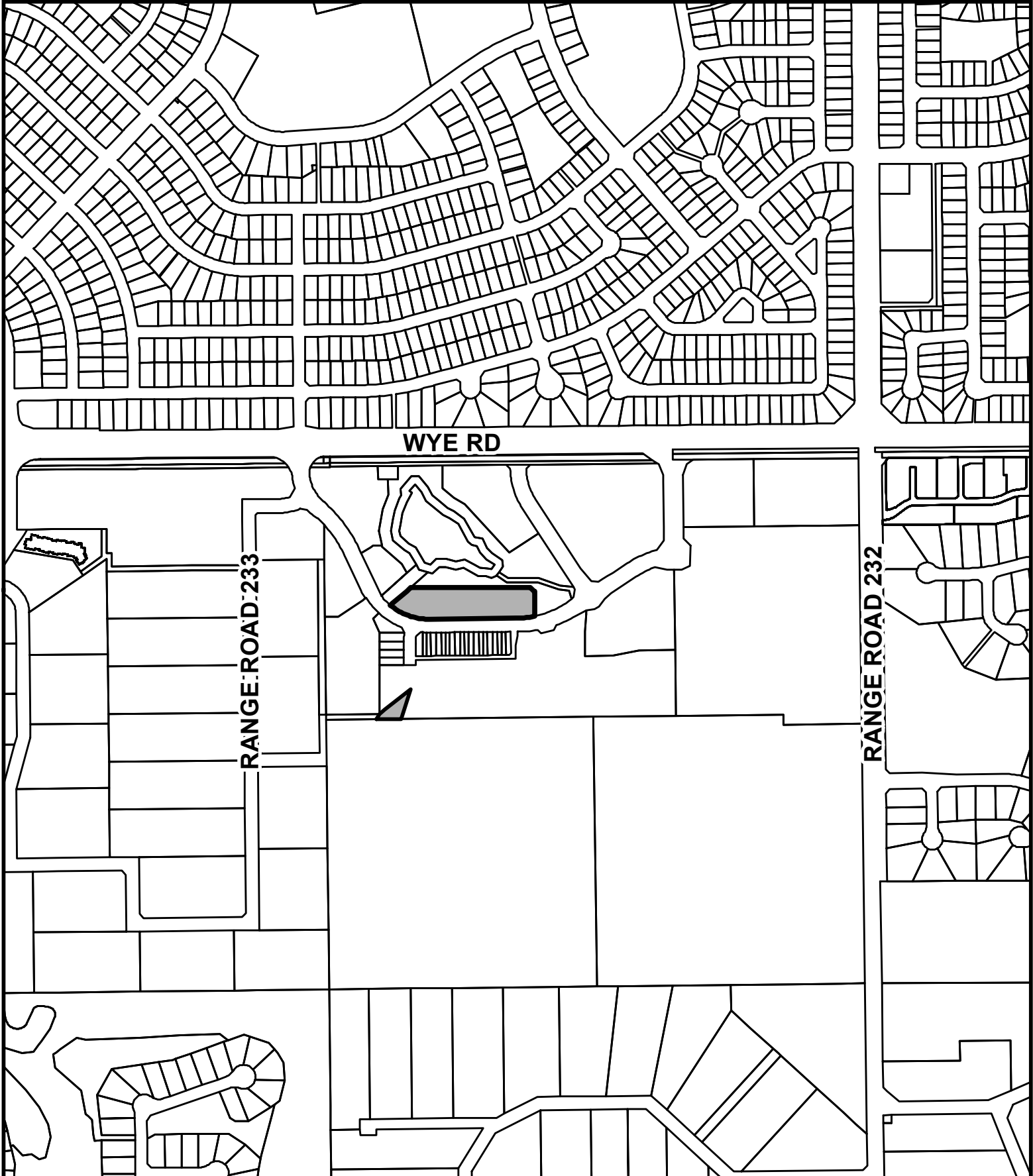
**Date Drawn: May 19, 2016**

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**File No.: 4070-2016A002**

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- Zoning Amendments - Rural, Urban\2016\2016A002 - Salisbury Village  
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## LOCATION MAP

LOT 15, BLOCK 3, PLAN 152 2100 &  
PART OF NE 22-52-23-W4



**Subject Area**

## PLANNING & DEVELOPMENT SERVICES



**STRATHCONA  
COUNTY**



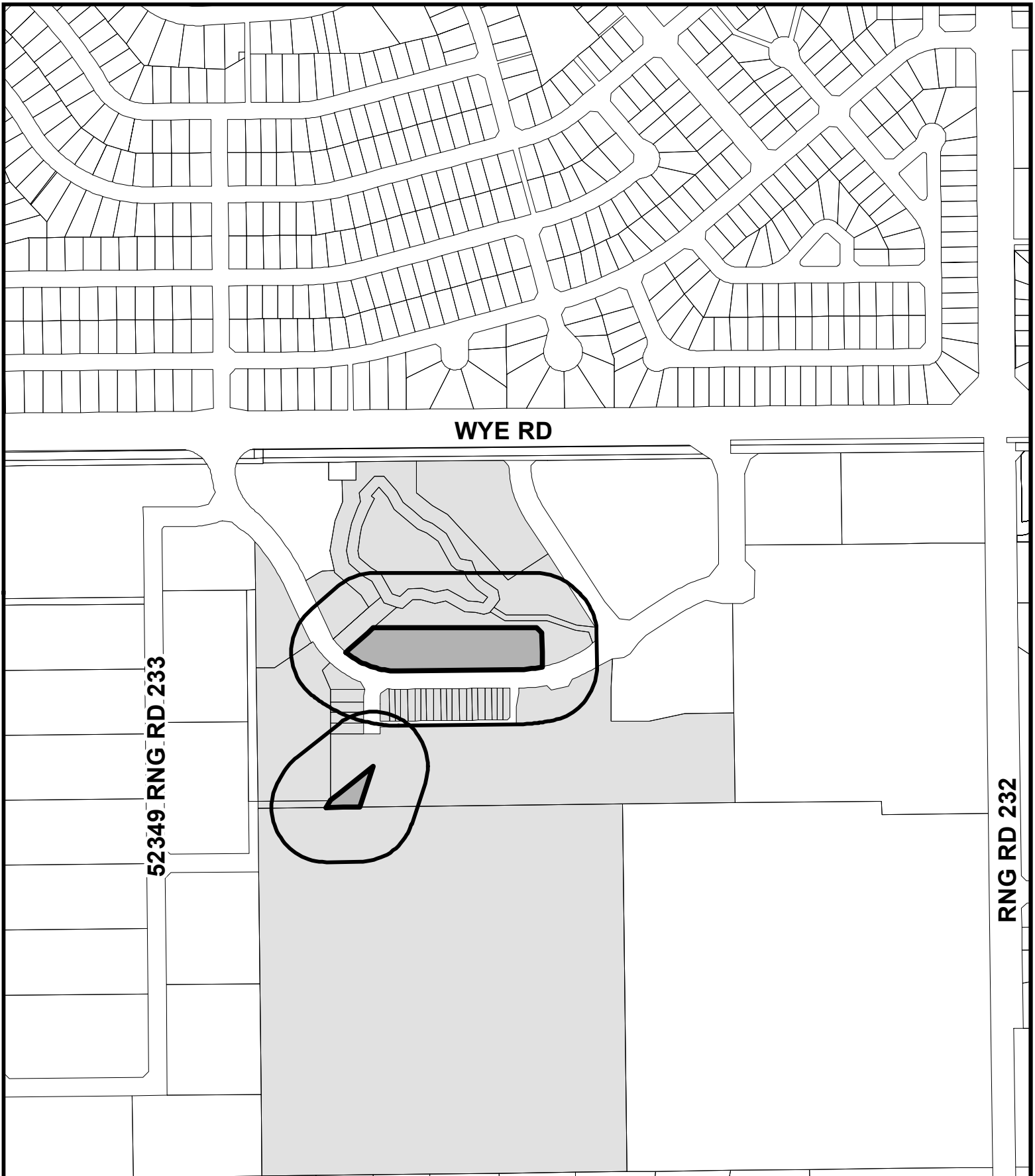
**Drawn By: MCCANN**

**File No.: 4070-2016A002**

**Date Drawn: May 19, 2016**

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Zoning Amendments - Rural, Urban\2016\2016A002 - Salisbury Page\  
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## NOTIFICATION MAP

LOT 15, BLOCK 3, PLAN 152 2100 & PART OF  
NE 22-52-23-W4

-  60m Notification Area
-  Subject Area
-  Notification Area

## PLANNING & DEVELOPMENT SERVICES



Drawn By: MCCANN

Date Drawn: May 20, 2016

Scale: Not to Scale

File No.: 4070-2016A002

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- Zoning Amendments - Rural, Urban\2016\2016A002 - Salisbury Village  
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## WYE ROAD

UV4  
"Area 10"UV4  
"Area 8B"UV4  
"Area 9"UV4  
"Area 3"UV4  
"Area 11"UV4  
"Area 4"

UV4 "Area 6"


UV4  
"Area 8A"UV4  
"Area 3"UV4  
"Area 7"UV4  
"Area 5"UV4  
"Area 5"

UV4 "Area 5"

UV4 "Area 3" to UV4 "Area 5"

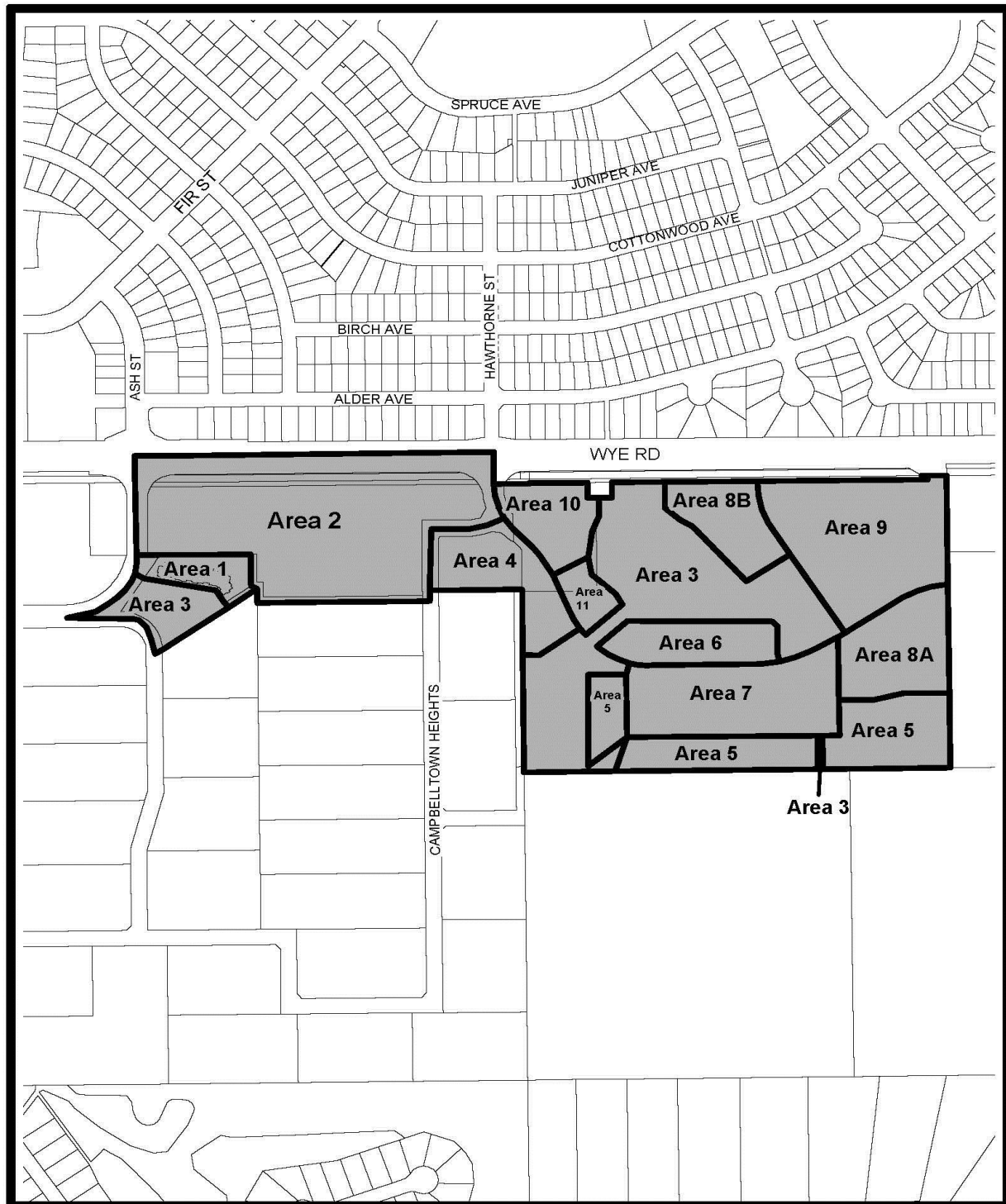
UV4 "Area 3"

FROM : UV4 - Salisbury Village  
Zoning District "Area 3"  
TO: UV4 - Salisbury Village  
Zoning District "Area 5"

 Proposed Amendment Area:  
Approx. 0.1 ha (0.23 ac) ±

**LAND USE BYLAW AMENDMENT****PART OF NE 22-53-23-W4****Drawn By: MCCANN****File No.: 4070-2016A002****Date Drawn: May 20, 2016****Scale: Not to Scale****PLANNING & DEVELOPMENT SERVICES**

# SALISBURY VILLAGE



## 6.7. Area 6 – Medium Density Residential - Townhouse

### 6.7.1. Purpose

The purpose of Area 6 is medium density residential uses in the form of planned semi-detached and townhousing sites and apartment housing. All semi-detached housing, townhousing or apartment units abutting a public roadway shall be street-oriented to reinforce the area's 'urban village' character. Units may also be oriented to face the Area 3 public open space.

### 6.7.2. Uses

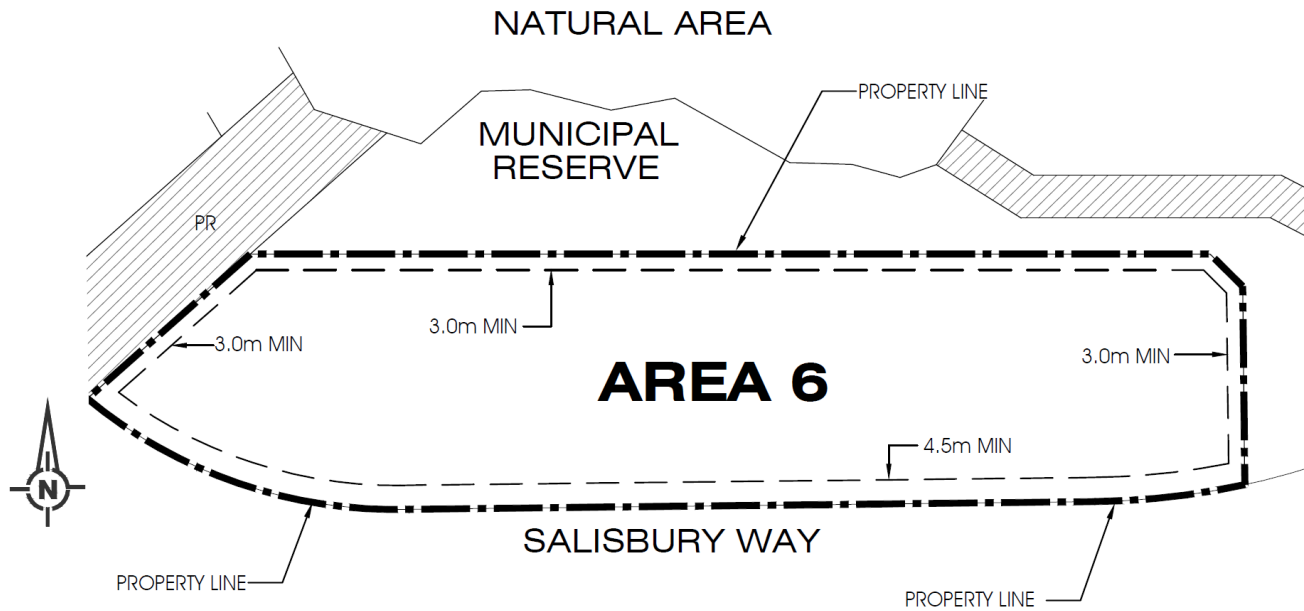
Apartment housing  
Home Business, Minor\*  
Town housing  
Residential sales centre\*  
Semi-detached housing

### 6.7.3. Development Regulations

- a. Setbacks
  - i. The building setbacks are illustrated on Attachment "B" - Area 6 Site Plan.
  - ii. The minimum building setback is 4.5 m along Salisbury Way.
  - iii. The minimum side yard setback is 3.0 m.
  - iv. The minimum rear yard setback is 3.0 m.
- b. Building Heights
  - i. The maximum heights for principal buildings shall be 12.0 m.
- c. Site Coverage
  - i. The maximum site coverage is 50%.
- d. Density
  - i. The minimum density is 45 35 units per hectare.
  - ii. The maximum density is 60 units per hectare.
- e. Parking
  - i. Apartments shall provide resident parking internal to the building by use of underground parking.
- f. Accessory Buildings
  - ii. Accessory structures shall conform to the architectural design and finish of the principal building.
- g. Urban and Site Design
  - i. Semi-detached housing, Town House or Apartment housing shall be sited to the greatest extent possible fronting Salisbury Way to reinforce street-oriented character of the area;
  - ii. Semi-detached housing and Town House units shall have a front door entrance located on the building's façade for units located along Salisbury Way;
  - iii. Semi-detached housing, Town House units or Apartment housing with a building façade oriented toward the Municipal Reserve area shall provide:

- visually interesting architectural enhancements; appropriate glazing to support opportunity for providing “eyes on the park”; and, allow for walkout access from Town Housing units to the trails system; and,
- iv. Contemporary architectural design is required in Phase 2.

## AREA 6 SITE PLAN

**ATTACHMENT "B"**  
**Page 8 of 14**

## BYLAW 19-2016

A BYLAW OF STRATHCONA COUNTY IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF AMENDING BYLAW 6-2015, AS AMENDED, BEING THE LAND USE BYLAW.

WHEREAS it is deemed advisable to amend the Land Use Bylaw;

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

1. That Bylaw 6-2015, as amended, be further amended as follows:

- 1.1 That approximately 0.1 hectares (0.25 acres) of land in a portion of the NE 22-53-23-W4 be rezoned from UV4 – Salisbury Village Zoning District “Area 3” to UV4 – Salisbury Village Zoning District “Area 5” attached as Schedule “A” and forming part of this bylaw.
- 1.2 That Section 8.21, Subsection 6.7.1 be amended by:  
 adding “semi-detached and” after “planned” and before “townhousing sites”, and  
 adding “semi-detached housing,” after “all” and before “townhousing or apartment units”.
- 1.3 That Section 8.21, Subsection 6.7.2 be amended by:  
 adding “Semi-detached housing” after “Residential sales centre\*”.
- 1.4 That Section 8.21, Subsection 6.7.3 d. be amended by:  
 replacing “45 units per hectare” with “35 units per hectare”.
- 1.5 That Section 8.21, Subsection 6.7.3 g. i. be amended by:  
 adding “Semi-detached housing,” before “Town House”.
- 1.6 That Section 8.21, Subsection 6.7.3 g. ii. be amended by:  
 adding “Semi-detached housing and” before “Town House”.



1.7 That Section 8.21, Subsection 6.7.3 g. iii. be amended by:  
adding "Semi-detached housing," before "Town House".

2. This Bylaw comes into effect after third reading and upon being signed.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_,  
2016.

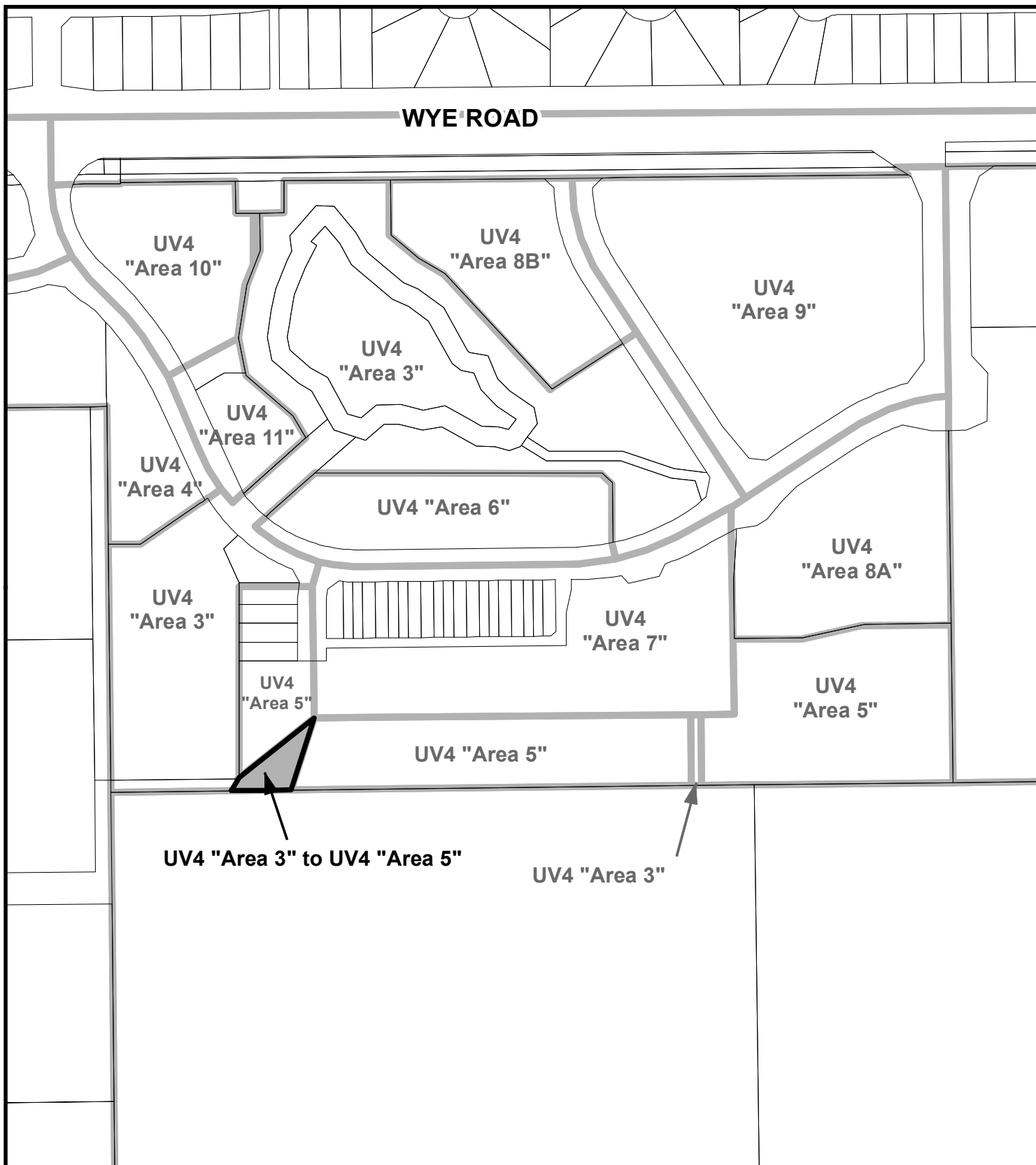
Read a second time this \_\_\_\_\_ day of \_\_\_\_\_,  
2016.

Read a third time and finally passed this \_\_\_\_\_ day of \_\_\_\_\_,  
2016.


\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director,  
Legislative and Legal Services

Date Signed: \_\_\_\_\_



FROM : UV4 - Salisbury Village  
Zoning District "Area 3"  
TO: UV4 - Salisbury Village  
Zoning District "Area 5"

 Proposed Amendment Area:  
Approx. 0.1 ha (0.23 ac) ±

## LAND USE BYLAW AMENDMENT

PART OF NE 22-53-23-W4



Drawn By: MCCANN

File No.: 4070-2016A002

Date Drawn: May 20, 2016

Scale: Not to Scale

PLANNING & DEVELOPMENT SERVICES





## AIRPHOTO MAP

LOT 15, BLOCK 3, PLAN 152 2100 &  
PART OF NE 22-52-23-W4



**Subject Area**

## PLANNING & DEVELOPMENT SERVICES



**STRATHCONA  
COUNTY**



**Drawn By: MCCANN**

**File No.: 4070-2016A002**

**Date Drawn: May 19, 2016**

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- Zoning Amendments - Rural, Urban\2016\2016A002 - Salisbury Village  
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**Strathcona Christian Academy Elementary Access****Report Purpose**

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

**Recommendation**

THAT the recommended traffic safety improvements at the SCA Elementary School access be approved; and that these recommendations be included in the 2017 Annual Traffic and Pedestrian Safety Improvements Program as part of the 2017 Capital Budget Process.

**Alternate Recommendation**

THAT an amendment to the 2016 Capital Budget to increase the 2016 Annual Traffic and Pedestrian Safety Improvements Program by \$80,000 to be funded from the Infrastructure Lifecycle, Maintenance and Replacement Reserve (1.3800), be approved.

**Council History**

December 8, 2015 - Council approved the 2016 Capital Budget.

May 17, 2016 - The Priorities Committee directed that the Strathcona Christian Academy Elementary Access Modifications report be referred to Council for debate and decision on June 21, 2016.

**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, Financial 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 for consideration with the SCA staff and parents. 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. 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

The 2016 Traffic and Pedestrian Safety Program has prioritized safety improvement projects with the associated budget, therefore these improvements would need to be added as part of the 2017 program, unless a budget amendment was approved. The 2016 projects include

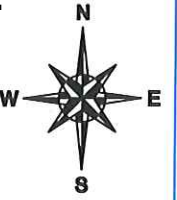
- Glen Allen Traffic Calming (Galloway Drive and Glenbrook Boulevard)
- Installation of Rectangular Rapid Flashing Beacons at pedestrian crossings (Broadway Boulevard at Robin Hood School/Facility, Cranberry at Trillium School, and Sherwood Drive south of the traffic circle)

#### **Communication Plan**

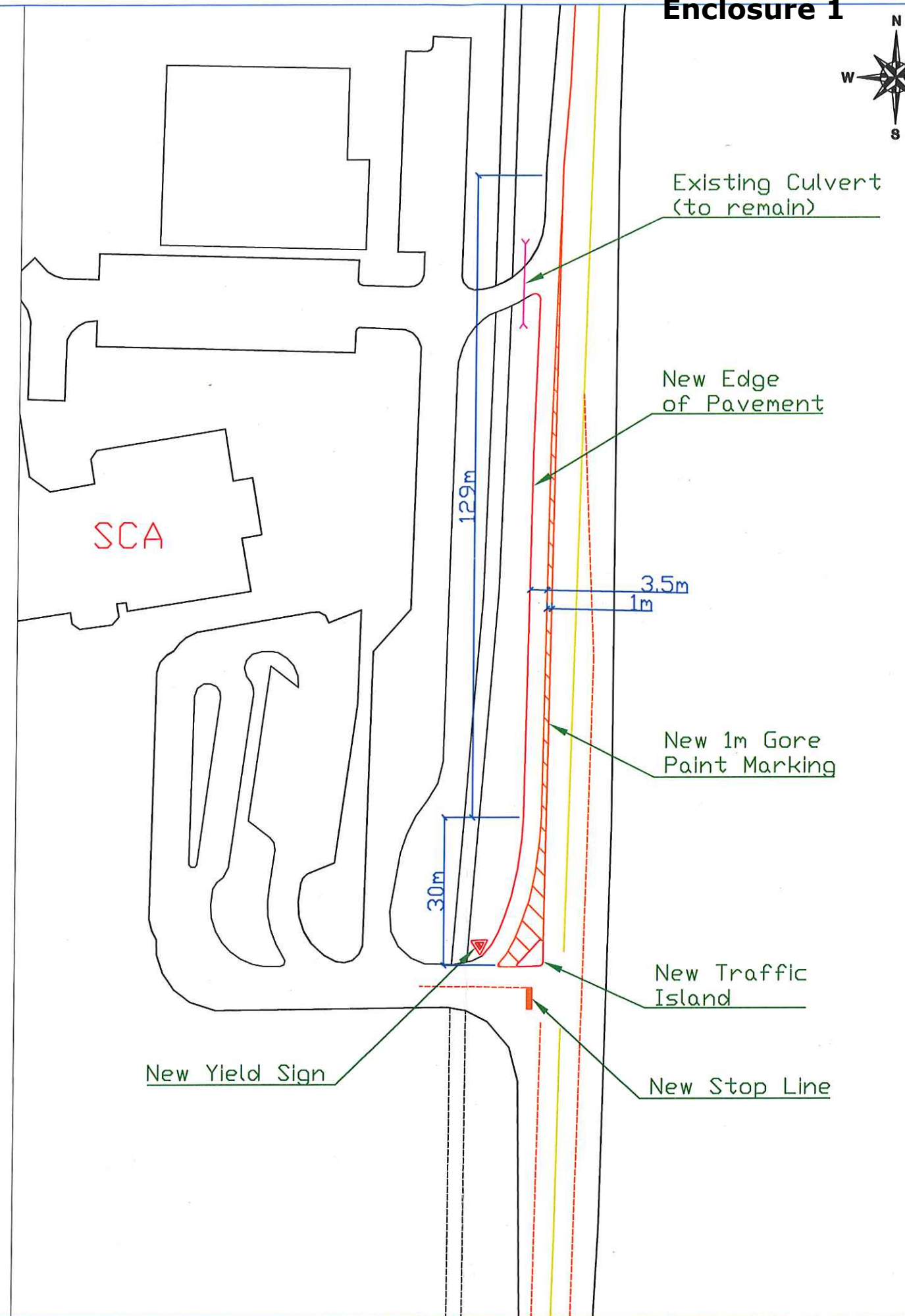
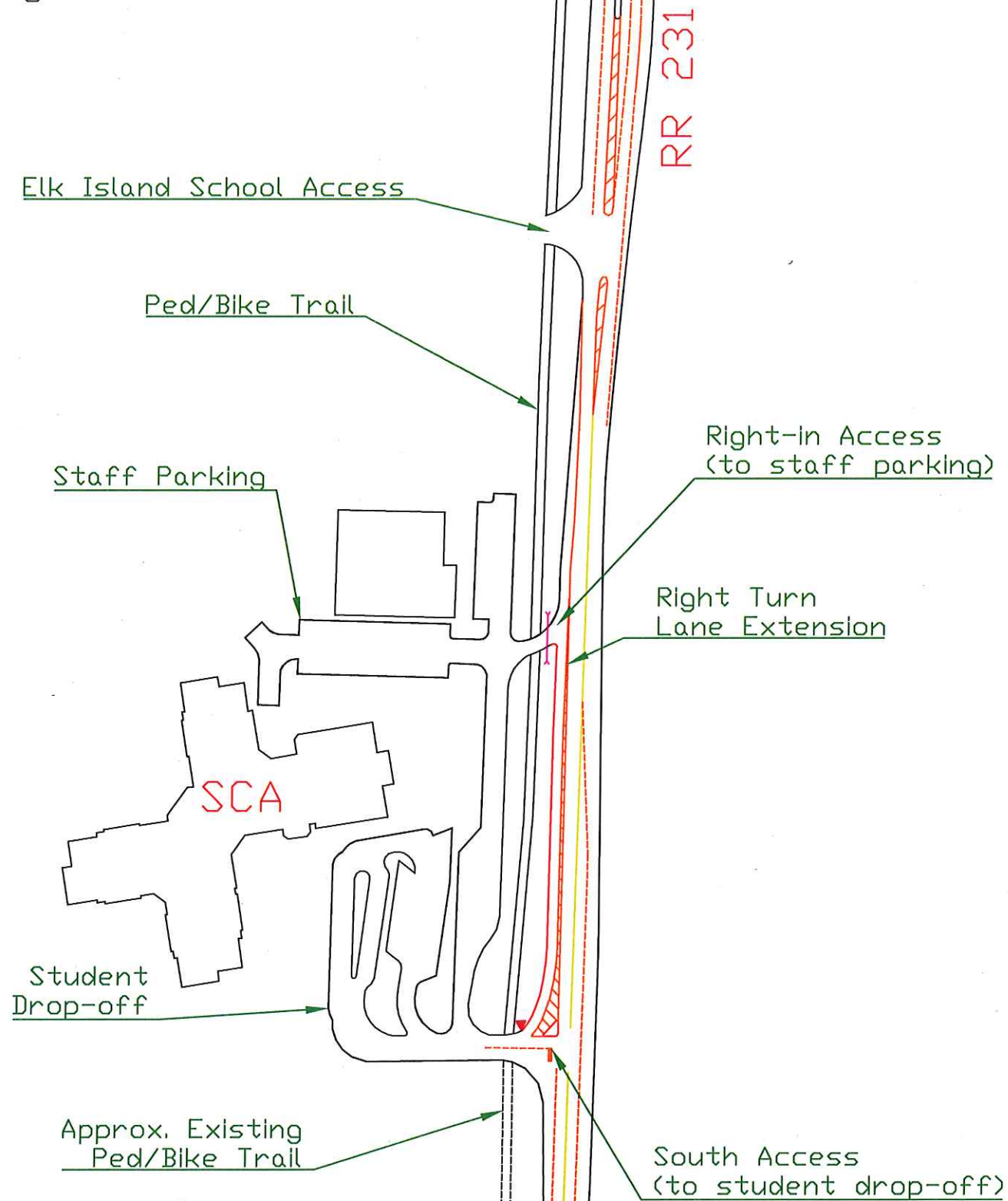
SCA Elementary school will be notified via letter as the proposed plan is implemented. Standard construction notifications will be created.

#### **Enclosure**

1 SCA Elementary Proposed Design



# Proposed Road Changes



**2015 Capital Budget Amendment – Centre in the Park Underground Parkade****Report Purpose**

To amend the 2015 Capital Budget for a change in funding only of the Centre in the Park (CITP) Underground Parkade.

**Recommendation**

THAT the amendment to the 2015 Capital Budget for a change in funding only for the Centre in the Park Underground Parkade of \$11,023,427 from municipal property taxes and financed by debenture borrowing to 2015 Operating Surplus (1.3773), be approved.

**Council History**

Nov. 4, 2014 Council amended the 2014 Capital Budget to explore the underground parkade opportunity on Lot 4.  
Dec. 9, 2014 Council approved the 2015 Capital Budget.  
Mar. 10, 2015 Council directed Administration to finalize negotiations in accordance with Option 1: underground parkade under Lots 4 and 5.  
May 26, 2015 Council amended the 2015 Capital Budget to include the CITP Underground Parkade.  
Feb. 23, 2016 Council approved allocation of a portion of the 2015 surplus to the CITP Underground Parkade in lieu of debt.

**Strategic Plan Priority Areas**

**Economy:** The CITP Underground Parkade contributes towards effective and efficient municipal infrastructure to meet the needs of our growing community.

**Governance:** n/a

**Social:** The CITP Underground Parkade helps support the vision for CITP as a place to live, work and participate in community activities.

**Culture:** n/a

**Environment:** n/a

**Other Impacts**

**Policy:** FIN-001-024: Municipal Reserves; FIN-001-027: Tangible Capital Assets Financial Reporting Policy; FIN-001-025: Debt Management Policy

**Legislative/Legal:** Sections 251 through 263 of the Municipal Government Act (MGA), R.S.A. 2000, c.M-26 govern municipal borrowing. Section 606 of the MGA sets out the requirements for advertising proposed bylaws.

**Interdepartmental:** Financial Services, Legislative and Legal Services

**Summary**

This amendment is required to align with the approved allocation of the 2015 operating surplus to the CITP Underground Parkade. The use of reserve funding (surplus) in place of debt will provide an approximate 0.3% annual tax savings of future debt servicing costs.

**2016 Capital Budget Amendment – RCMP Technology Equipment****Report Purpose**

To amend the 2016 Capital Budget to purchase four Evans consoles for the Electronic Voice Entry (EVE) unit, a new first responder call-in center.

**Recommendation**

THAT an amendment to the 2016 Capital Budget to fund the purchase of four Evans consoles for the first responder's call-in center in the amount of \$88,346, to be funded from the RCMP and Enforcement Services 2016 Operating Budget, be approved.

**Strategic Plan Priority Areas**

**Economy:** The implementation of the EVE unit will contribute towards effective and efficient use of contracted RCMP members to meet the needs of our growing community.

**Governance:** n/a

**Social:** n/a

**Culture:** n/a

**Environment:** n/a

**Other Impacts**

**Policy:** FIN-001-027: Tangible Capital Assets Financial Reporting Policy

**Legislative/Legal:** n/a

**Interdepartmental:** Financial Services; RCMP and Enforcement Services

**Summary**

RCMP and Enforcement Services are implementing a first responder's call-in center, the Electronic Voice Entry (EVE) unit, to assist RCMP members with performing data entry functions. EVE operators work with each RCMP watch on 12-hour shifts. The Evans consoles are designed to manage the multiple computer screens and systems as well as provide the required ergonomics and position required for the lengthy shifts. The total cost to purchase four Evans consoles is \$88,346.



**Strategic Plan and Corporate Business Plan Updates****Report Purpose**

To seek Council's approval of the updated Strategic Plan and Corporate Business Plan.

**Recommendations**

1. THAT the revised Strategic Plan, as set out in Enclosure 2 of Corporate Planning and Intergovernmental Affairs June 21, 2016 report, be approved.
2. THAT the revised Corporate Business Plan, as set out in Enclosure 3 of Corporate Planning and Intergovernmental Affairs June 21, 2016, report be approved.

**Council History**

April 23, 2013 - Council approved the Strategic Plan Strathcona County 2030

February 25, 2014 - Council approved prioritized strategic goals and revisions to wording related to priority areas and goals within the Strategic Plan.

May 6, 2014 - Council approved addition of environment strategic goals and revision to wording in environment priority area within the Strategic Plan

December 9, 2014 - Council approved the 2015-2018 Corporate Business Plan

**Strategic Plan Priority Areas**

**Economy:** The Strategic Plan provides direction for creating economic opportunity, long-term financial sustainability, and being effective and efficient in municipal operations.

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

**Social:** The Strategic Plan identifies goals and outcomes to support social inclusion and community connectedness while promoting livable and inclusive neighbourhoods and a healthy and active community.

**Culture:** The Strategic Plan identifies goals and outcomes to support a vibrant creative community where people feel a strong shared community identity and sense of pride for Strathcona County.

**Environment:** The Strategic Plan provides direction to further environmental sustainability and preserve biodiversity.

**Other Impacts**

**Policy:** The Strategic Plan assists and guides future policies and revisions to current policies.

**Legislative/Legal:** n/a

**Interdepartmental:** All County departments

**Summary**

Council's Strategic Plan is the County's principle document for governance, community development, infrastructure and service delivery. The Strategic Plan directs the long-term planning for the County and serves as the foundation on which the County's Corporate Business Plan, department business plans, master plans and budgets are developed.

The Corporate Business Plan serves as a bridge between the long-term, high-level goals and priorities outlined by Council in their Strategic Plan, and short to medium-term operational goals and priorities of the organization.

Review processes are built into the integrated planning framework for Council's review of the Strategic Plan and the organization's review of the Corporate Business Plan. As such, both plans have been reviewed and refined in consideration of existing and evolving conditions in the community. The refinements also add clarity to better inform administration and subsequently the public on how the organization should go about reaching outcomes necessary to achieve our vision of Canada's most livable community.

### **Communication Plan**

The updated Strategic Plan and Corporate Business Plan, as approved by Council, will be posted to the Strathcona County website.

### **Enclosure**

- 1 Strategic Plan and Corporate Business Plan Updates
- 2 Strathcona County Strategic Plan
- 3 2015-2018 Corporate Business Plan

# Strategic Plan and Corporate Business Plan Updates

June 21, 2016  
Council Meeting



# Council's strategic planning framework

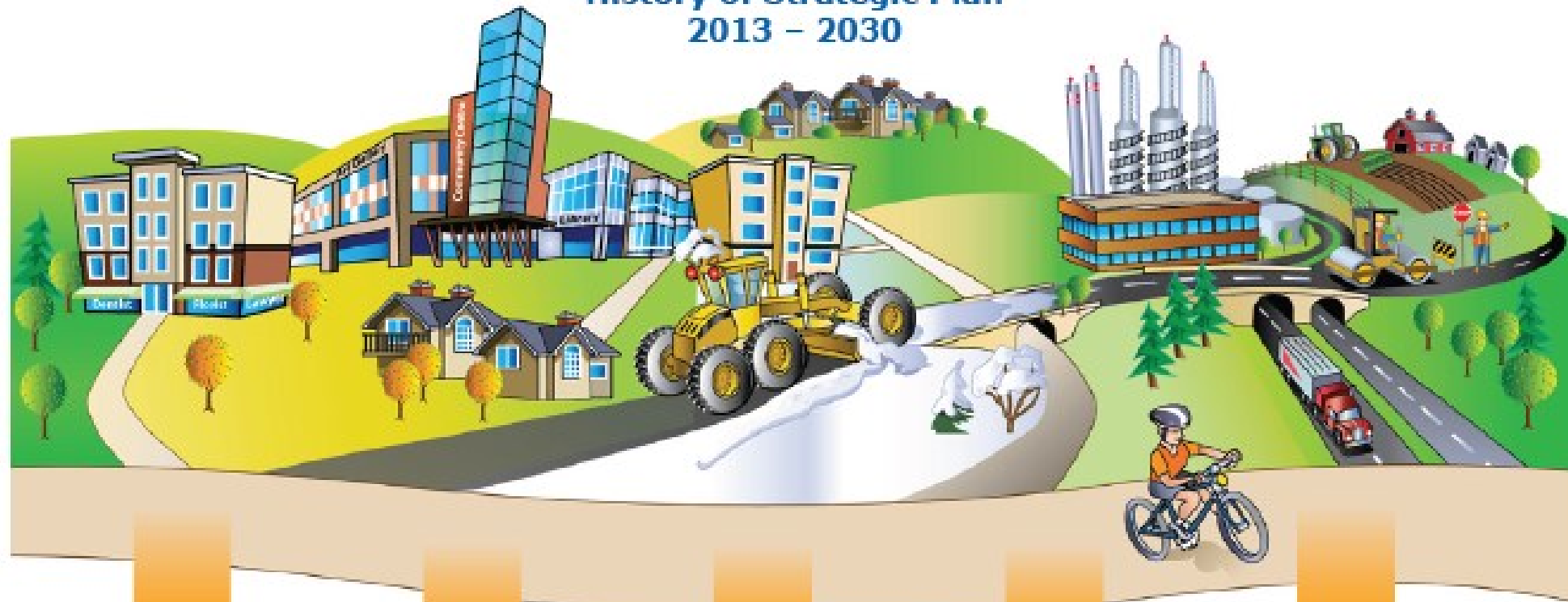
- Aligns and links Strathcona County activities to achieve our vision
- The strategic plan:
  - Is the County's principle guiding document for governance, community development, infrastructure, and service delivery
  - Directs long-term planning for the County
  - Serves as the foundation that the County's corporate business plan, department business plans, master plans, priority-based budgeting results and budgets are developed



# Why update plans?

- Review processes are built into the integrated planning framework for Council's review of the strategic plan and the organization's review of the corporate business plan (and department business plans)
- In consideration of existing and evolving conditions in the community and ongoing learning
- Add clarity to better inform administration and subsequently the public on how the organization should go about reaching outcomes necessary to achieve our vision of *Canada's most livable community*

## History of Strategic Plan 2013 – 2030



### **Apr 2013**

Strategic plan formally approved by Council

### **Feb 2014**

Strategic goals ranked/prioritized (1-12) by Council and revisions to wording related to priority areas and goals

### **May 2014**

Addition of environment strategic goal and revision to wording in the environment priority area

### **Sept 2015**

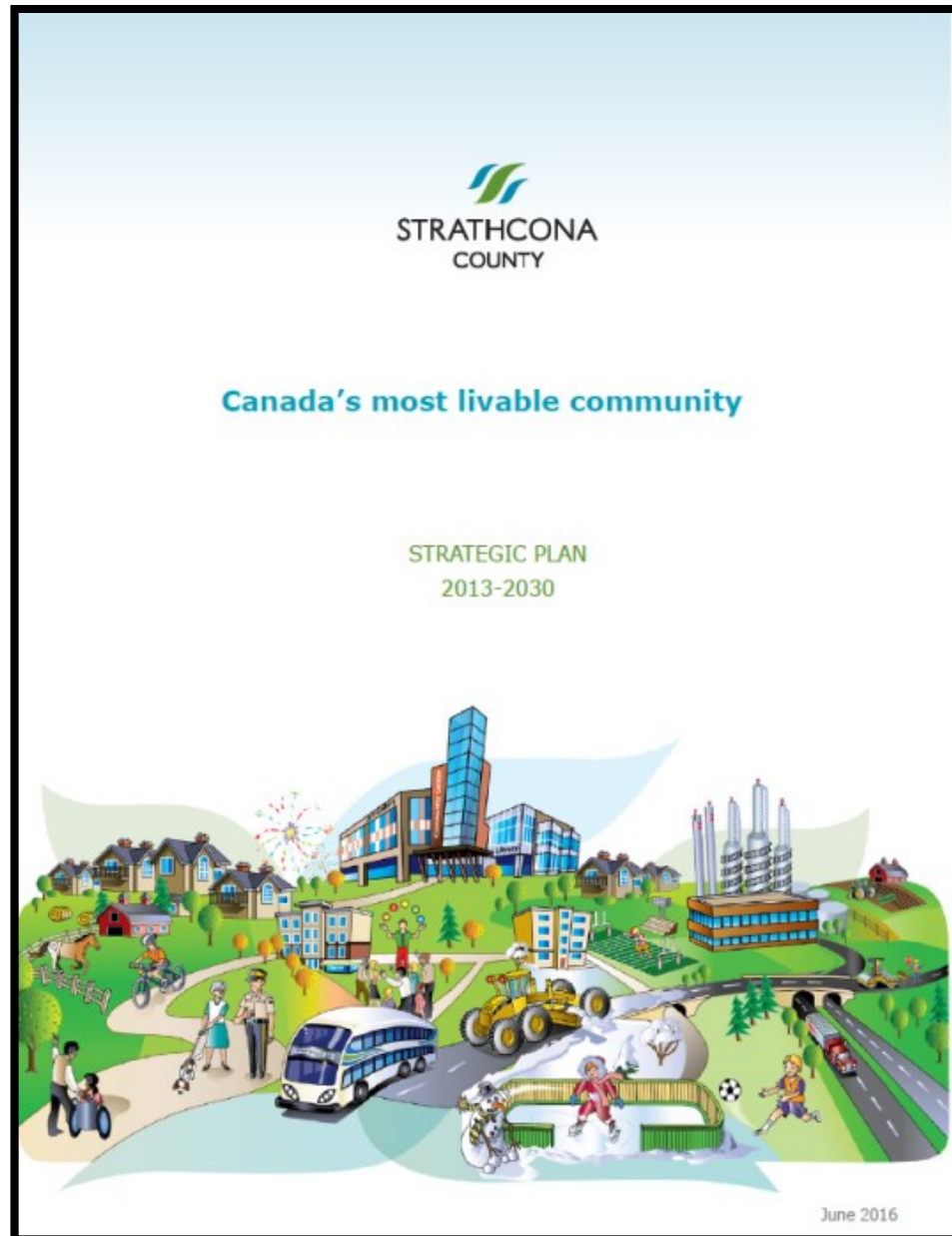
Strategic plan reporting provided to Council through corporate business plan reporting, which started in Q2 of 2015 and is provided as part of quarterly (Q2) and annual (Q4) management reports

### **June 2016**

Revision to prioritized strategic goal ranking; addition of outcome statements for strategic goals; integration of priority-based budgeting; graphic design updates; increased emphasis on vision statement



# Strategic plan updates



- Revision to prioritized strategic goal ranking
- Addition of outcome statements for strategic goals
- Integration of priority-based budgeting references
- Graphic design updates and increased emphasis on vision statement
- Performance measurement reporting

# Corporate business plan updates



- Reflect updates from the strategic plan
- Refinement of some objectives for clarity and direction
- Ongoing refinement of performance measures to reflect commitment to continue working on developing meaningful measures and informed targets



# Questions?





## Canada's most livable community

STRATEGIC PLAN  
2013-2030



## Our Vision

### Living in Strathcona County

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage.

Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart.

**We are Canada's most livable community.**







## Our priorities

**Goal 1:** Strategically manage, invest and plan for sustainable municipal infrastructure

**Goal 2:** Increase and diversify the petrochemical business

**Goal 3:** Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity

**Goal 4:** Increase public involvement and communicate with the community on issues affecting the County's future

**Goal 5:** Increase and diversify agricultural business

**Goal 6:** Promote Strathcona County locally, nationally and internationally as a place that is open for business and investment

**Goal 7:** Build strong neighbourhoods/communities to support the diverse needs of our residents

**Goal 8:** Provide a climate of safety for individuals in homes, neighbourhoods and public places

**Goal 9:** Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community

**Goal 10:** Conserve representative ecosystems

**Goal 11:** Ensure facilities and activities are available, accessible and used by residents

**Goal 12:** Define and strengthen the community's identity and heritage

### 2015-2018 FOCUS

Prioritized strategic goals inform the creation of four-year business plan cycles. While all of the strategic goals are important, having them ranked by Council allows the organization to invest strategically, and to direct effort and resources to those areas deemed most important over the course of the four-year business plan cycle.

# Council's strategic planning framework

*Council's strategic planning framework shows how Strathcona County activities align to achieve its vision. Council's strategic plan is the County's principal guiding document for governance, community development, infrastructure and service delivery. This document directs the long-term planning for the County and serves as a foundation on which the County's corporate business plan, department business plans, master plans and budgets are developed.*

*Together, these tools guide staff to act on their responsibilities and implement Council's vision.*

## Our vision and priorities in 2030

Living in Strathcona County is a statement about what we aspire to be and paints a picture of what the community will look like in the future. Our vision represents the elements of our livable community. It describes the County-wide priorities and outcomes necessary to achieve our vision.

## Measuring success

To drive continuous improvement and enhance decision making, we have built accountability into each step of the planning process; we monitor both strategic direction and operational performance. We monitor long-term direction at the strategic priority area level, through our corporate business plan reporting.

We are accountable to the community for our progress and performance, as well as for the associated fiscal costs and resources used to achieve our desired goals and objectives.

## Priority-based business planning and budgeting

Integral to the strategic planning framework is priority-based budgeting. The philosophy behind priority-based budgeting is that resources should be allocated, based on how effectively a program or service achieves the goals or objectives that are of the greatest value to the community.

Priority-based budgeting processes and tools enable Strathcona County to fully understand the programs it provides citizens and businesses; the value they offer, how much they cost, and how they reflect community priorities.



## County-wide priority areas

*To focus the County's efforts and realize its vision, Council identified areas of strategic priority. These were chosen based on an analysis of the opportunities and challenges facing the County, as well as its ability to manage and deliver on its desired goals.*

Priority areas are broad directions for realizing the aspirations and qualities desired by the County. Through a strategic planning process, Council conceptualized specific futures, and set goals and outcomes to achieve these futures, while remaining true to the community vision statement.

Priority-based budgeting builds on strategic priorities, with additional detailed results defined that are foundational to the strategic planning framework.

### Economy

- ▷ World leader in petrochemical cluster
- ▷ Diverse economy
- ▷ Effective and efficient municipal infrastructure

### Governance

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

### Social

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

### Cultural

- ▷ Vibrant, creative community

### Environment

- ▷ Protect our environment and preserve biodiversity



## Economy

*As a center of petrochemical development in energy, agricultural business and future technologies, Strathcona County promotes a diverse economy. By stimulating innovation and investment, as well as attracting large and small business into our community, the County enriches the overall living standard of our residents.*

*The strength of our economy is the foundation supporting our entire community. A healthy and sustainable economy allows us to invest in infrastructure and provide the quality programs and services residents and businesses value.*

### Priority area: World leader in petrochemical cluster

As a world leader in the petroleum industry, we create favourable conditions in our County to enable and stimulate economic growth. Through our policies, civic alliances and private partnerships, we support a positive business climate in which to advance petrochemical development in our community.

We ensure critical infrastructure (such as transportation, water and sewer) is available, that land is zoned for industry, and use efficient permitting processes to encourage industry investment and expansion. We support workforce education and training, and work collaboratively with local educational institutions to meet future economic needs.

To help position our County for long-term success and gain real momentum in the global arena, we advocate to all levels of government, and the public, to raise awareness of the growing demand for our petrochemical products.

#### Strategic goal

Increase and diversify the petrochemical business

#### Outcome

A diversified energy sector is leveraged through Strathcona County's advantages, providing a resilient tax base, innovative opportunities and a variety of jobs







## Priority area: Diverse economy

To help diversify the economy, and attract and retain large and small business to the community, we encourage innovative businesses that embrace future technologies. We continue to invest in our natural capital and promote locally-produced food and sustainable practices.

### Strategic goal

Increase and diversify agricultural business

### Outcome

Strathcona County supports primary agricultural opportunities, while fostering an environment for innovative and value-added agricultural business

### Strategic goal

Promote Strathcona County locally, nationally and internationally as a place that is open for business and investments

### Outcome

Continuous investment and business growth in Strathcona County reflects its standing as a competitive and attractive business environment

## Priority area: Effective and efficient municipal infrastructure

A community's health and vitality is linked to its ongoing investment in critical infrastructure. To ensure our modern economy remains competitive, healthy and vibrant, we consciously invest in efficient and effective municipal infrastructure to meet the needs of our growing community. We also strive to optimize and rehabilitate existing investment to ensure the County's infrastructure is in good repair and development programs are adequately funded.

### Strategic goal

Strategically manage, invest and plan for sustainable municipal infrastructure

### Outcome

The County economy is supported by sustainable infrastructure that is optimally utilized and provides the services residents and businesses value

## Governance

*Governance Strathcona speaks to our unique status as a specialized municipality in the province. We work cooperatively with both urban and rural residents to govern as a single municipal government. Good governance covers service excellence, planning, strong fiscal management of programs and organizational capacity.*

*As well, we employ effective processes to engage residents, business and industry in decision making. We strengthen our ties with neighbouring governments and civic organizations and work cooperatively to deliver services and tackle common issues that impact the success of our community.*

### Priority area: Cooperative partnerships with community, business, industry and neighbouring governments

We build trust; we create relationships and develop processes to engage residents, business and industry, and to assist in decision making. Together, we own and help shape the future of our community. Our partnerships with neighbouring municipalities and civic organizations are built on mutual respect, common goals and a desire to move forward together to achieve long-term success.

#### Strategic goal

Increase public involvement and communicate with the community on issues affecting the County's future

#### Outcome

Strathcona County's culture enables inclusive engagement and confidence in the community's leadership

#### Strategic goal

Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity

#### Outcome

Strathcona County is a collaborative and valued partner and leader, maximizing effective and efficient services for our community and the region



# Social

*Social Strathcona considers individual and community health and well-being, and how we relate to and care for one another. In short, it's about creating and sustaining a positive lifestyle for our residents. It looks at effective design, or how the design of new developments and redevelopment of existing areas encourage community interaction and cohesion. It also partners with other governments and community agencies to ease economic and social disparities; strengthens the self-sustaining capacity of individuals, families and communities by promoting healthy and active lifestyles; and, ensures the fundamental needs of our community (e.g. affordable housing, safety and security in our homes, and a sense of belonging) are met.*

## Priority area: Helping, caring and safe community

A strong community is made up of community members who support the fundamental needs of individuals and families, while promoting livable and inclusive neighbourhoods.

### Strategic goal

Build strong neighbourhoods/communities to support the diverse needs of our residents

#### Outcome

People live in inclusive communities that foster personal commitment, connectedness and a sense of belonging

### Strategic goal

Provide a climate of safety for individuals in homes, neighbourhoods and public places

#### Outcome

People feel safe living, gathering and moving about

## Priority area: Healthy and active community

Healthy and active communities are promoted through well-designed infrastructure that adapts to meet our changing needs and desires. By providing quality facilities and a range of sport, leisure and recreational programs and opportunities, the County connects people and communities through healthy and active lifestyles.

### Strategic goal

Ensure facilities and activities are available, accessible and used by residents

#### Outcome

People are connected in the community through active and healthy lifestyles



# Culture

*Culture Strathcona celebrates our community connections. This topic covers the issues of diversity and inclusivity, cultural heritage, strong agricultural roots, festivals and events, intangible cultural assets, cultural spaces and facilities, and the arts community. Cultural assets and activities fuel cultural vitality and help define our unique cultural identity, our blend of several different lifestyle choices, and sense of place. Our County's cultural activities generate and sustain economic and social benefits for all, and contribute to Strathcona County being a welcoming and attractive community in which to live.*

## Priority area: Vibrant, creative community

Cultural attractions and resources are vital assets that connect our County's distinct communities and give us a sense of place.

To help reflect our community's heart and soul, the County takes a leadership role in creating and providing opportunities for its residents to access a variety of cultural attractions and resources.

### Strategic goal

Define and strengthen the community's identity and heritage

### Outcome

People feel a strong shared community identity and sense of pride for Strathcona County





## Environment

*Environment Strathcona includes the natural areas both within and around Strathcona County, along with our commitment to protect and preserve our natural environment and to live sustainably. Growth pressures, development and environmental changes and threats to our biodiversity challenge the County.*

*Our goal is to ensure services are in place to address land, air, water, energy and material use, and to care for our parks. We recognize the inherent responsibility of every individual and organization to work together to protect and preserve our natural environment. We live in balance with our environment and decrease the use of our finite natural resources by living sustainably.*

### Priority area: Protect our environment and preserve biodiversity

The promotion and protection of our natural environment is integrated into every aspect of civic life, guiding our decisions and public policy. The County manages the land, air, water, energy, material use, biological diversity and parks to ensure we live in a healthy ecosystem. We recognize that being good stewards of our land and natural resources is everyone's responsibility.

#### Strategic goal

Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community

#### Outcome

Environmental considerations are foundational to all planning, decisions and actions made in Strathcona County

#### Strategic goal

Conserve representative ecosystems

#### Outcome

Ecosystems in Strathcona County are conserved and remain healthy and diverse



## Performance measurement

*To drive continuous improvement and enhance decision making, we have built accountability and accessibility of information into each step of the strategic planning framework. This allows us to monitor both strategic direction and operational performance.*

Our strategic goals identify the long-term, achievable actions that must be accomplished for the success of our vision. Outcomes describe the result of what will occur when the strategic goal is reached. We monitor long-term direction at the strategic priority area level, through our corporate business plan progress and performance reporting.

Progress on corporate business plan goals and performance measures are provided to Council as part of quarterly management reports. The corporate business plan goals that are reported, demonstrate linkages back to the strategic plan prioritized goals.

Departments also track performance measurement at an operational performance level.

### History of Strategic Plan 2013 – 2030



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Canada's most livable community





.....

2015-2018  
CORPORATE BUSINESS PLAN

.....

Becoming Canada's  
most livable community





## Strathcona County's vision is to be Canada's most livable community.

Our role as an Executive Team is to align County resources toward achieving this vision. Guiding and informing us is the Council-approved strategic plan.

By articulating its priorities in the strategic plan, Strathcona County Council has provided high-level direction for the long term (to 2030). Council's approved strategic priorities have been ranked to focus organizational effort in the four-year Corporate Business Plan which maximizes success in the top priorities. This corporate business plan further focuses our priorities, and outlines the specific goals we will pursue, and the metrics by which we will measure our success in the short and medium term (four years).

Strathcona County has been and continues to be a leader on many fronts, from people services to infrastructure projects. We provide our citizens and businesses with some of the highest levels of service anywhere.

The County has been fortunate. There have been resources available, allowing us to respond to a large number of needs and wants. Over the past several years; however, the community has grown rapidly, and our organization has begun to struggle with issues of capacity. As service demands increase, we have too many projects at any given time.

With no mechanism by which to prioritize these projects, other than budget, it would be easy to get caught in the habit of trying to be all things to all people. This approach is inefficient at best; certainly, it is not sustainable for our community.

Better, we believe, to allocate resources based on agreed-to priorities. The 2015 – 2018 Corporate Business Plan guides department business plans, and identifies goals for the coming four years that align our activities to meeting Council's top four prioritized strategic goals, outlined below:

- Strategically manage, invest and plan for sustainable municipal infrastructure
- Increase and diversify the petrochemical business
- Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity
- Increase public involvement and communicate with the community on issues affecting the County's future

The corporate business plan also contains goals for improving organizational efficiency and effectiveness, and for being an employer of choice; targeted to the continued provision of quality customer service, and to creating an excellent work environment.

Finally, this plan is a major step toward priority-based business planning and multi-year budgeting. Together, these plans will help us articulate measures of performance against benchmarks, which will be reported back to the community.

*Executive Team  
Strathcona County*

Strathcona County Council created and approved a strategic plan, which outlines their vision for the County in 20 years, and the priorities and strategic goals to achieve that vision.

Strathcona County Administration has developed a Corporate Business Plan to create a bridge between the long-term, high-level goals and

priorities outlined by Council in its strategic plan, and the short- to medium-term operational goals and priorities of the organization. This plan will also include measures so we can report how we are doing in implementing Council's strategic plan, as well as achieving departmental and corporate goals.



## STRATHCONA COUNTY VISION

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

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We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart.

**We are Canada's most livable community.**



## CORPORATE MISSION

**Strathcona County is creating  
"Canada's most livable community."**

We are committed to quality service delivery to citizens, business and industry alike, and work collaboratively to be the most effective and efficient municipal team.

## Corporate Values

### Integrity

- Be honest and transparent
- Demonstrate ethical standards and behaviours
- Display courage of convictions

### Respect

- Build an environment of trust
- Value other people's strengths and ideas
- Treat others with care and dignity

### Safety

- Follow safe standards of practice
- Maintain our safety conscious workplace for ourselves and each other
- Ensure a safe community environment for our residents

### Fairness

- Create opportunities to learn and grow for all employees
- Demonstrate approachable leadership
- Strive to communicate with purpose and clarity

### Cooperation

- Encourage collaborative relationships and unique partnerships
- Strive for innovation and efficiency by being open-minded
- Freely share information and ideas to contribute to Strathcona County's ongoing excellence

## Corporate Overview

### Infrastructure and Planning Services Division

The Infrastructure and Planning Services Division is responsible for managing, designing, planning and building the County's infrastructure above and below ground, as well as supporting a strong and sustainable economy through business development activities. It exercises innovation and continuous improvement in implementing sustainable municipal programs for Strathcona County residents. The division

is committed to providing services that balance social responsibility with the benefits of economic prosperity and environmental stewardship.

The Infrastructure and Planning Services Division is comprised of the following departments:

- Capital Planning and Construction
- Economic Development and Tourism
- Planning and Development Services
- Transportation and Agriculture Services
- Utilities

## Community Services

The Community Services Division delivers programs and services in support of Council's vision of being the most livable community in Canada. The division engages and empowers our residents by creating and sustaining a safe and caring community through:

- programs and services that are identified and planned to meet the changing social needs and priorities of our community
- a broad range of recreation, culture and leisure activities and spaces for the enjoyment of residents
- accessible, affordable and environmentally friendly transit services
- high-quality police, fire, emergency medical services and emergency management services that make our community one of the safest in Alberta

The Community Services Division is comprised of the following departments:

- Emergency Services
- Family and Community Services
- Recreation, Parks and Culture
- RCMP and Enforcement Services
- Transit

Community Services liaises with the following external agencies:

- Strathcona County Library
- Heartland Housing Foundation
- Information and Volunteer Centre

## Corporate Services

The Corporate Services Division provides customer support to the County's operational divisions. Corporate Services maintains County facility infrastructure and fleet equipment, and provides specialized technical and administrative services and advice that enable quality public service to County residents, businesses and industry.

The Corporate Services Division has the following departments and branch:

- Facility Services
- Fleet Services
- Human Resources
- Information Technology Services

- Legislative and Legal Services
- Council Support (branch)

## Chief Financial Officer

The Chief Financial Officer is responsible for managing the County's financial affairs, reporting on the organization's overall financial position, and supporting corporate decision making through strategic financial analysis and advice. The Chief Financial Officer Division is the steward of the County's financial resources. It provides leadership and guidance to the organization through sound financial management and advice, and by implementing best practices.

The division is comprised of the following departments and branch:

- Assessment and Tax
- Financial Services
- Procurement Services (branch)

## Chief Commissioner

Strathcona County's Chief Commissioner (Chief Administrative Officer) is accountable to the Mayor and Council. The Executive Team (comprised of the Chief Commissioner and Associate Commissioners) leads the development, implementation, and administration of all policies and programs established and approved by Council; guides and advises Council on legislation and municipal operations, and provides information to support Council in making informed decisions.

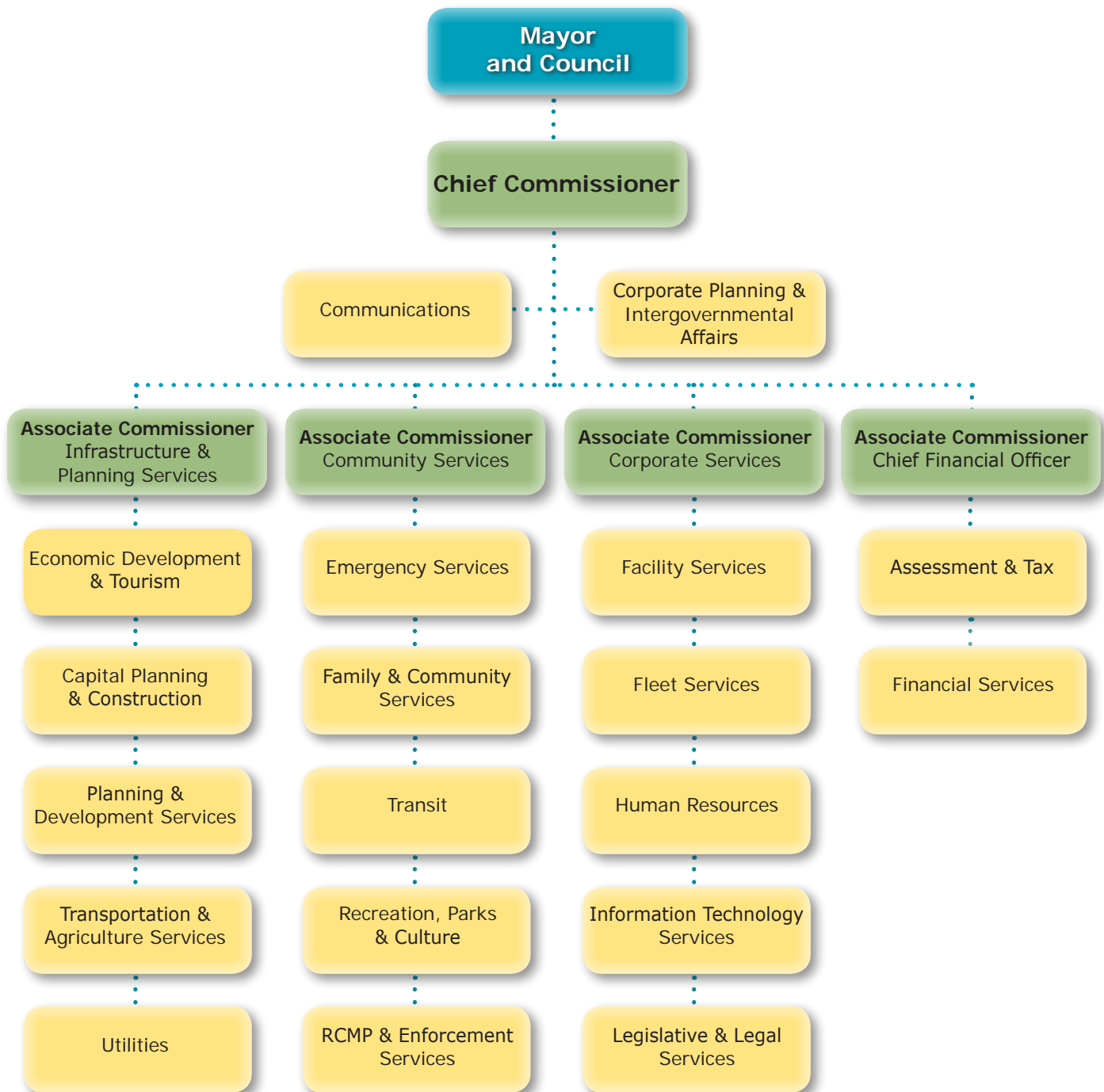
The Executive Team provides vision, leadership and direction to the organization based on the strategic plan and approved policies. The Chief Commissioner is responsible for delivering the County's business plans within budgets approved by Council.

The Chief Commissioner directly oversees the following departments:

- Communications
- Corporate Planning and Intergovernmental Affairs



## Organizational Structure





## Corporate Goals

The 2015 – 2018 Corporate Business Plan guides department business plans and identifies goals for the coming four years that align our activities to meeting Council's top four prioritized strategic goals, outlined below:

- Strategically manage, invest and plan for sustainable municipal infrastructure
- Increase and diversify the petrochemical business
- Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity
- Increase public involvement and communicate with the community on issues affecting the County's future

The corporate business plan also contains goals for improving organizational efficiency and effectiveness, and for being an employer of choice; targeted to the continued provision of quality customer service, and to creating an excellent work environment.

Intentionally focusing alignment with the top four prioritized strategic goals sets the stage for optimal success. We will excel in doing the important things well. We will also ensure our capacity to provide core services and infrastructure are maintained over the long term.



## GOAL 1

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

### Outcome

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

### Linkages back to:

#### Strategic plan prioritized goals

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

#### Economic sustainability framework

### Objectives

- 1) Establish a long-range financial plan to guide decision making on appropriate growth, balance and timing of operating and capital costs.
- 2) Establish the business planning and budget process to guide priority-based decision making.
- 3) Identify appropriate service levels for the community and their costs.
- 4) Establish an asset management policy and framework which consistently defines approach, roles, and standards while considering the diverse requirements of departments.

Key performance indicator and measures	2015	2016	2017	2018 Target
Debt service ratio				TBD pending Long-Term Financial Sustainability Plan (LTFSP)
Percentage of committed to designated reserves (committed : designated)	44% : 56%			TBD (pending LTFSP)
Rate of optimal reserve balance to total reserves				TBD (pending LTFSP)

## GOAL 2

**Strathcona County priorities, successes and challenges are known.**

### Outcome

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

### Linkages back to:

#### Strategic plan prioritized goals

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

### Objectives

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

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Citizen awareness of Council's top four prioritized strategic goals	–	20.7%	29.2%		35%
Citizens feel informed about services and activities	80.9%	77.3%			85%
Citizen satisfaction in opportunity to express opinion (high/very high)	48.2%	64.3%			60%

## GOAL 3

**Economic opportunities are created through strategic partnerships.**

### Outcome

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

### Linkages back to:

#### Strategic plan prioritized goals

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

#### Economic sustainability framework

### Objectives

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

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Tax revenue by source type (residential : non-residential)	37% : 63%	38% : 62%			TBD (pending LTFSP)
Citizens' perception of Strathcona County's municipal government as collaborative (excellent/good)	–	52%			60%

## GOAL 4

**Informed decision making supports quality of life in the community.**

### Outcome

*Anticipated growth maintains quality of life for our community.*

### Linkages back to:

**Strategic plan: overall**

**Economic sustainability framework**

**Environmental sustainability framework**

**Social sustainability framework**

### Objectives

- 1) Explore and present elements of change, such as the impact of decisions regarding growth.
- 2) Continue to use evidence-based analysis to inform planning and decision making.
- 3) Promote and support partnerships within community-based groups and organizations to align social planning.
- 4) Use program and service evaluation and adjustments to facilitate a safe, healthy and thriving community.

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Overall citizen satisfaction with quality of life (very high/high)	85.6%	80.9%			85%
Citizen rating that quality of service is much better/better compared to two years ago	24.6%	29.5%			40%





## GOAL 5

**We are efficient and effective  
in daily operations.**

### Outcome

*Strathcona County demonstrates  
efficient operations.*

### Linkages back to:

**Strategic plan: overall**

### Objectives

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

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Citizens feel they are getting value for their tax dollar (very good/good)	51.0%	51.3%			65%
Staff collaboration index	79.6	–			85
Efficiency/effectiveness service and program reviews * under development	–	–	–	TBD	TBD



## GOAL 6

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

### Outcome

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

### Linkages back to:

**Strategic plan: overall**

### Objectives

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

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Overall citizen satisfaction with quality of service (very high/high)	79.43%	77.43%			85%
Staff engagement index	79.6	–			85
Staff communication index	72.2	–			77
Work environment index	70.0	–			75
Career and compensation index	69.8	–			75
Permanent employee voluntary turnover rate	5.30%	4.90%			<6%
Permanent employee short-term (less than 12 months)	10.53%	4.70%			<8%



Becoming Canada's  
most livable community



**Bylaw 22-2016****Municipal Ward Boundaries and Council Composition  
(Repeals Bylaw 59-2006)****Report Purpose**

To present the findings of the ward boundary review and to give first reading to a bylaw that proposes to change the municipal ward boundaries.

**Recommendation**

1. That Bylaw 22-2016, being a bylaw to establish the municipal ward boundaries and Council composition, be given first reading.
2. THAT Administration conduct a ward boundary review following the 2018 municipal census and report to Council by the end of the first quarter of 2019.

**Council History**

December 12, 2006 - Council approved Bylaw 59-2006 being a bylaw to change the municipal ward boundaries for the 2007 and subsequent general municipal elections.

April 5, 2016 – Council approved GOV-002-032 the Ward Boundary Review Policy and directed Administration to conduct a Ward Boundary Review and report back to Council with boundary options on or before the May 24, 2016 Council meeting.

May 24, 2016 – Council amended the April 5, 2016 motion to change the date that Administration was required to report back to Council with ward boundary options from May 24, 2016 to June 21, 2016.

**Strategic Plan Priority Areas**

**Economy:** n/a

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

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

**Culture:** n/a

**Environment:** n/a

**Other Impacts**

**Policy:** GOV-002-032 Ward Boundary Review Policy

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

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

## **Summary**

Legislative & Legal Services worked with Planning and Development Services and the GIS Branch of Information Technology Services to complete a ward boundary review. The criteria set out in GOV-002-032: Ward Boundary Review Policy (the "Policy") was used to complete the review. Section 1 f) of the Policy states that "to provide stability in elected representation, ward boundary proposals should include the fewest changes possible to achieve the desired results."

The recommended changes to the ward boundaries, as shown on Enclosure 1, are to align the urban service area boundary with the urban ward boundaries. Currently the Optima Wye Crossing condominiums and Salisbury Village are located in Ward 6 but are part of the urban service area. Under the proposed Bylaw, Ward 3 and Ward 6 boundaries would be changed to align with the urban service area boundary. These minimal changes will ensure compliance with the Policy for the 2017 election.

Enclosure 2 provides a summary of the ward populations using the 2015 census data and shows deviations from the population mean. Enclosure 3 reflects the changes to the ward populations and deviations based on the recommended changes to Wards 3 and 6. Administration is confident that growth between 2015 and 2017 will not cause the population deviation to exceed the +/-25% criteria outlined in the policy.

However, based on 2021 population projections provided by Planning and Development Services (Enclosure 4), Administration is recommending that a review of the ward boundaries be completed following the 2018 municipal census. Population projections indicate that significant changes will likely be necessary to the urban ward boundaries prior to the 2021 election to accommodate growth in the northeast corner of Sherwood Park.

## **Enclosures**

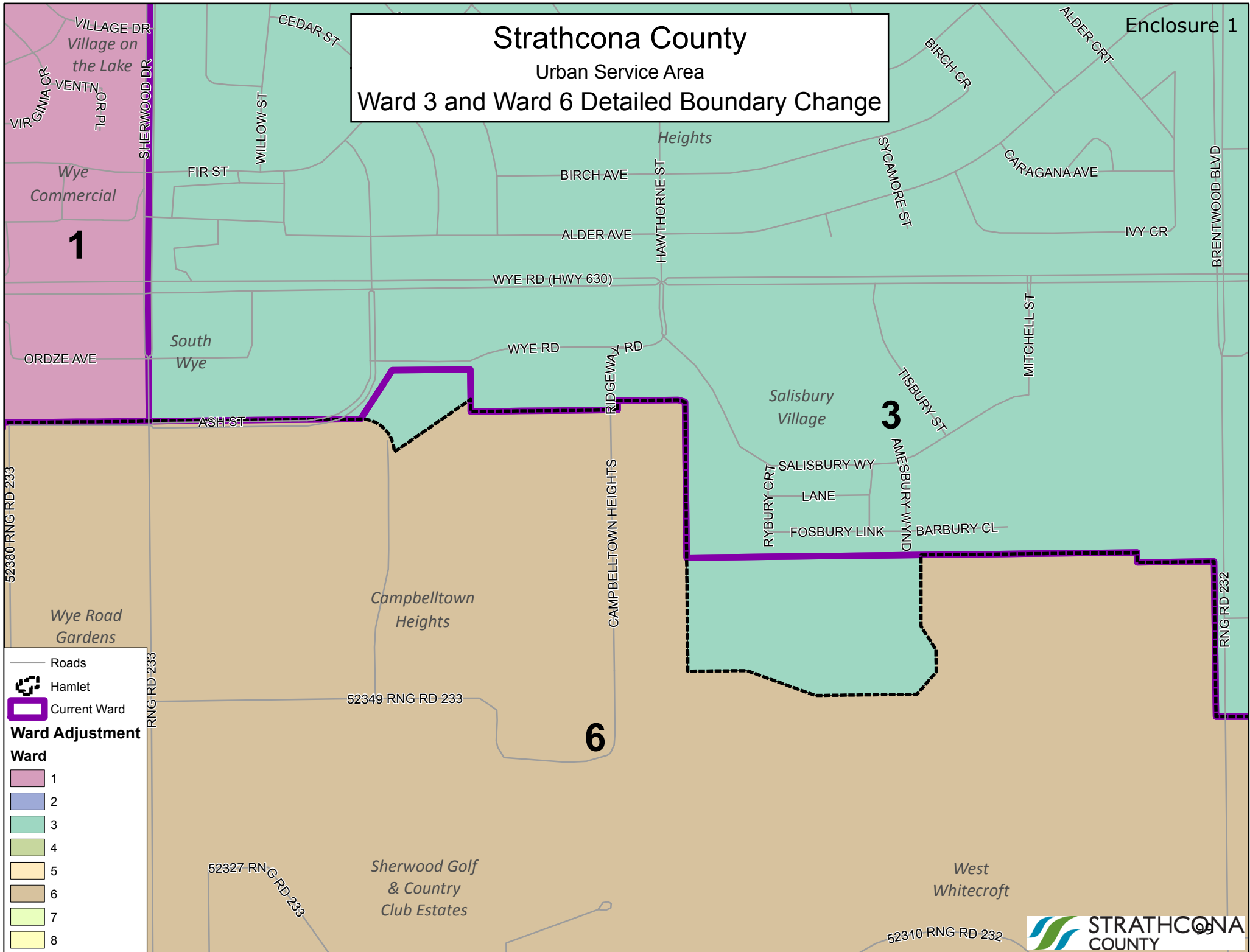
- 1 Recommended Ward Boundary Changes Map
- 2 Ward Populations Based on 2015 Census Data
- 3 Ward Populations Reflecting the Recommended Boundary Changes
- 4 Current Development and Potential Future Growth Projections/Impacts on Existing Ward Boundaries
- 5 Bylaw 22-2016, Urban and Rural Ward Boundary Maps
- 6 Ward Boundary Review Powerpoint Presentation

# Strathcona County

Urban Service Area

## Ward 3 and Ward 6 Detailed Boundary Change

Enclosure 1



**Comparison of Urban Population and Number of Electors by Ward**  
**Based on 2015 Census Data**

Urban Wards	Population	Deviation from Urban Population Mean	Estimated Urban Eligible Voters	Deviation from Urban Eligible Voter Mean
1	13,512	-1.78%	9940	-1.40%
2	14,621	6.29%	10768	6.81%
3	11,611	-15.60%	8803	-12.68%
4	15,405	11.98%	10730	6.44%
8	13,633	-0.90%	10164	0.82%
Total	68,782		50405	

Urban Population Mean/Ward -25%	10,317	7,561	Urban Eligible Voters Mean/Ward -25%
Urban Population Mean/Ward	13,756	10,081	Urban Eligible Voters Mean/Ward
Urban Population Mean/Ward +25%	17,196	12,601	Urban Eligible Voters Mean/Ward +25%

**Comparison of Rural Population and Number of Electors by Ward**  
**Based on 2015 Census Data**

Rural Wards	Population	Deviation from Rural Population Mean	Estimated Rural Eligible Voters	Deviation from Rural Eligible Voter Mean
5	9,231	3.27%	7043	3.53%
6	9,185	2.76%	7073	3.97%
7	8,399	-6.03%	6293	-7.50%
Total	26,815		20409	

Rural Population Mean/Ward -25%	6,704	5,102	Rural Eligible Voters Mean/Ward -25%
Rural Population Mean/Ward	8,938	6,803	Rural Eligible Voters Mean/Ward
Rural Population Mean/Ward +25%	11,173	8,504	Rural Eligible Voters Mean/Ward +25%



**Comparison of Urban Population and Number of Electors by Ward**  
**Based on 2015 Census Data and Recommended Ward Boundary Changes to Wards 3 and 6**

Urban Wards	Population	Deviation from Urban Population Mean	Estimated Urban Eligible Voters	Deviation from Urban Eligible Voter Mean
1	13,512	-1.88%	9940	-1.54%
2	14,621	6.18%	10768	6.67%
3	11,681	-15.17%	8873	-12.11%
4	15,405	11.87%	10730	6.29%
8	13,633	-1.00%	10164	0.68%
Total	68,852		50475	

Urban Population Mean/Ward -25%	10,328	7,571 Urban Eligible Voters Mean/Ward -25%
Urban Population Mean/Ward	13,770	10,095 Urban Eligible Voters Mean/Ward
Urban Population Mean/Ward +25%	17,213	12,619 Urban Eligible Voters Mean/Ward +25%

**Comparison of Rural Population and Number of Electors by Ward**  
**Based on 2015 Census Data and Recommended Ward Boundary Changes to Wards 3 and 6**

Rural Wards	Population	Deviation from Rural Population Mean	Estimated Rural Eligible Voters	Deviation from Rural Eligible Voter Mean
5	9,231	3.54%	7043	3.88%
6	9,115	2.24%	7003	3.29%
7	8,399	-5.79%	6293	-7.18%
Total	26,745		20339	

Rural Population Mean/Ward -25%	6,686	5,085 Rural Eligible Voters Mean/Ward -25%
Rural Population Mean/Ward	8,915	6,780 Rural Eligible Voters Mean/Ward
Rural Population Mean/Ward +25%	11,144	8,475 Rural Eligible Voters Mean/Ward +25%

## **Current Development and Potential Future Growth Projections Impacts on Existing Ward Boundaries**

### **1. Current Development Growth Projections**

Planning & Development Services provided the following growth projections for development that is expected to be complete before 2021 within the Urban Services Area. These projections were based on approved Area Structure Plans as well as development permit applications.

#### **Emerald Hills Urban Village**

- estimated population growth of 2,297
- anticipated to be built by 2021
- will impact the population in Ward 4

#### **Aspen Trails**

- estimated population growth of 1,117
- anticipated to be built by 2021
- will impact the population in Ward 4

#### **Summerwood North**

- estimated population growth of 1,438
- anticipated to be 80-90% built by 2021
- will impact the population in Ward 4

#### **Salisbury Village**

- estimated population growth of 1,534
- anticipated to be built by 2021
- will impact the population in Ward 3

### **2. Potential Future Growth Projections**

Other potential developments that may impact ward population numbers for the 2021 election include:

#### **Cambrian**

- estimated population of 1,898 by 2021
- will impact the population of Ward 4

#### **Hillshire** (subject to Council and Capital Region Board approval)

- estimated population of 2,591
- will impact the population in either Ward 6 or Ward 3

Note: Population projections were calculated using dwelling units and applying a persons per dwelling unit factor of 2.9 for single family dwelling and 1.8 for apartments.

**Population Projections for 2021 Including Current Development  
from Salisbury Village, Emerald Hills, Aspen Trails and Summerwood**

Urban Wards	2015 Population	Estimated Growth	Population by 2021	Deviation from Urban Population Mean
1	13,512		13,512	-10.12%
2	14,621		14,621	-2.74%
3	11,611	1,534	13,145	-12.56%
4	15,405	4,852	20,257	34.74%
8	13,633		13,633	-9.32%
Total	68,782		75,168	

Urban Population Mean/Ward -25%      11,275  
 Urban Population Mean/Ward            15,034  
 Urban Population Mean/Ward +25%    18,792

**Population Projections for 2021 Including Current and Potential Future Development  
from Salisbury Village, Emerald Hills, Aspen Trails, Summerwood, Cambrian, and Hillshire\***

Urban Wards	2015 Population	Estimated Growth	Population by 2021	Deviation from Urban Population Mean
1	13,512		13,512	-15.19%
2	14,621		14,621	-8.23%
3	11,611	4,125	15,736	-1.23%
4	15,405	6,750	22,155	39.06%
8	13,633		13,633	-14.43%
Total	68,782		79,657	

Urban Population Mean/Ward -25%      11,949  
 Urban Population Mean/Ward            15,931  
 Urban Population Mean/Ward +25%    19,914

\*subject to approval by Council and Capital Region Board

## BYLAW 22-2016

A BYLAW OF STRATHCONA COUNTY, IN THE PROVINCE OF ALBERTA, TO ESTABLISH MUNICIPAL WARD BOUNDARIES AND COUNCIL COMPOSITION

WHEREAS, pursuant to section 143 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, Council by bylaw may specify the number of Councillors that Strathcona County Council will consist of; and

WHEREAS, pursuant to section 144 of the *Municipal Government Act*, this bylaw must be passed at least 180 days before a general election at which it is to take effect; and

WHEREAS, pursuant to section 148 of the *Municipal Government Act*, Council may by bylaw divide the city into wards, establish their boundaries and provide that Councillors are nominated and elected by ward; and

WHEREAS, pursuant to section 149 of the *Municipal Government Act*, this bylaw must be passed at least 180 days before the general election at which it is to take effect; and

WHEREAS, pursuant to section 155 of the *Municipal Government Act*, a Councillor shall have the title of "Councillor" and the chief elected official may be referred to by a title appropriate to the office as directed by Council;

NOW THEREFORE THE COUNCIL OF STRATHCONA COUNTY, IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. This Bylaw may be referred to as the "Municipal Ward Boundaries and Council Composition Bylaw".
2. In this bylaw,
  - a) "Councillor" does not include the Mayor;
  - b) "Mayor" means the chief elected official under the *Municipal Government Act*.
3. The Municipal Council for Strathcona County shall be composed of the number of members as set out in Schedule "A", attached hereto and forming part of this Bylaw.
4. Strathcona County is hereby divided into the number of Wards with Council representation as set out in Schedule "B", attached hereto and forming part of this Bylaw.

5. The Wards are outlined in the maps as shown on Schedule "C", attached hereto and forming part of this Bylaw.
6. Where any highway, street, avenue, lane, road, parkway trail, or creek is given as the boundary of a Ward, the centre line of the said highway, street, avenue, lane, road, parkway trail, or creek shall be the boundary for the purpose of this Bylaw.
7. Ward residency requirements for any person nominated as a candidate in the 2017 General Municipal Election, and all subsequent Municipal Elections, will be based on the Wards as set out in this Bylaw.
8. This Bylaw comes into effect for the 2017 General Municipal Election after three readings and upon being signed.
9. This Bylaw repeals Bylaw 59-2006.

Read a first time this                      day of                      , 2016.

Read a second time this                      day of                      , 2016.

Read a third time this                      day of                      , 2016, and finally  
passed.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director, Legislative & Legal Services

\_\_\_\_\_  
Date Signed

**COUNCIL COMPOSITION**

The Municipal Council for Strathcona County shall consist of eight (8) Councillors and one (1) Mayor.



**NUMBER OF WARDS AND COUNCIL REPRESENTATION**

Strathcona County is divided into eight (8) Wards with one (1) Councillor to be elected in each Ward.

Strathcona County shall elect one (1) Mayor who shall be elected at-large.

# 2016 Ward Boundary Review

## Overview of Wards

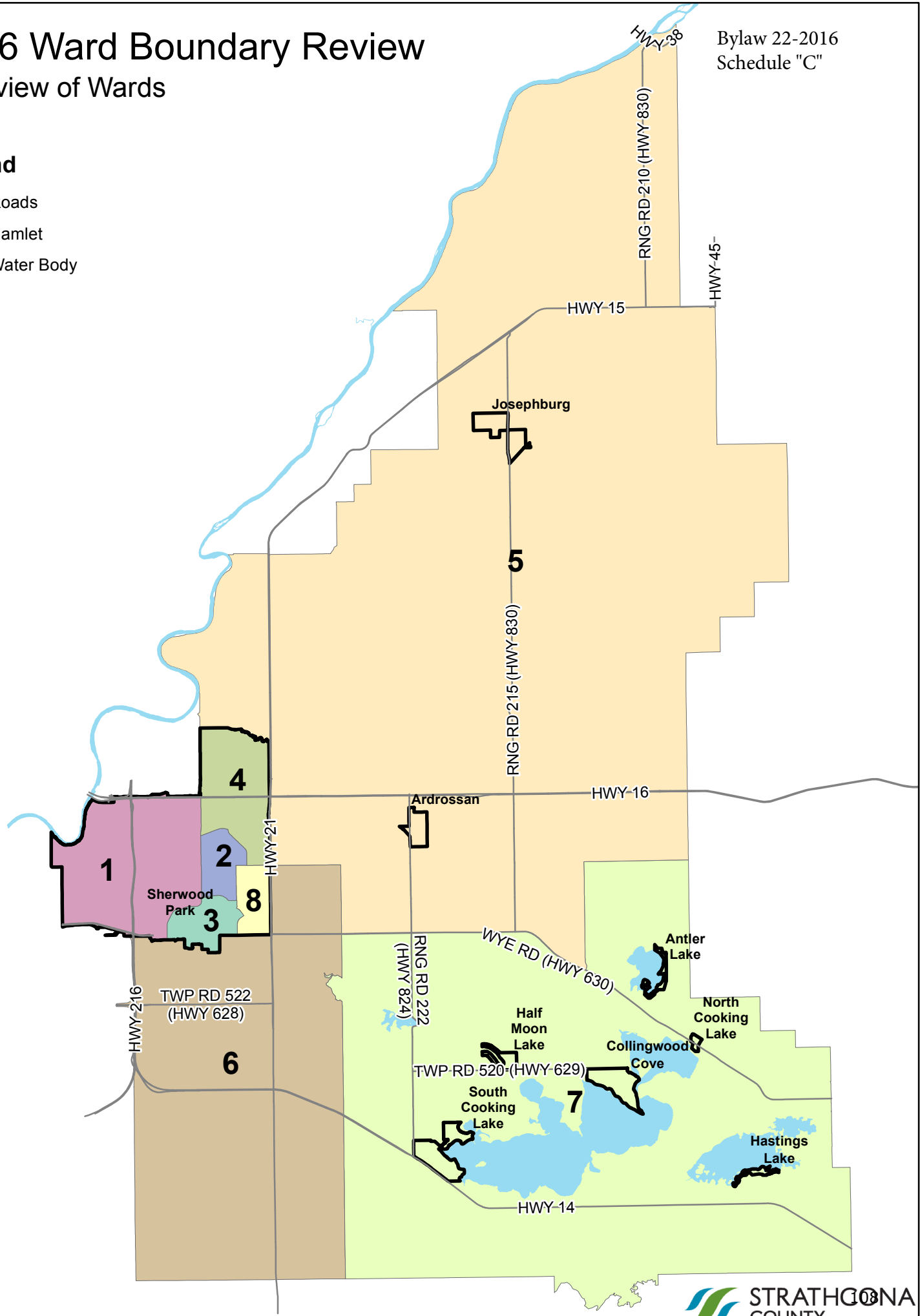
Bylaw 22-2016  
Schedule "C"

### Legend

- Roads
- ⬢ Hamlet
- 💧 Water Body

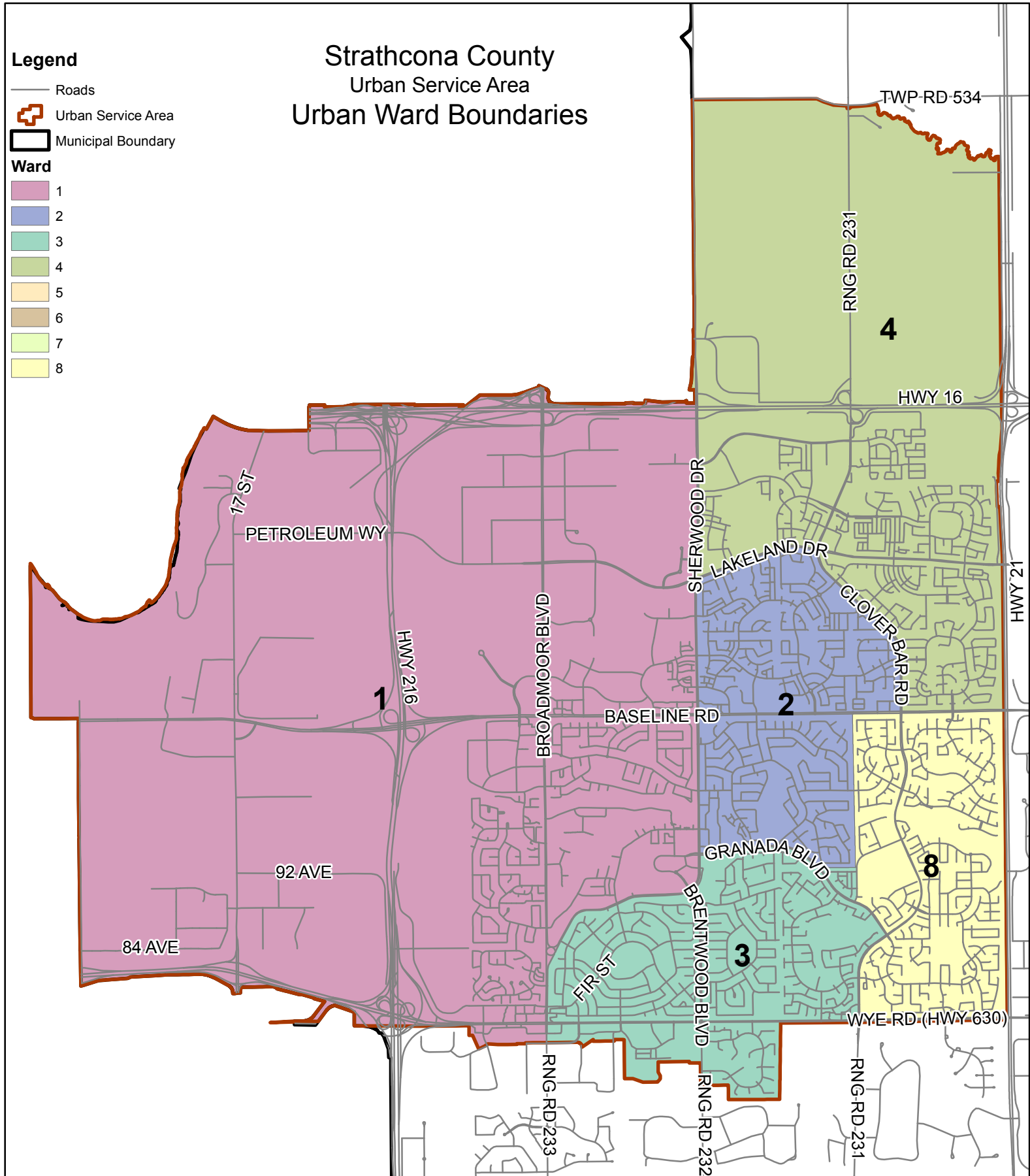
### Ward

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8



# 2016 Ward Boundary Review

## Urban Service Area Wards



# 2016 Ward Boundary Review

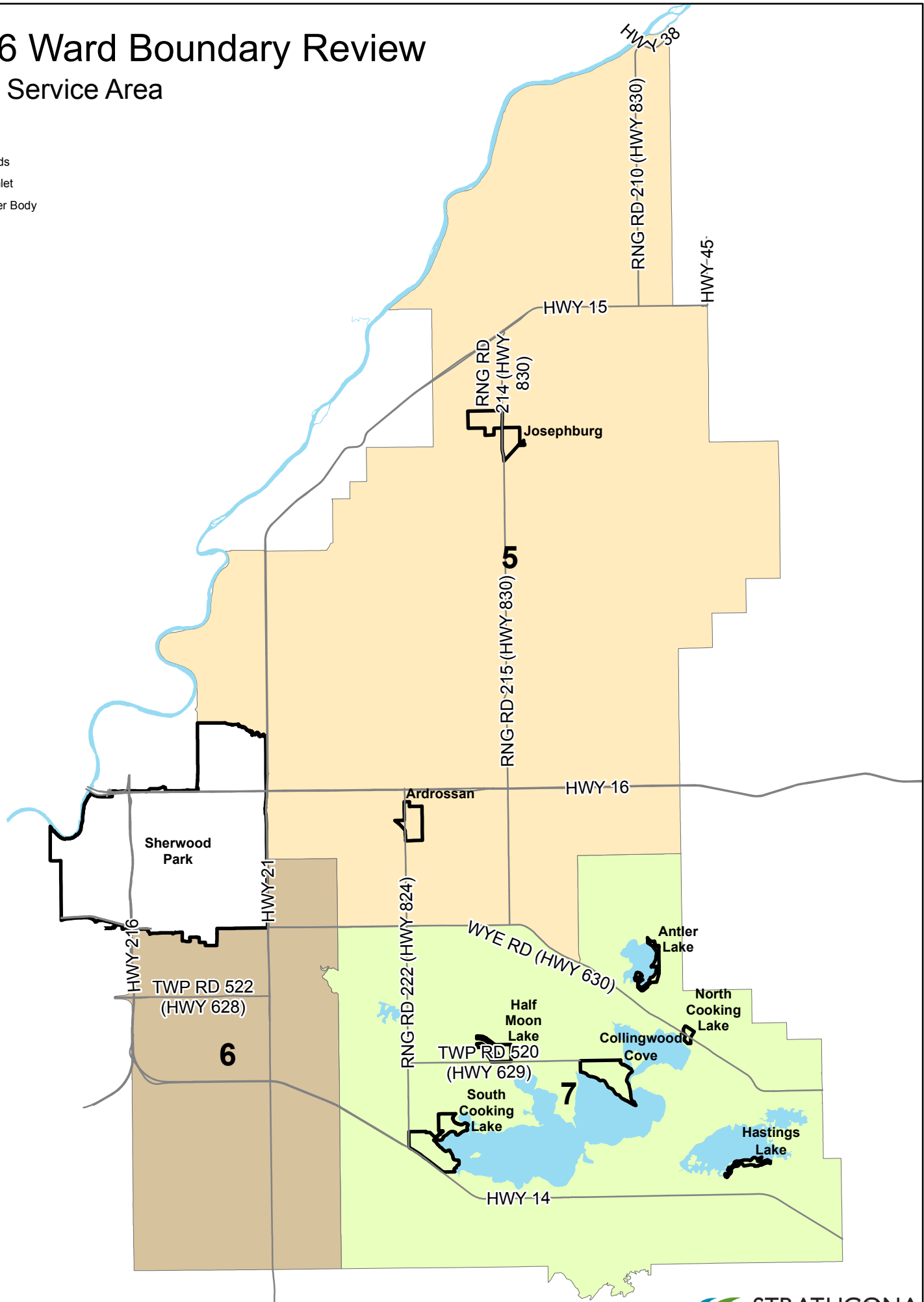
## Rural Service Area

### Legend

- Roads
- ⬢ Hamlet
- 💧 Water Body

### Ward

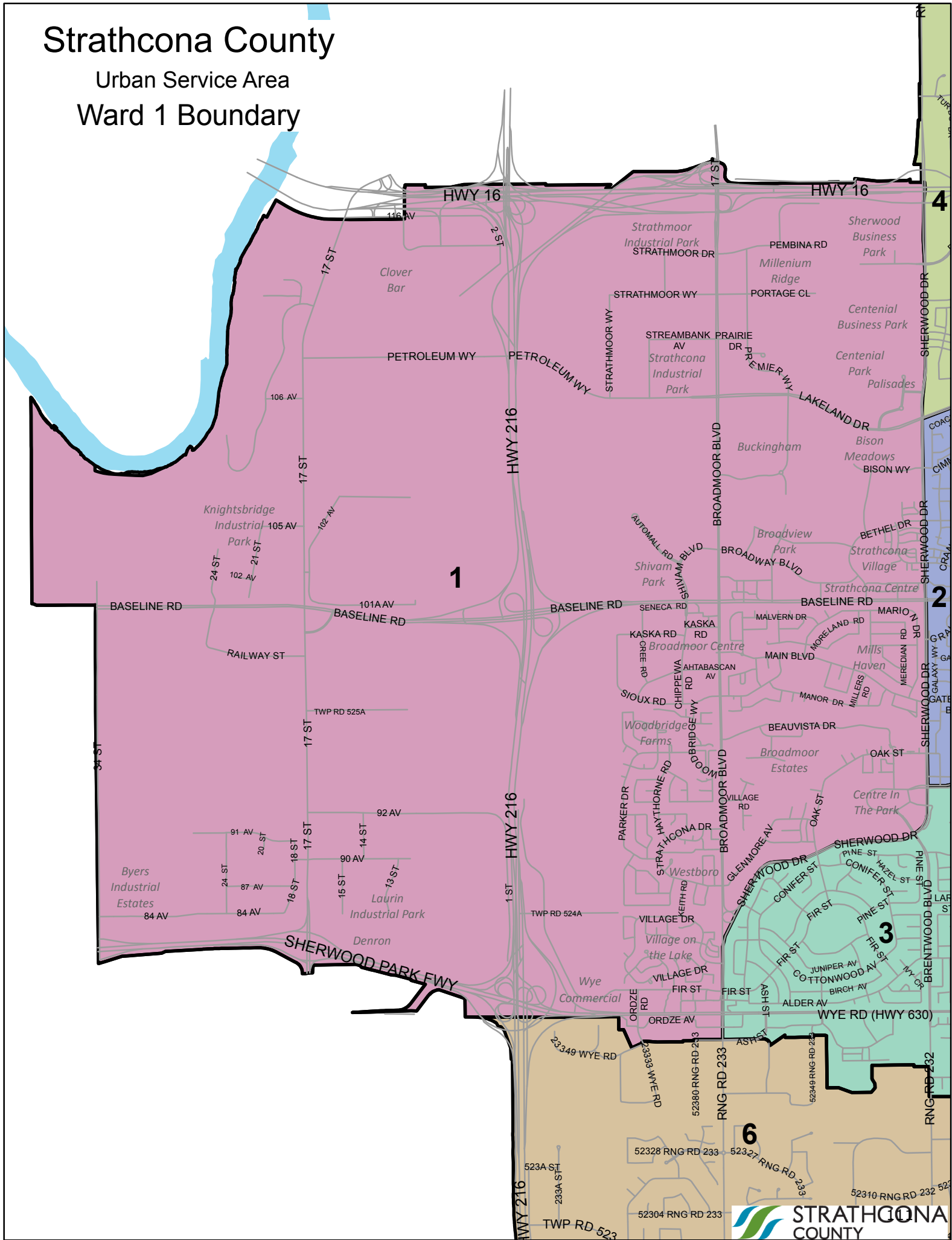
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8



# Strathcona County

## Urban Service Area

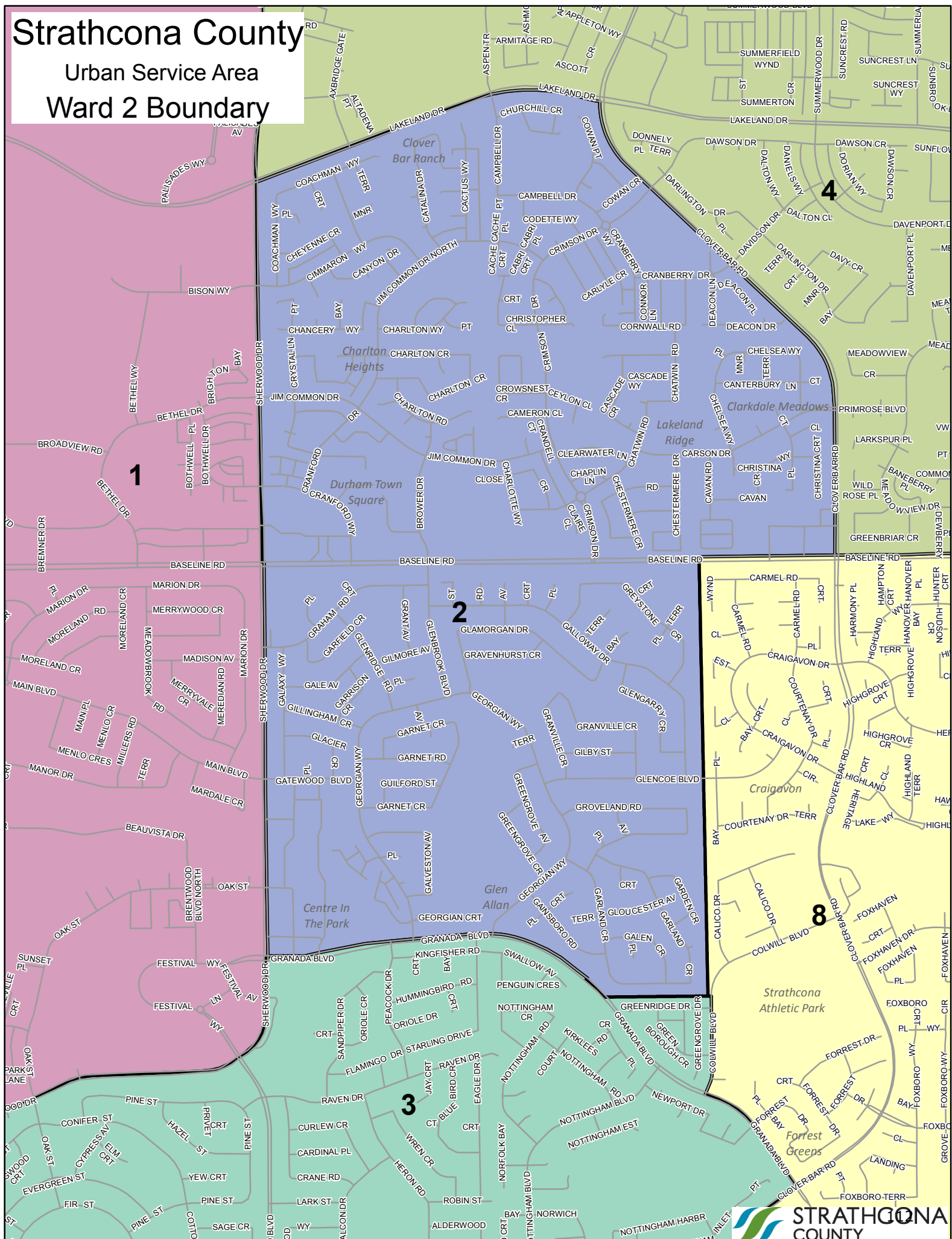
## Ward 1 Boundary



# Strathcona County

Urban Service Area

## Ward 2 Boundary

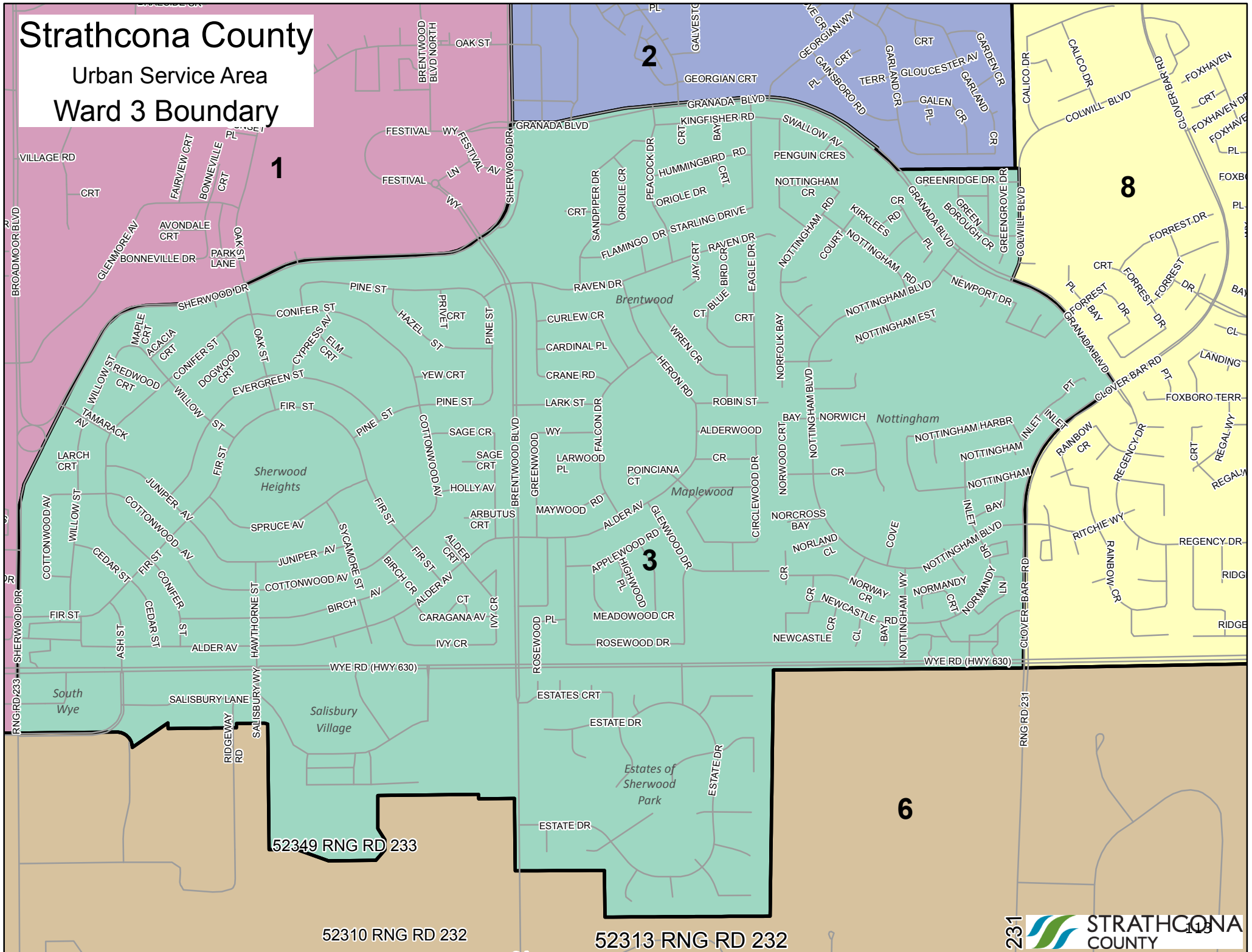




# Strathcona County

## Urban Service Area

### Ward 3 Boundary



52349 RNG RD 233

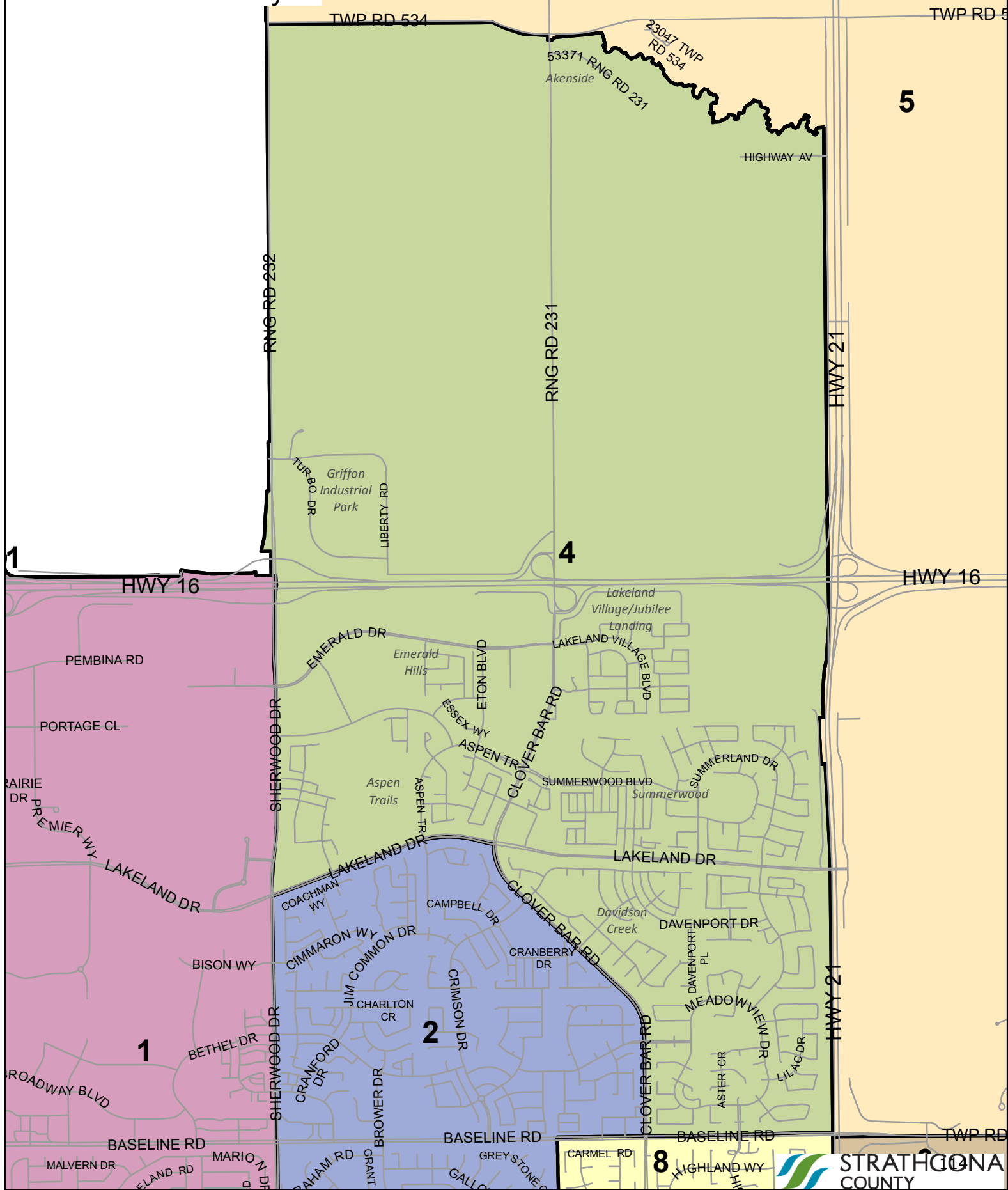
52310 RNG RD 232

52313 RNG RD 232

231

# Strathcona County

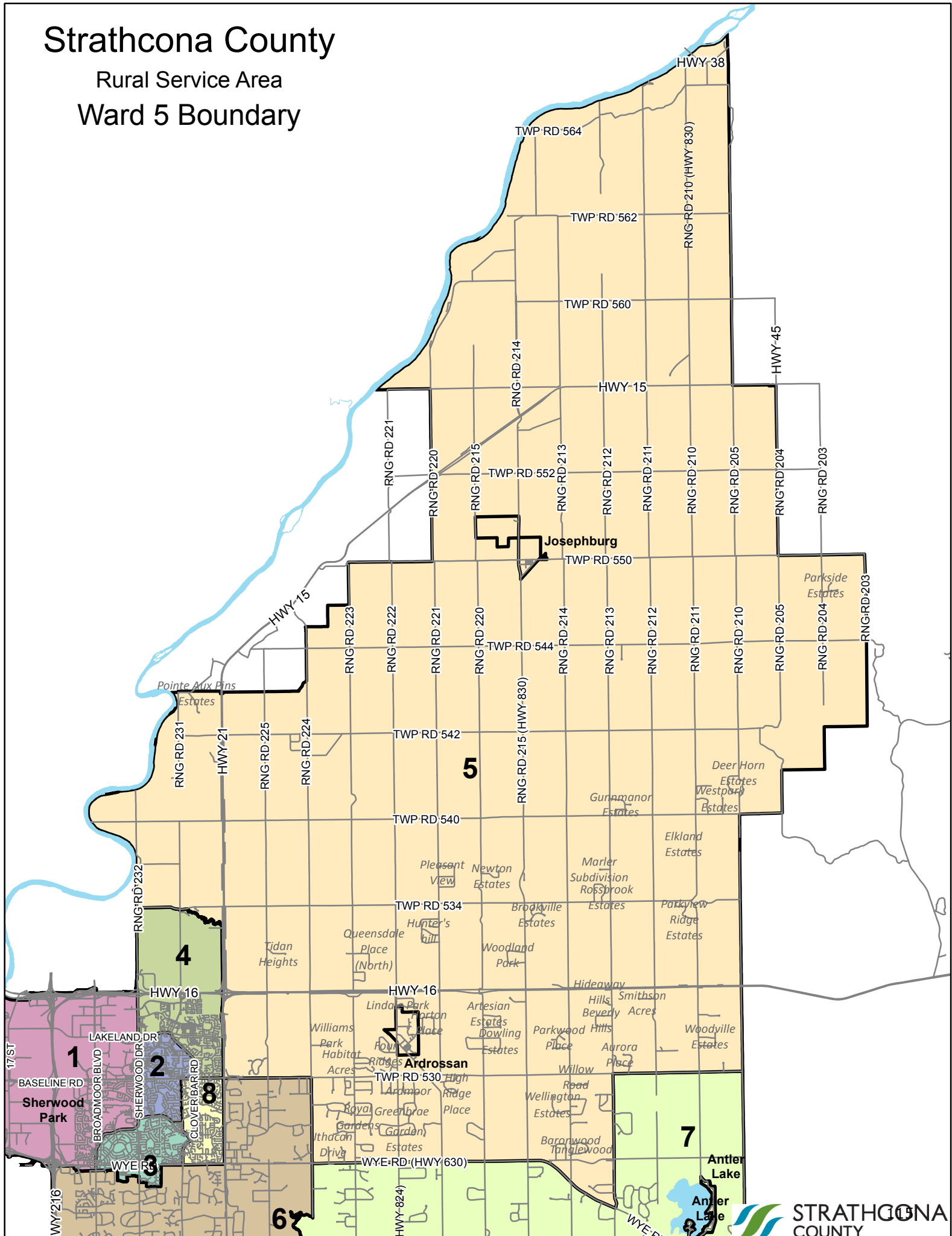
Urban Service Area  
Ward 4 Boundary



# Strathcona County

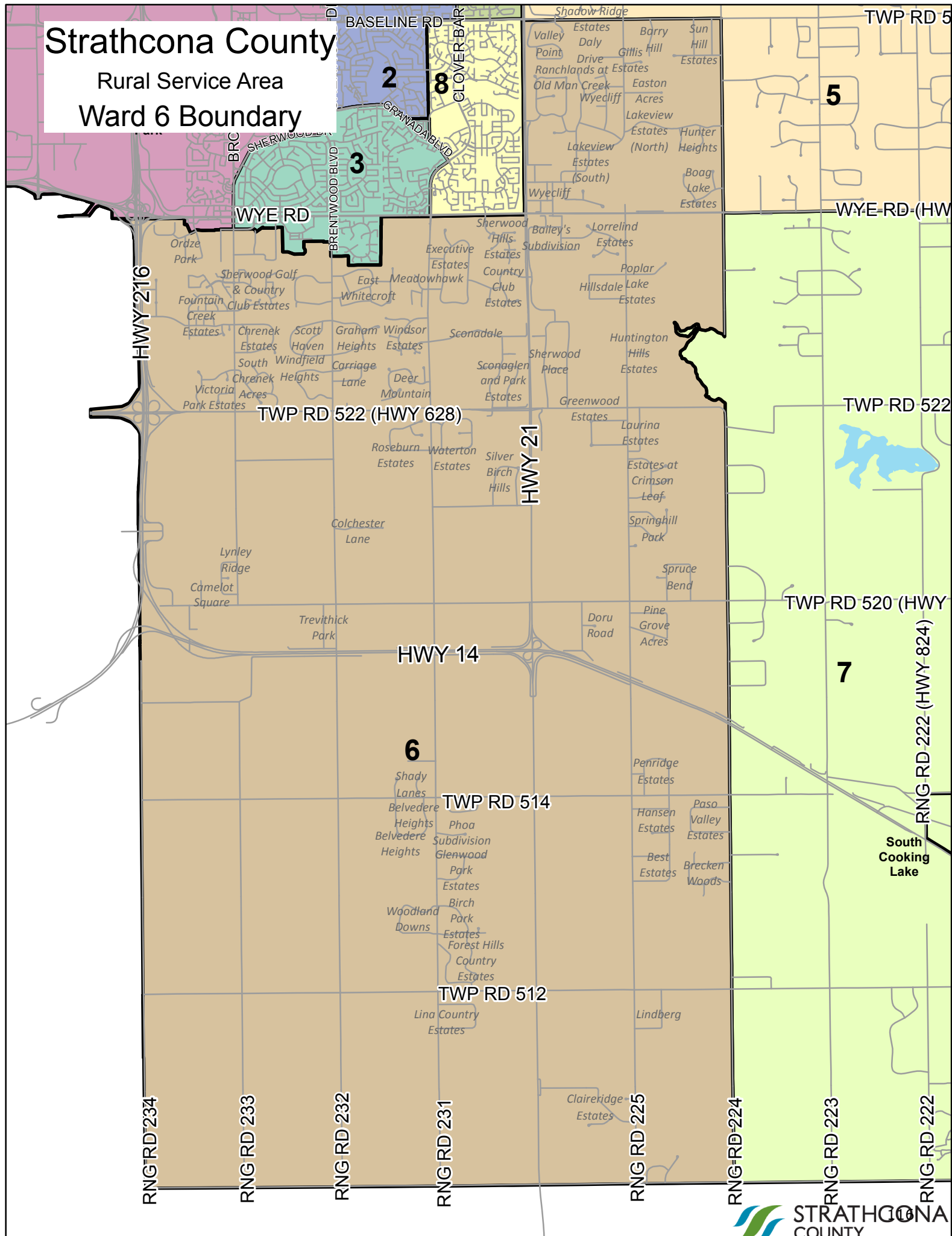
Rural Service Area

## Ward 5 Boundary



# Strathcona County

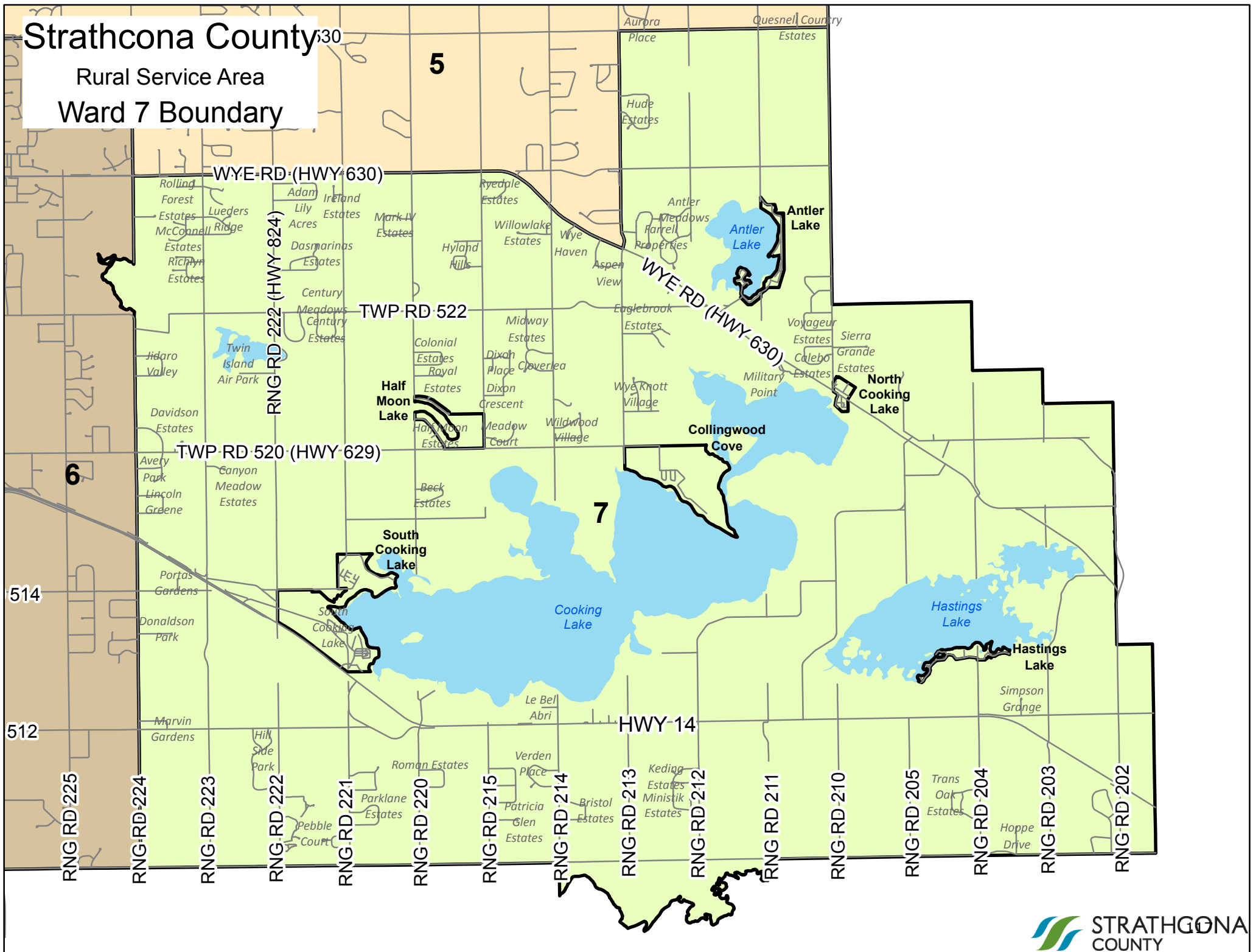
Rural Service Area  
Ward 6 Boundary





# Strathcona County

Rural Service Area  
Ward 7 Boundary



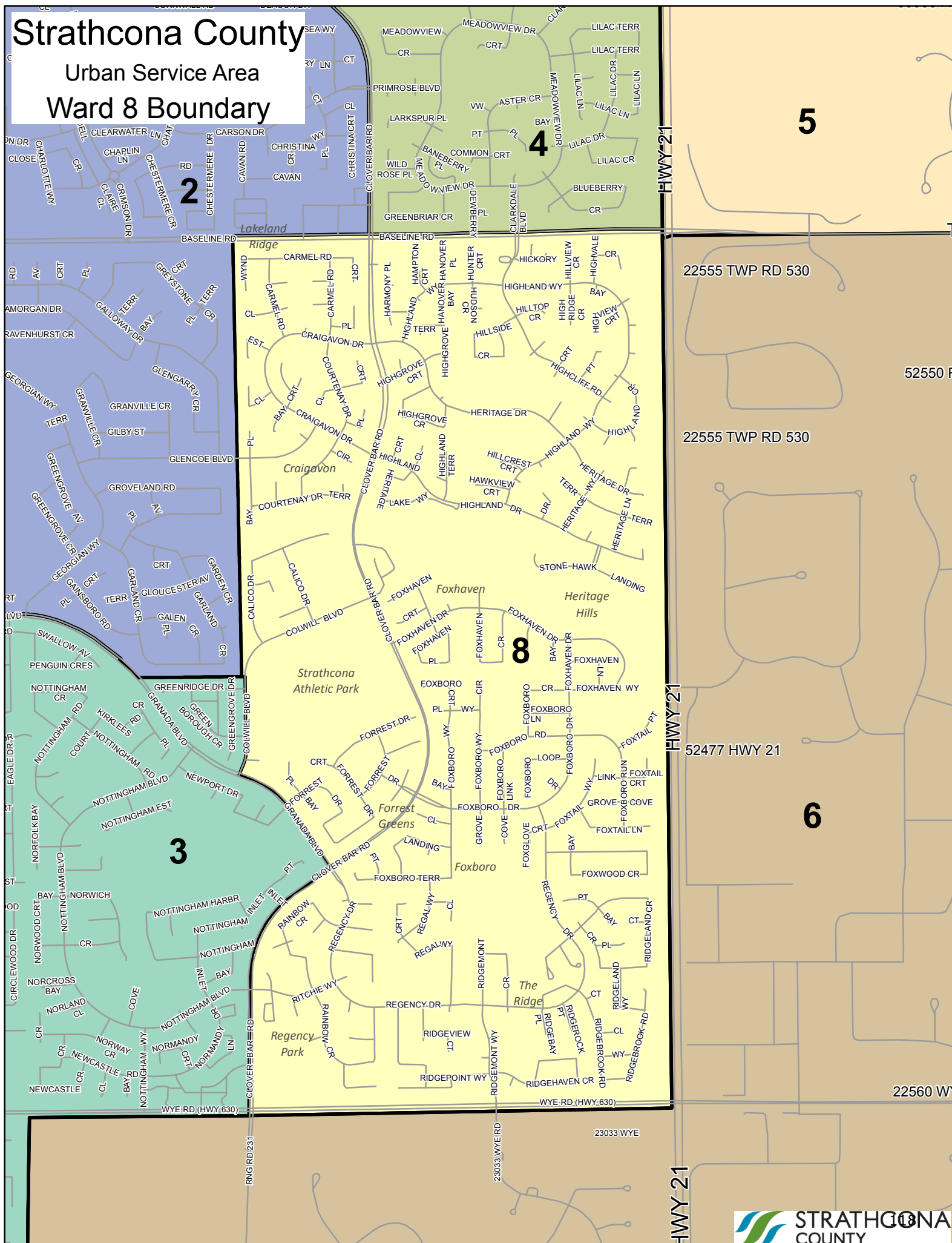
# Strathcona County

Urban Service Area

## Ward 8 Boundary

## Urban Service Area

# Ward 8 Boundary





# Bylaw 22-2016

## Municipal Ward Boundaries and Council Composition

# Background

- December 12, 2006: Bylaw 59-2006 was passed which increased the total number of wards to eight: five urban wards and three rural wards.
- April 5, 2016: Council approved GOV-002-032 Ward Boundary Review Policy and directed Administration to conduct a ward boundary review.

# The Review

- Planning & Development Services, GIS Branch of Information Technology Services, Legislative & Legal Services
- GOV-002-032: Ward Boundary Review Policy criteria:
  - Current population
  - Deviation
  - Future Growth
  - Communities of Interest
  - Geographical Features
  - Least Number of Changes
  - Block-Shaped Wards

# Issues Identified

- Urban Service Area Boundary does not align with Urban Ward Boundaries
  - This should be addressed prior to the 2017 election.
- Future Growth in the Urban Service Area
  - Based on population projections, a major ward boundary review will need to be conducted prior to the 2021 election to accommodate for growth in the northeast corner of Sherwood Park.
- 2018 census data required to assess growth trajectories for all wards

# Recommendations

- To allow for stability in elected representation and voter certainty for the 2017 election, Administration is recommending the fewest number of changes while still remaining within the allowable population deviation.
- The only change being recommended is to align the urban service area boundary with the urban ward boundaries in Salisbury Village. This change impacts Wards 3 and 6.
- Following the 2018 municipal census, Administration is recommending a major ward boundary review be completed to address what will likely be significant growth in the northeast corner of Sherwood Park.

# Next Steps

- If Council gives first reading to Bylaw 22-2016, Administration will advertise the bylaw for two consecutive weeks and then bring the bylaw back for second and third reading.
- Proceed with planning for the 2017 municipal election.



**GOVERNANCE ADVISORY COMMITTEE****Review Bylaw 19-2015 – Priorities Committee Bylaw****Report Purpose**

To provide Council with a report from the Governance Advisory Committee regarding the potential review of Bylaw 19-2015 Priorities Committee Bylaw.

**Recommendation of the Committee:**

THAT Administration prepare, in consultation with the Governance Advisory Committee, a revised Bylaw 19-2015 – Priorities Committee Bylaw for Council's consideration; and that the revised Bylaw be due to Council in October 2016.

**Rationale:**

Pursuant to the Governance Advisory Committee terms of reference, the Committee is responsible for the ongoing review and development of Council Policies and bylaws relevant to Council's roles and responsibilities as elected officials for Strathcona County as requested by Council (Bylaw 46-2015, page 17, section III, subsection C).

The Governance Advisory Committee identified the review of the Priorities Committee Bylaw as part of their 2016 work plan. At its May 9, 2016 meeting, the Governance Advisory Committee identified a number of potential improvements for this Bylaw, including the following:

- consistency in terminology,
- additional definitions where needed,
- greater clarity for the sections addressing public engagement, and
- reorganization of sections for greater continuity.

If Council approves the recommendation above, then Administration will work with the Governance Advisory Committee to prepare a revised Priorities Committee Bylaw for Council's consideration.

**Bylaw 18-2016 2016 Offsite Development Levies (Repeals Bylaw 28-2015)****Report Purpose**

To give first reading to a bylaw to impose new offsite development levies used to collect developer contributions for water, sewer, stormwater, and roadway improvements.

**Recommendation**

THAT Bylaw 18-2016, a bylaw that imposes new offsite development levies used to collect developer contributions for water, sewer, stormwater and roadway improvements, be given first reading.

**Council History**

June 9, 2015 – Council gave first reading to Bylaw 28-2015.

June 21, 2015 – Council approved Bylaw 28-2015.

**Strategic Plan Priority Areas**

**Economy:** n/a

**Governance:** n/a

**Social:** Properly funded infrastructure provides for the social well-being of all residents.

**Culture:** n/a

**Environment:** Properly funded infrastructure provides for enhanced environmental sustainability.

**Other Impacts**

**Policy:** n/a

**Legislative/Legal:** Municipalities are authorized to impose and collect offsite levies through the *Municipal Government Act (MGA)*, Division 6, Sections 648 – 649. Strathcona County implements its authority by establishing a bylaw which provides detailed development levy objectives. The bylaw is then applied to specific development through a Development Agreement. Pursuant to Section 648 (6) of the *MGA*, the bylaw must be advertised at least once a week for two consecutive weeks prior to second and third readings.

**Economic:** Offsite levies aid in maintaining a fair and competitive tax structure, while continuing to invest in community infrastructure such as roads, utilities and facilities. Offsite levies are reviewed and calculated on an annual basis as part of the County's budget process. The offsite levy calculations have been coordinated and reconciled with the Long Range Capital Plan and the current year's program.

Levy rates have been adjusted for 2016 based on the following:

1. The County's interest rates have been adjusted to include an interest earning rate of 1.85% (from 2.0% in 2015) and an interest borrowing rate of 4.25% (from 4.40% in 2015).
2. Inflation to remaining levy projects has been reduced by 5% for aboveground (roads) projects and reduced by 10% for underground (utilities) levy projects.

**Interdepartmental:** Capital Planning & Construction, Utilities, and Financial Services.

**Summary:**

The proposed 2016 Offsite Development Levies were reviewed and discussed with the Urban Development Institute (UDI) and the Developer Committee on May 9, 2016. UDI requested the County look at reductions with respect to inflation rates applied. The County has reviewed and revised the initial proposed rates, applying a reduction of 5% for aboveground projects and a 10% reduction to underground projects. The reduction amounts are supported by recent County tenders. UDI has requested an inflation reduction closer to 20% based on reduced project costs that they have seen in their recent tenders; however, after collective discussions with Capital Planning & Construction, Utilities and Finance, Administration recommends maintaining the 5% and 10% reductions as proposed.

The proposed levy rates have decreased from 2015 based on a combination of factors including, but not limited to, inflation adjustment, interest earning and interest borrowing rates, levies collected in 2015, staging impacts and some project scope changes.

It is anticipated to proceed for second and third readings of Bylaw 18-2016, July 5, 2016.

**Communication Plan**

Communication with: The public, Urban Development Institute and the Strathcona County Developer Committee by way of newspaper advertisement and meetings.

**Enclosures**

- 1 Summary Levy Comparison 2015 – 2016
- 2 Bylaw 18-2016

**STRATHCONA COUNTY  
OFFSITE DEVELOPMENT LEVIES  
SUMMARY LEVY COMPARISON 2015 - 2016  
June 1, 2016**

\* Levy amount is per hectare unless otherwise noted

\*\* The Sherwood Industrial lands west of Highway 216 will not be included in the levy bylaw, however connection charges and contributions in aid of construction will be assessed through Development Agreements

<b>RESIDENTIAL</b>			
<b>Residential in USA North of Wye Road - Central/TUC Trunk Benefiting Area</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Sanitary Sewer Trunks (Central/TUC)	\$6,542	\$5,185	(20.7)%
Water Transmission Mains	\$10,275	\$7,045	(31.4)%
Arterial Roads	<u>\$35,448</u>	<u>\$4,808</u>	(88.9)%
<b>GROSS LEVY PER HECTARE</b>	<b>\$52,258</b>	<b>\$17,038</b>	(67.4)%

<b>RESIDENTIAL</b>			
<b>Residential in USA North of Wye Road - NE Trunk Benefiting Area</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Sanitary Sewer Trunks (NE)	\$2,362	\$202	(91.4)%
Water Transmission Mains	\$10,275	\$7,045	(31.4)%
Arterial Roads	<u>\$35,448</u>	<u>\$4,808</u>	(88.9)%
<b>GROSS LEVY PER HECTARE</b>	<b>\$48,078</b>	<b>\$12,055</b>	(74.9)%

<b>RESIDENTIAL</b>			
<b>Suburban Estates - Central/TUC Trunk Benefiting Area</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Sanitary Sewer Trunks (Central/TUC)	\$6,542	\$5,185	(20.7)%
Water Transmission Mains	\$10,275	\$7,045	(31.4)%
Arterial Roads (per lot)	\$24,010	\$22,810	(5.0)%
<b>GROSS LEVY PER HECTARE</b>	Varies Based on Number of Lots		

<b>MIXED USE</b>			
<b>South of Wye - Central/TUC Benefiting Area</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Sanitary Sewer Trunks (Central/TUC)	\$6,542	\$5,185	(20.7)%
Water Transmission Mains	\$10,275	\$7,045	(34.4)%
Arterial Roads	<u>\$249,882</u>	<u>\$130,036</u>	(47.9)%
<b>GROSS LEVY PER HECTARE</b>	<b>\$266,699</b>	<b>\$142,265</b>	(47.7)%

<b>INDUSTRIAL</b>			
<b>Industrial Area within Central/TUC trunk Benefitting Area</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Sanitary Sewer Trunks (Central/TUC)	\$6,542	\$5,185	(20.7)%
Water Transmission Mains	\$10,275	\$7,045	(34.4)%
Arterial Roads (Industrial Area 1)	<u>\$52,882</u>	<u>\$47,026</u>	(11.1)%
<b>GROSS LEVY PER HECTARE</b>	<b>\$69,699</b>	<b>\$59,256</b>	(15.0)%

<b>MIXED USE</b>			
<b>Mixed Use within North of Yellowhead Benefitting Area</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Sanitary Sewer Trunks	\$26,834	\$25,608	(4.6)%
Water Transmission Mains	\$24,385	\$25,186	3.4%
Arterial Roads (Industrial Area 2)	<u>\$199,402</u>	<u>\$181,167</u>	(9.1)%
<b>GROSS LEVY PER HECTARE</b>	<b>\$250,621</b>	<b>\$231,962</b>	(7.5)%

<b>COUNTRY RESIDENTIAL</b>			
<b>Country Residential - Sanitary Connection</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Sanitary Sewer Trunks - TUC (PER LOT)	\$654	\$519	(20.6)%
Sanitary Sewer Trunks - NE TRUNK (PER LOT)	\$236	\$20	(91.5)%

<b>COUNTRY RESIDENTIAL</b>			
<b>Country Residential - Rural Roads</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Rural Road (PER LOT)	\$7,006	\$6,656	(5.0)%
Rural Road - Country Residential and Estate Residential (PER LOT)	\$24,010	\$22,810	(5.0)%

<b>STORM DRAINAGE</b>			
<b>NW Drainage</b>	<b>2015 Levy</b>	<b>Proposed 2016 Levy</b>	<b>% Change</b>
Area 1	\$1,064	\$2,552	139.8%
Area 2	\$0	\$0	\$0
Area 3	\$2,742	\$6,963	153.9%

## BYLAW 18-2016

BEING A BYLAW OF STRATHCONA COUNTY IN THE PROVINCE OF ALBERTA TO PROVIDE FOR THE IMPOSITION AND COLLECTION OF OFFSITE LEVIES.

WHEREAS the *Municipal Government Act*, RSA 2000, Chapter M-26 provides that a Council of a municipality may enact a bylaw to provide for the imposition and payment of off-site levies in respect of lands that are to be developed or subdivided and to authorize agreements to be entered into in respect of the payment of the levies; and

WHEREAS certain lands within the corporate boundaries of Strathcona County are proposed for residential, commercial or industrial developments; and

WHEREAS the Council of Strathcona County deems it desirable and expedient to impose the following offsite levies and to enter into agreements in respect of the payment of the levies for the provision of municipal and utility services;

NOW THEREFORE, the Council of Strathcona County, in the Province of Alberta, duly assembled, enacts as follows:

1. In this Bylaw:
  - a) "Council" means Council of Strathcona County;
  - b) "County" means Strathcona County;
  - c) "Development Lands" means those lands described in Schedules "A1", "A2", "A3", "A4" and "A5", attached hereto and forming part of this Bylaw, which are proposed for residential, commercial or industrial developments.
2. This Bylaw applies to these lands identified as being residential, commercial or industrial lands on Schedules "A1" – "A5" and which respectively benefit from the following offsite services installed or to be installed by the County;
  - A1 – Sanitary Sewer Trunks
  - A2 – Sherwood Park Drainage
  - A3 – Water Mains
  - A4 – Arterial Roads
  - A5 – Rural Roads
3. In respect to that portion of the Development Lands which are identified on Schedule "A1", "A2", "A3", "A4" and "A5" there is hereby imposed the offsite levies specified in Schedule "B1" of this Bylaw.
4. The document entitled "Offsite Development Levies 2016" (Schedule "B2") is hereby adopted as part of this Bylaw.
5. Council may from time to time adopt policies or guidelines for the assistance and direction of the County Administration in determining which development and subdivision applications shall require a Development Agreement.



6. Where it is determined that a Development Agreement is appropriate for any application for development or subdivision, the applicant or the owner, as the case may be, shall enter into a Development Agreement with the County and such development agreement shall ensure:
  - a) that provision be made for the payment of the offsite levies as specified in this Bylaw, or
  - b) that provision may be made for the deferring of payment of the offsite levies to a future time certain or uncertain, and
  - c) that no further offsite levies shall be required to be paid under development agreements where offsite levies have been previously collected in full in respect to all of the lands which are the subject of development or subdivision application.
7. Except as otherwise provided herein, each Development Agreement entered into by the County in respect of any of the Development Lands shall make provision for payment of all offsite levies imposed by this Bylaw at the times specified in Schedule "B2" of this Bylaw.
8. In the event that any portion of the Development Lands is proposed to be developed for any purpose which is inconsistent with the use designated in Schedules "A1" - "A5", the offsite levies payable shall be calculated as if the said portion of the Development Lands was proposed to be developed for the use designated in Schedules "A1" - "A5".
9. In the event that any of the offsite levies imposed by this Bylaw are not paid at the time specified, the County Treasurer is hereby authorized to impose the unpaid sums of money on a pro rata basis against each lot within the area in respect of which the offsite levies are payable under the Development Agreement, and thereafter collect the same as unpaid taxes in accordance with the provisions of the Municipal Government Act, RSA 2000, Chapter M-26.
10. Nothing in this Bylaw precludes the County from imposing further or different offsite levies, duly enacted by Bylaw, on any portion of the Development Lands in respect of which the County has not collected the offsite levies imposed under this Bylaw or any previous offsite levy bylaw authorized by statute.
11. In the event that any provision of this Bylaw is found to be contrary to law by any Court of competent jurisdiction, then the same shall be severed and the remainder of this Bylaw shall be of full force and effect.
12. Where prior to 2016 a Development Agreement which makes provisions for the payment of offsite levies has been entered into between the County and an owner of a portion of the Development Lands, the provisions of the offsite Bylaw which established the amount of the offsite levy shall continue in force as if this Bylaw or any intervening offsite levy bylaw had not been enacted unless otherwise specified in a Development Agreement.

13. Except as provided in Section 12 of this Bylaw, the previous offsite levy Bylaw of the County, being Bylaw 28-2015 is hereby repealed.
14. This Bylaw shall take effect after third reading and upon being signed.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

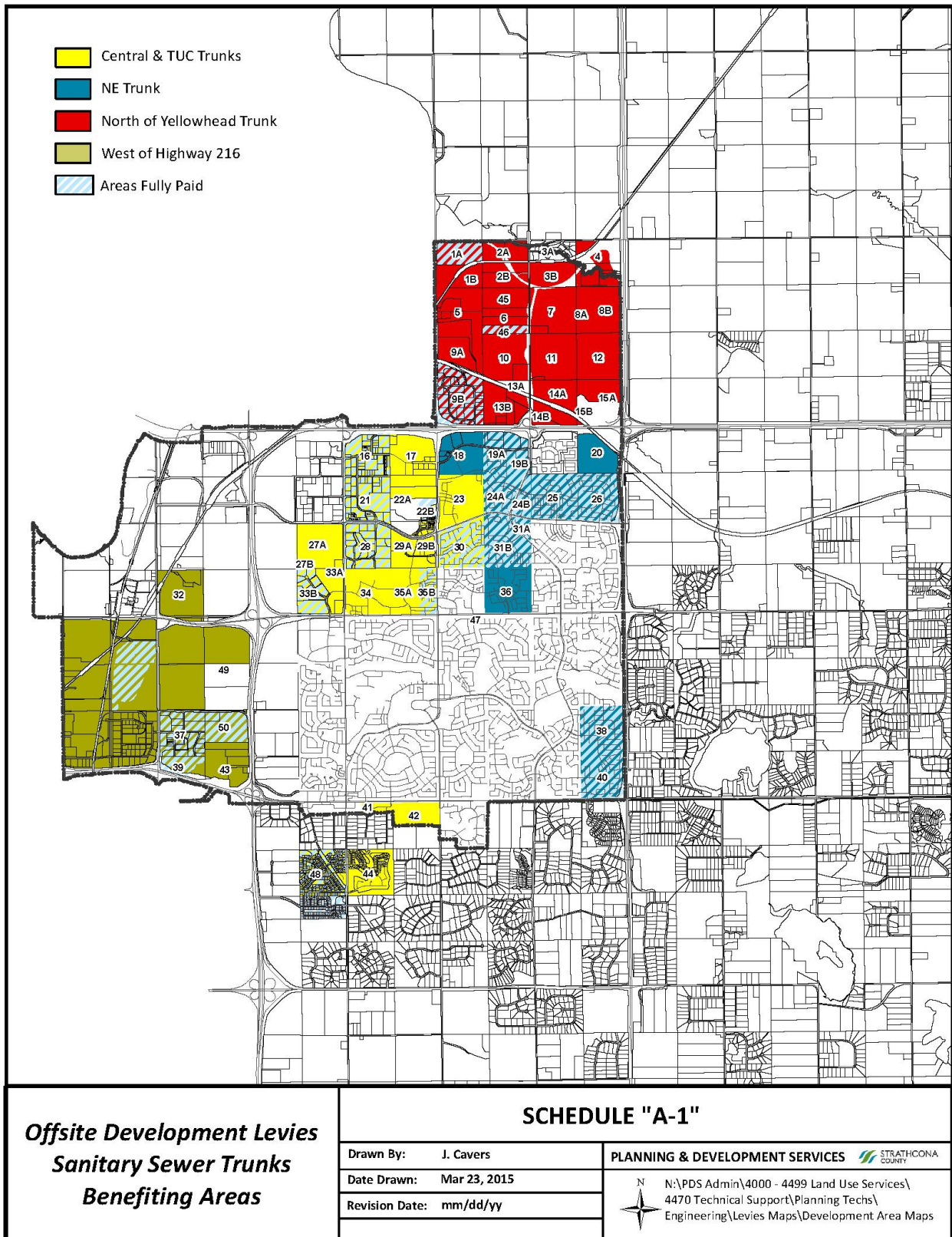
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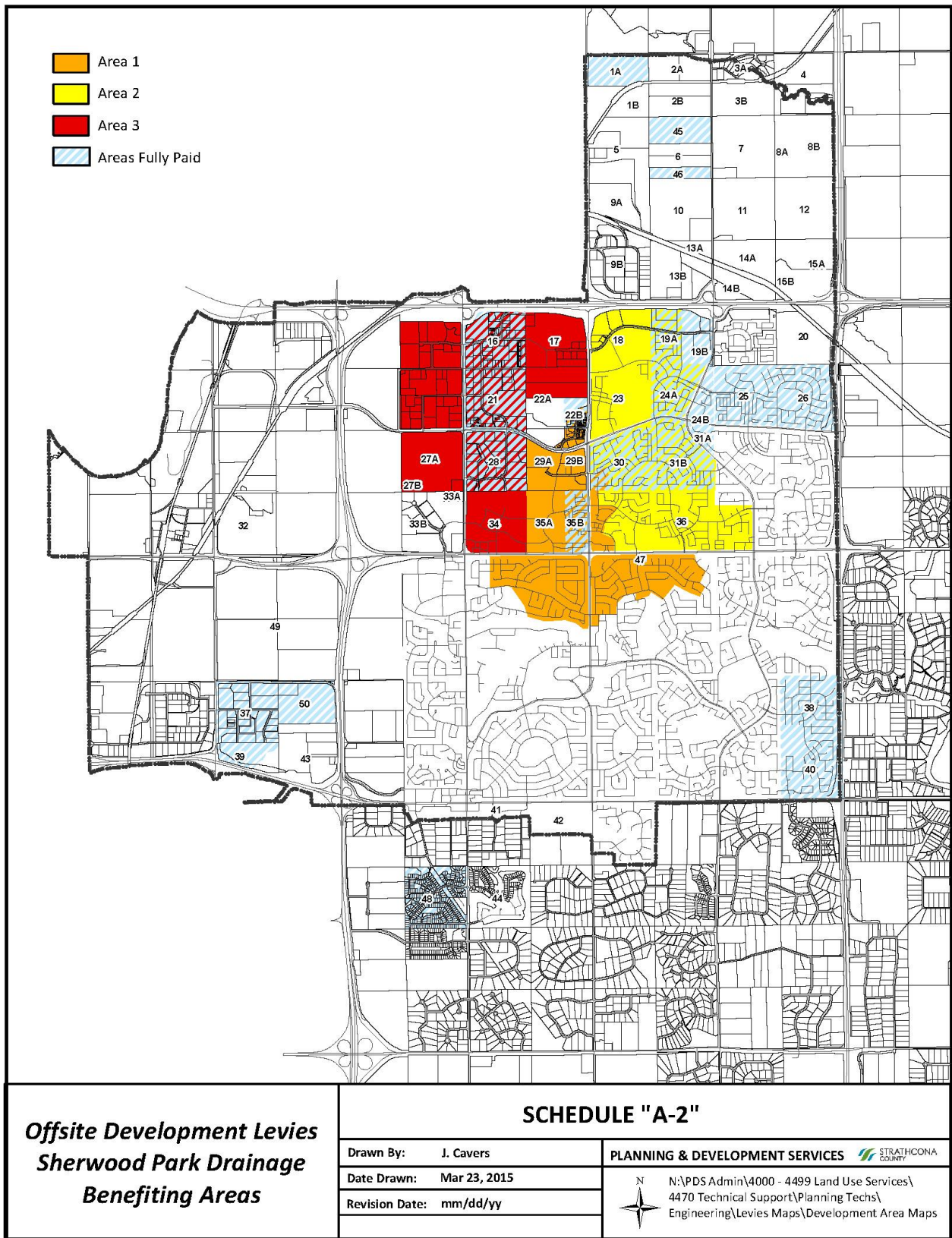
Read a third time this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

\_\_\_\_\_  
Mayor

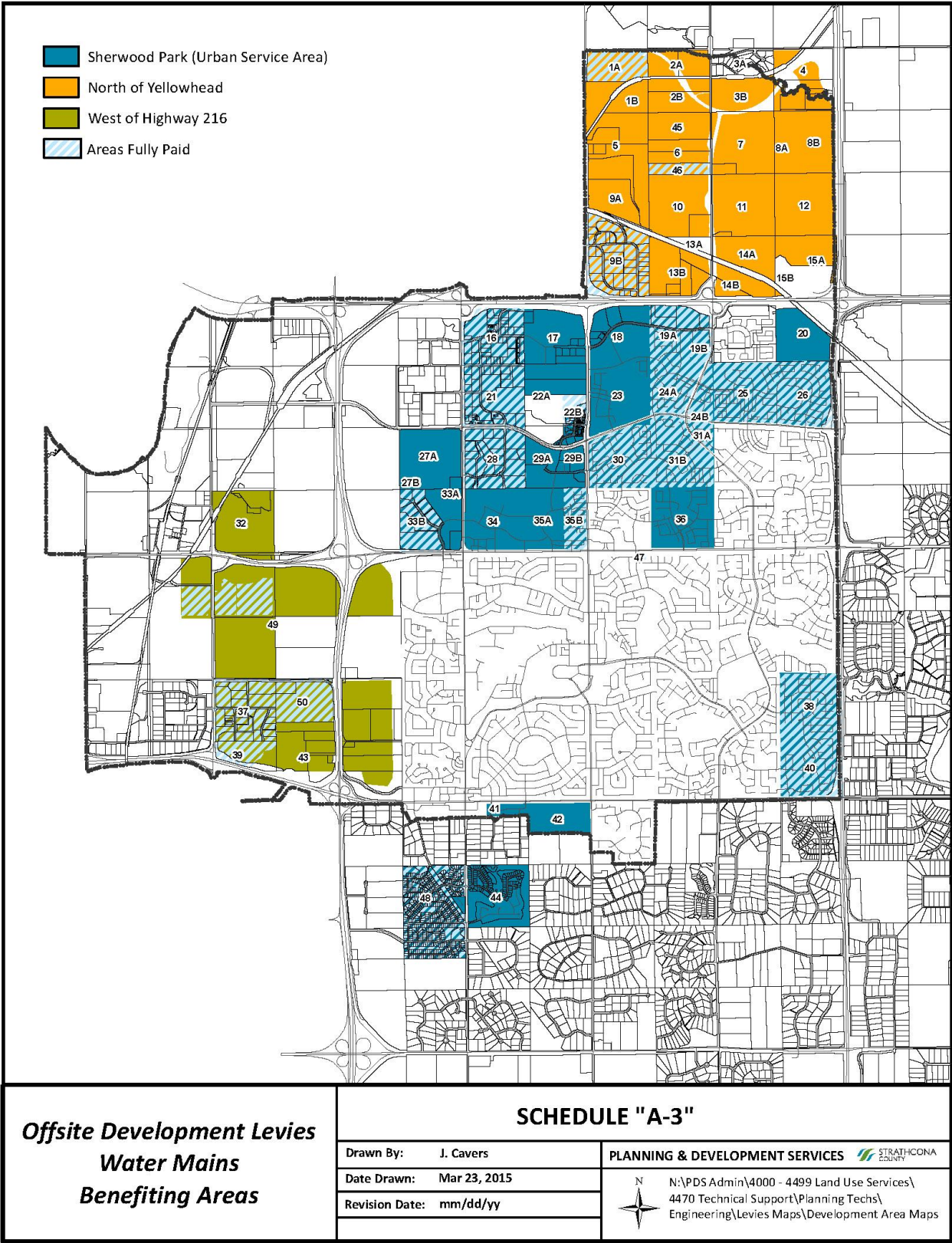
\_\_\_\_\_  
Director,  
Legislative & Legal Services

Date Signed: \_\_\_\_\_

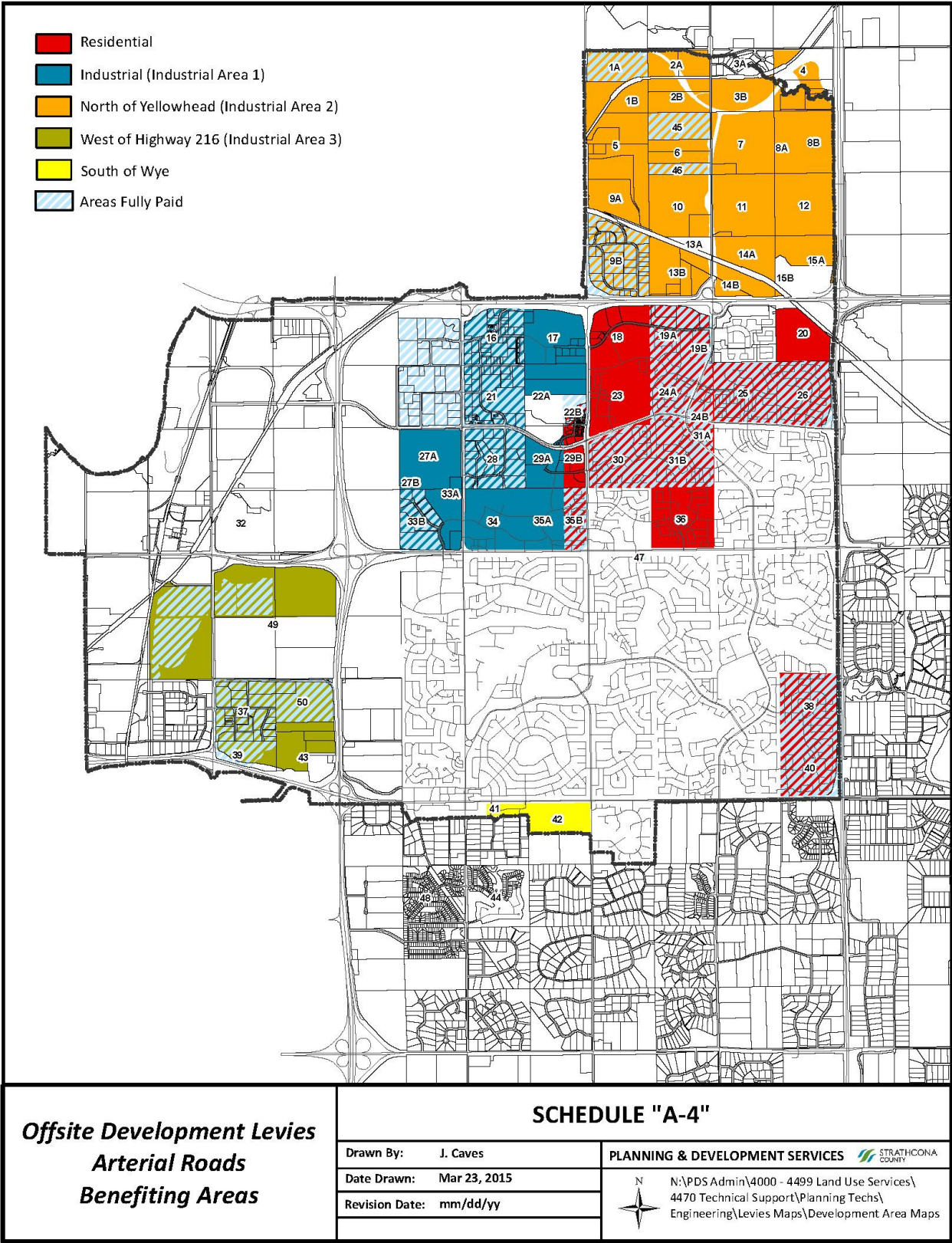


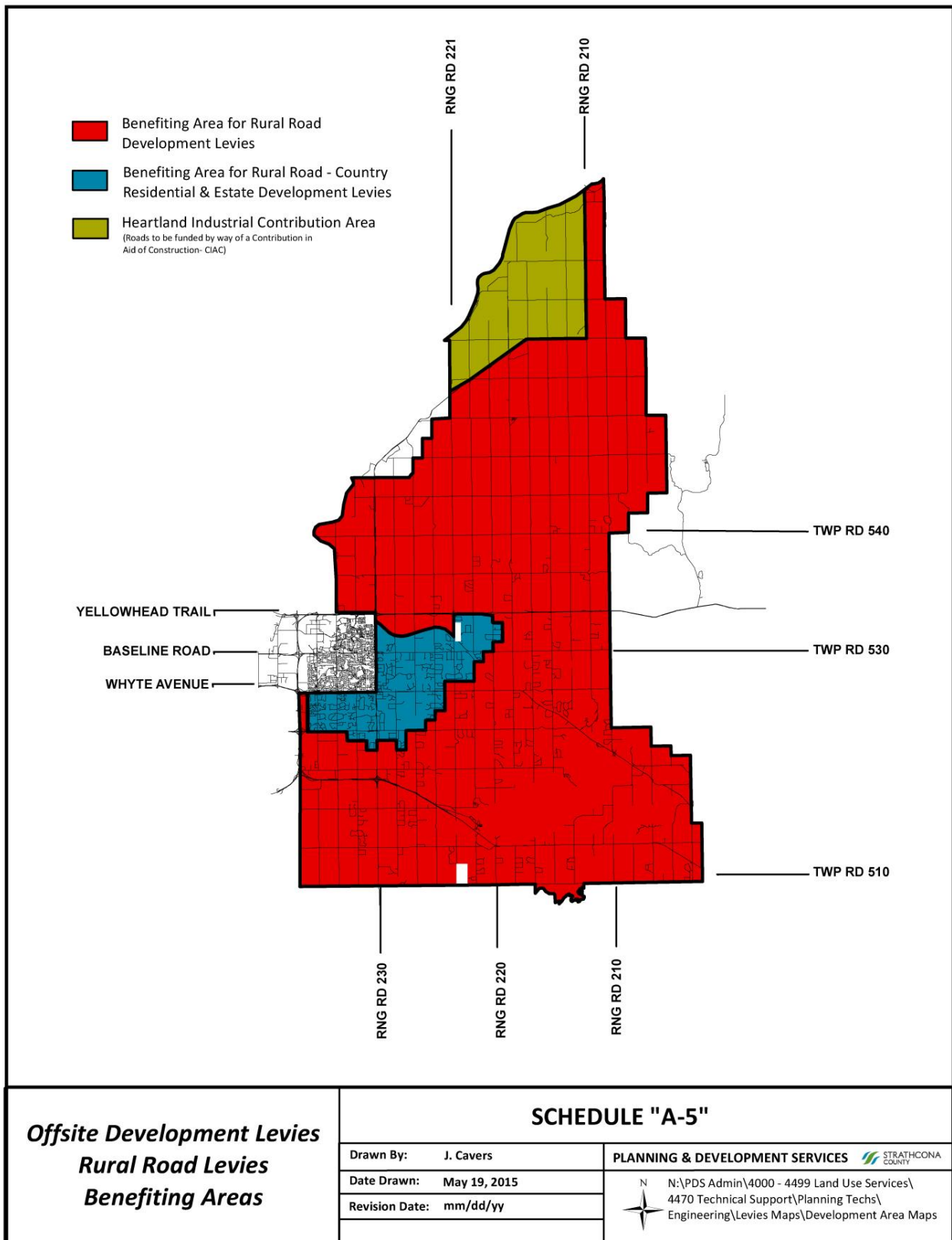






**Offsite Development Levies**  
**Water Mains**  
**Benefiting Areas**







**SCHEDULE "B-1"**  
**STRATHCONA COUNTY**  
**OFFSITE DEVELOPMENT LEVIES**  
**SUMMARY OF CALCULATIONS**

<b>RESIDENTIAL</b>	
<b>Residential in USA North of Wye Road – Central Trunk/TUC benefiting area:</b>	<b>Amount Per Gross Developable Hectare</b>
Sanitary Sewer Trunks (Central/TUC)	\$5,185
Water Transmission Mains	\$7,045
Arterial Roads	<u>\$4,808</u>
<b>TOTAL</b>	<b>\$17,038</b>

<b>RESIDENTIAL</b>	
<b>Residential Area in USA North of Wye Road – Northeast Trunk benefiting area:</b>	<b>Amount Per Gross Developable Hectare</b>
Sanitary Sewer Trunks (NE)	\$202
Water Transmission Mains	\$7,045
Arterial Roads	<u>\$4,808</u>
<b>TOTAL</b>	<b>\$12,055</b>

<b>RESIDENTIAL</b>	
<b>Suburban Estates – South of Wye – Central Trunk/TUC Benefiting Area</b>	<b>Amount Per Gross Developable Hectare</b>
Sanitary Sewer Trunks (Central/TUC)	\$5,185
Water Transmission Mains	<u>\$7,045</u>
<b>TOTAL</b>	<b>\$12,230</b>
<b>* Plus Rural Road Levy of \$22,810/Lot</b>	Varies Based on Number of Lots

<b>MIXED USE</b>	
<b>South of Wye - Central Trunk/TUC Benefiting area:</b>	<b>Amount Per Gross Developable Hectare</b>
Sanitary Sewer Trunks (Central/TUC)	\$5,185
Water Transmission Mains	\$7,045
Arterial Roads	<u>\$130,036</u>
<b>TOTAL</b>	<b>\$142,265</b>

<b>INDUSTRIAL</b>	
<b>Industrial Area within Central Trunk/TUC Benefiting area:</b>	<b>Amount Per Gross Developable Hectare</b>
Sanitary Sewer Trunks (Central/TUC)	\$5,185
Water Transmission Mains	\$7,045
Arterial Roads ( <b>Industrial Area 1</b> )	<u>\$47,026</u>
<b>TOTAL</b>	<b>\$59,256</b>

<b>MIXED USE</b>	
<b>Mixed Use within North of Yellowhead benefiting Area:</b>	<b>Amount Per Gross Developable Hectare</b>
Sanitary Sewer Trunks	\$25,608
Water Transmission Mains	\$25,186
Arterial Roads (Industrial Area 2)	\$181,167
<b>TOTAL</b>	<b>\$231,962</b>

<b>COUNTRY RESIDENTIAL</b>	
<b>Country Residential/Cluster Development (Fees &amp; Charges Bylaw)</b>	<b>Per Lot Charge</b>
Sanitary Sewer Trunks (Central/TUC) \$5,185 / 10 lots/ha =	\$519
Sanitary sewer trunks (NE) \$202 / 10 lots/ha =	\$20

<b>RURAL ROADS</b>	<b>Per Lot Charge</b>
Rural Roads within Country Residential Benefiting Area (Country Residential & Estate Residential)	\$22,810
Rural Roads	\$6,656

<b>NW SHERWOOD PARK DRAINAGE</b>	<b>Amount Per Gross Developable Hectare</b>
Area 1	\$2,552
Area 2	-
Area 3	\$6,693

**SCHEDULE "B-2"**

**STRATHCONA COUNTY  
OFFSITE DEVELOPMENT LEVIES**

**2016**

**INFORMATION COMPILED BY:**

**PLANNING & DEVELOPMENT SERVICES**

**FINANCIAL SERVICES**

**UTILITIES**

**CAPITAL PLANNING & CONSTRUCTION**

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**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

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**SECTION 1 - General Criteria**

**1.1 LEGISLATIVE AUTHORITY & PROCESS**

Municipalities are authorized to implement and collect offsite levies through the MGA, Division 6, Sections 647-649.

Strathcona County implements its authority by establishing a bylaw which provides detailed development levy objectives and calculations. The bylaw is then applied to specific developments through a Development Agreement.

**1.2 CAPITAL COST FUNDING ALLOCATIONS**

A summary of capital funding allocations for new development is as follows:

Onsite Sanitary Sewer, Storm Sewer, & Water Distribution Systems

- Funded by Developer – Developer designs and constructs.

Onsite Oversizing of Water, Sanitary, Storm & Stormwater Management Facilities

- Funded by the Developer – Developer builds and recovers from adjacent undeveloped benefiting lands when they develop.

Water Storage, Pumping and Supply / Treatment Facilities

- Capital costs recovered through utility rates and/or local improvement assessments.

Water Transmission Lines

- a) Urban Services Area – County constructs and recovers full costs through offsite development levies.
- b) Country Residential and Hamlets – when serviced by County system the County constructs and recovers costs through “contributions in aid of construction” and utility rates policy. In addition, systems tying into urban water system will also pay a Connection Fee established and set forth under the Fees & Charges Bylaw.

Sanitary Sewage Treatment and Disposal

- a) Capital costs of treatment and disposal for all systems tied into municipal collection – recovered through utility rates.
- b) Capital costs of private sewage treatment systems – designed, constructed and funded by the developer or property owner.
- c) New trunks in the Urban Services Area – County and/or Developer constructs and recovers full costs through offsite development levies.

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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- d) Costs of upgrading collector trunk lines to meet infiltration standards of 0.28 l/sec/ha – proportionately allocated to existing developed benefiting areas through rates and new undeveloped benefiting areas through offsite levies.
- e) Country Residential and Hamlets – County constructs and recovers costs through a combination of “contributions in aid of construction”, utility rates, and connection fees established and set forth under the Fees & Charges Bylaw.

Stormwater Management Systems

- a) Developers are responsible for the design and construction of stormwater management facilities with cost sharing arrangements established through development agreements.
- b) A portion of the Capital Costs of the offsite or regional facilities constructed by the County in the NW Sherwood Park Drainage Basin are recovered through offsite levies.

Roads

- a) Urban arterial road costs are funded through offsite levies.
- b) Rural road upgrades required by new development are recovered through a levy per parcel, assessed at the subdivision or development permit stage.
- c) Local and collector roads within new developments / subdivisions are designed and constructed by Developers at their cost.

**1.3. LEVY ASSESSMENT**

**1.3.1 Development Assessment:**

Levies are assessed to all lands within the development area of a subdivision, except for:

- a) Arterial road right-of-ways;
- b) Land or existing rights-of-way not in title of the developer;
- c) Environmental reserve;
- d) The County, at its sole discretion, may allow the exclusion of those lands dedicated for the preservation of trees, natural habitat, or parks and natural areas dedicated over and above the 10% MR requirements, not utilized for PUL or utility requirements, and provided the subject lands are deeded to the County.

All other lands, including roads, easements, public utility lots, municipal reserve dedication, storm ponds, etc. are assessed offsite levies.

Municipal Improvements, such as stormwater management facilities, are allowed to include land and levy costs as eligible for cost sharing.



**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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For special features or major facilities which will service a land area larger than the subdivision under development (such as neighbourhood parks and stormwater management facilities), the County may, at its discretion, allow payment of these levies to be deferred to the whole of the benefiting lands under ownership of this developer, provided that any levies so deferred shall be escalated and indexed to the years that actual payments are made.

**1.3.2 Levy Calculations**

Levy calculations are based upon engineering cost estimates for proposed capital projects and actual costs of completed work (including financing costs).

**1.3.3 Levy Payment Policies:**

Offsite levies shall be paid by Developers utilizing the following payment method:

1. Levies shall be paid on a parcel by parcel basis at the time of title transfer by the developer or an application for a development permit is received by the County. The calculation of the charge for each parcel shall be calculated by taking the gross hectares of the development area multiplied by offsite levies and divided by the number of saleable lots within that particular stage.

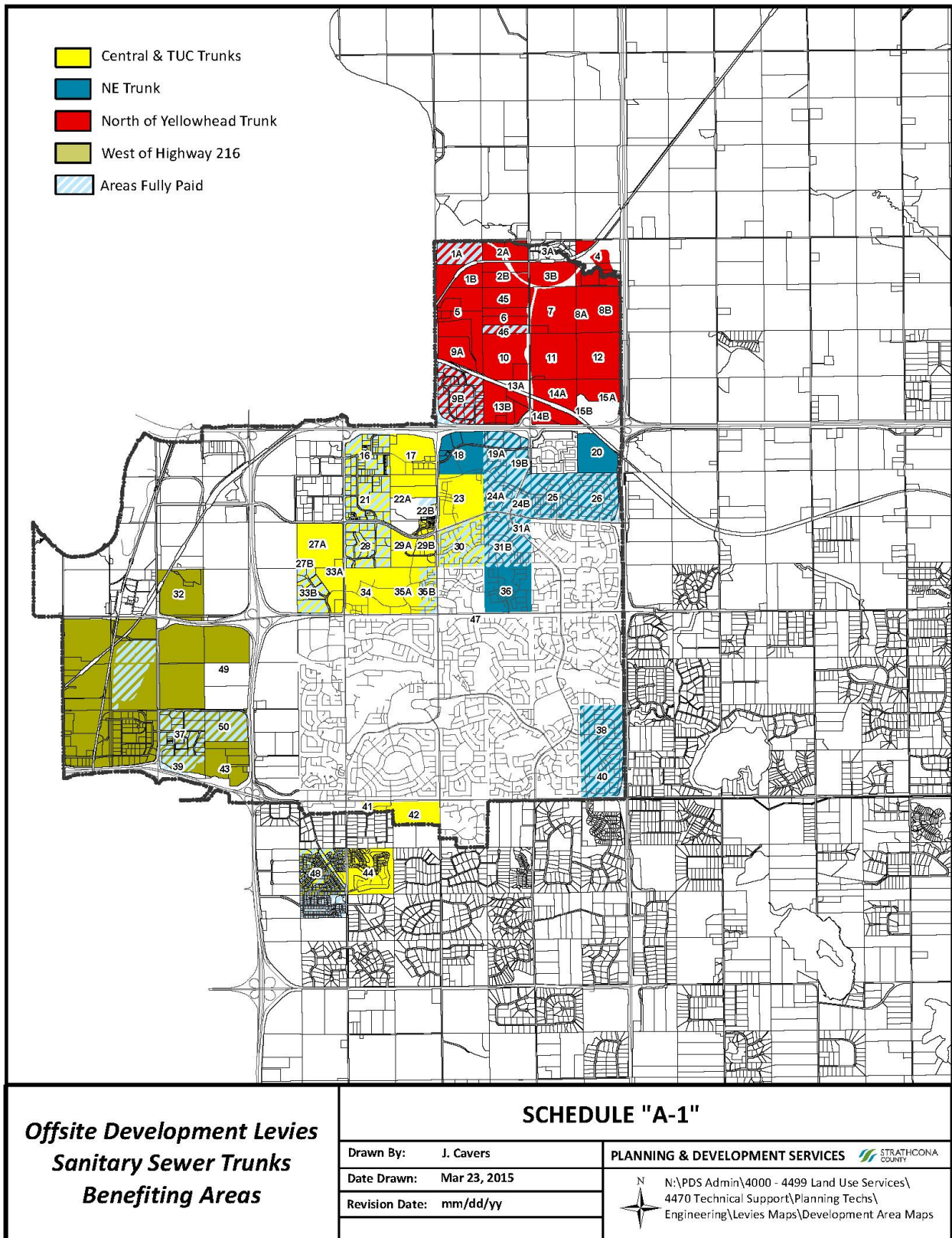
All levies shall be paid by the developer to the County no later than one year following the date of execution of the Development Agreement. Caveats protecting the County's financial interest shall be registered on all applicable titles at the Developer's expense.

2. Interest on overdue amounts shall be calculated from 12 months following the date of execution of the Development Agreement at a rate per annum equal to Prime Rate plus two percent (2%). Such interest shall be adjusted from time to time in accordance with the change in the prime rate.
3. Any Developer or its representative, who has been issued a Notice of Default with the County or has failed to pay any levies, fees or contributions within 30 days of the invoiced date shall be subject to the following:
  - i) For the first documented default or payment failure, they shall be required to pay 50% of the levies or contributions payable prior to registration of the plan of subdivision. The remainder of the unpaid offsite levies shall be paid no later than one year following the date of execution of the Development Agreement.
  - ii) For the second documented default or payment failure, that Developer shall be required to pay 100% of the offsite levies and contributions owing prior to registration of the plan of subdivision.
  - iii) For the third documented default or payment failure, that Developer shall be required to pay 100% of all the offsite levies and contributions owing in conjunction with the execution of the Development Agreement.
  - iv) Where a Developer who has been subject to clauses i) through iii) above, and has made all payments of levies and contributions as required for a minimum of five years, that Developer may be eligible to the payment method in subsection i) above, at the County's discretion.

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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- \*\* Recognizing that individuals and corporations operate under many different legal entities, the Developer shall include individuals, corporations, employees or representative associated with the Developer and shall not be tied to a specific corporation or entity.**
4. Where any Developer or its representative has outstanding Notice of Defaults for prior stages of development, the County may, in its sole discretion, defer entering into new development agreements or addendums until such time as all defaults have been rectified to the satisfaction of the County.



**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

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**SECTION 2 - Sanitary Sewer**

**GENERAL CRITERIA**

- Strathcona County will provide a safe, reliable wastewater collection system at an acceptable level of service.
- Sanitary trunk sewer costs will be shared equitably within each facility's service area on a gross development area basis.
- The cost of facilities shall be shared equally by the benefiting areas.
- In the case of sanitary trunks located internally in subdivisions that provide both trunk and local collection functions, only the oversizing cost shall be paid by benefiting upstream service areas. In this case, local collection sewers are those that have service connections to abutting lots. Also in this situation, oversizing is defined as the extra cost of the trunk over and above what is required to service the adjacent development.

**SANITARY SEWER TRUNKS FUNDED BY OFFSITE LEVIES**

**1. SHERWOOD PARK NE & CENTRAL TRUNKS**

- The NE and Central Trunks were purchased from AMHC in 1989.
- These mains are fully constructed and debentures are retired.
- Levies relate to the repayment of the \$10.4 million from General Revenues used in the AMHC acquisition, of which \$5,408,000 is the NE and Central Sanitary Sewer trunks proportionate share.

**2. NORTHEAST TRUNK UPGRADES**

- The existing trunks are completely constructed.
- In order to address the servicing needs of new engineering design standards based on an infiltration allowance of 0.28 L/s/ha as well as changes to land uses in the Municipal Development Plan since 1989, upgrading of the trunk capacities is required.
- The upgrading will provide a continued level of service acceptable for both existing and new development in the benefiting areas.

**3. CENTRAL TRUNK & TUC NORTHWEST TRUNK UPGRADES**

- The existing trunks are completely constructed.
- In order to address the servicing needs of new engineering design standards based on an infiltration allowance of 0.28 L/s/ha as well as changes to land uses in the Municipal Development Plan since 1989, upgrading of the trunk capacities is required.
- The upgrading will provide a higher level of service to both existing and new development in the benefiting areas.
- Flow monitoring and hydraulic modeling identify that the existing trunk sewers on the west side of Sherwood Park do not have capacity to provide the standard level of service in Sherwood Park and were not designed to service any lands south of Wye Road.

**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

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- Engineering studies recommend that the most cost-effective method for servicing lands south of Wye Road and the industrial land north of Baseline Road and to meet upgraded standards is a new trunk as well as upgrade of the existing line.
- The costs associated with the Central Trunk and TUC trunk benefiting areas have been blended and incorporated into one benefiting area.

**4. 34 STREET & 84<sup>TH</sup> AVENUE – Gold Bar Wastewater Treatment Plant to 84 Avenue (City of Edmonton Connection)**

- Under the proposed Wastewater Treatment and 34<sup>th</sup> Street Trunk Agreement between the City of Edmonton and Strathcona County, the County is responsible for approximately 42% of the estimated capital costs of \$16,891,200 of the required trunk. The benefiting area includes Sherwood Industrial area north of Wye Road in the 84<sup>th</sup> Avenue service area. (see Table 1)
- Within this benefiting area, Developers shall pay a "contributions in aid of construction". The amount of contribution required by the Developer shall be determined and payable pursuant to a Development Agreement and the contribution will go towards the specific capital asset required within this benefiting area.

**5. NORTH OF YELLOWHEAD**

- Based on the 2014 Stantec North of Yellowhead Engineering Design, the estimated capital costs of sanitary sewer upgrades for this benefiting area are shown on Table 1.

**6. COUNTRY RESIDENTIAL/CLUSTER DEVELOPMENT**

- Where Country Residential/Cluster developments are serviced with sanitary sewer, Developers shall, in addition to "contributions in aid of construction", pay a connection fee as established by the Fees & Charges Bylaw. This connection charge contribution will go towards the specific capital asset in that particular benefiting area.

Northeast Sanitary Trunk Benefiting Area:

$$\frac{\$202}{10^*} = \$ 20 \text{ per lot or connection}$$

TUC Trunk Benefiting Area:

$$\frac{\$5,185}{10^*} = \$519 \text{ per lot connection}$$

*\*Based on assumed typical 10 lots per hectare density*

**7. SANITARY SEWER STORAGE**

- In 2004, the Alberta Capital Region Wastewater Commission conducted a level of service study to determine the storage necessary for each municipality based on the selected level of service criteria. A study conducted by UMA incorporated the information from the Commission's study into the Sanitary Servicing Master Plan for Sherwood Park.
- Based on the UMA study, a cost of \$17,895,047 (see Table 1) was estimated and would be collected by both new and existing areas of Sherwood Park. This cost has been proportionately allocated to all sanitary benefiting areas.

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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**Table 1:**

**Strathcona County**  
**2016 Sanitary Facilities Cost Estimates**

<b>Project Description</b>	<b>Project Cost Estimates</b>	<b>Developer Levy Costs</b>
34th Street Sanitary Trunk Upgrading - Phase 1A	\$340,859	\$110,025
34th Street Sanitary Trunk Upgrading - Phase 2	\$6,105,892	\$974,908
34th Street Sanitary Trunk Upgrading - Phase 3	\$662,220	\$105,735
34th Street Sanitary Trunk Upgrading - Phase 4	\$2,005,402	\$322,102
34th Street Sanitary Trunk Upgrading - Phase 5	\$7,811,950	\$1,247,309
North of Yellowhead Wastewater - Design	\$671,326	\$530,348
North of Yellowhead Wastewater - Phase 1	\$16,891,200	\$13,344,048
TUC Upgrade - Phase 2	\$964,484	\$69,160
TUC Upgrade - Phase 3	\$1,918,703	\$137,581
NE Sanitary Sewer Line Emerald Hills	\$174,173	\$21,160
Central Sanitary Trunk Upgrade - Phase 1	\$2,101	\$90
LOS Wastewater Storage - Design	\$2,103,609	\$551,974
LOS Wastewater Storage - Construction	\$15,791,438	\$3,909,371

**STRATHCONA COUNTY  
NORTHEAST & CENTRAL SANITARY TRUNK SEWERLINES  
&  
SHERWOOD PARK WATERMAIN ONE & TWO  
LEVY RESERVE - #4773**

**PURPOSE:** To record and account for levies collected from within the North East Sanitary Trunk (N.E.S.T. hereafter), the Central Trunk and the Sherwood Park Water Main (S.P.W.M. hereafter) One and Two benefiting areas for the purpose of reimbursing the \$10.4 million from general revenues used in the sewerline and watermain acquisition from AMHC. The \$10.4 million is comprised of N.E.S.T., Central Trunk and SPWM I & II proportionate share of \$4,056,000, \$1,352,000 and \$4,992,000 respectively. All levies received for this purpose are deposited into this account and then used to reimburse the Existing Municipal Infrastructure Capital Reserve (1.4254). (See attached maps).

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery and are reviewed by Administration during the annual budget process.

**APPLICATION:** To be applied to paying off the \$10.4 million obligation to municipal operations.

**INTEREST BEARING:** No

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**RECOMMENDED BY:**

<hr/>	DATE: <hr/>
Director, Planning & Development Services	
<hr/>	DATE: <hr/>
Associate Commissioner, Infrastructure & Planning Services	
<hr/>	DATE: <hr/>
Chief Administrative Officer, or Designate	

**APPROVED BY:** Council DATE: 

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**STRATHCONA COUNTY  
CENTRAL TRUNK SEWERLINE  
LEVY RESERVE - #4775**

**PURPOSE:** To record and account for levies collected from within the Central Sanitary Trunk benefiting area. The purpose is to address the servicing needs of new engineering design standards based on an infiltration rate of 0.5 Litres/Second/Hectare, as well as changes to land uses in the Municipal Development Plan since 1989, thereby requiring the upgrading of the trunk capacities. (See attached maps).

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery, as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.

**APPLICATION:** Funds shall be utilized for the purpose of paying the capital construction costs of sanitary trunks in the benefiting area.

**INTEREST BEARING:** Yes

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**RECOMMENDED BY:** \_\_\_\_\_ DATE: \_\_\_\_\_  
Director,  
Planning & Development Services

\_\_\_\_\_ DATE: \_\_\_\_\_  
Associate Commissioner,  
Infrastructure & Planning Services

\_\_\_\_\_ DATE: \_\_\_\_\_  
Chief Administrative Officer, or  
Designate

**APPROVED BY:** Council DATE:



**STRATHCONA COUNTY**  
**34<sup>th</sup> STREET & 84<sup>th</sup> AVENUE SANITARY TRUNK SEWER**  
**LEVY RESERVE - #4136**

**PURPOSE:** To record and account for all contributions collected from within the 34<sup>th</sup> Street and 84<sup>th</sup> Avenue Sanitary Trunk benefiting area.

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery, as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.

**APPLICATION:** Under the proposed Wastewater Treatment and 34<sup>th</sup> Street Trunk Agreement between the City of Edmonton and Strathcona County, the County is responsible for its portion of the estimated capital cost for construction. Funds shall be utilized for the purpose of paying the capital construction costs of sanitary trunks in the benefiting area.

**INTEREST BEARING:** Yes

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**RECOMMENDED BY:** \_\_\_\_\_ DATE: \_\_\_\_\_  
Director,  
Planning & Development Services

\_\_\_\_\_ DATE: \_\_\_\_\_  
Associate Commissioner,  
Infrastructure & Planning Services

\_\_\_\_\_ DATE: \_\_\_\_\_  
Chief Administrative Officer, or  
Designate

**APPROVED BY:** Council DATE:

**STRATHCONA COUNTY  
NORTH OF YELLOWHEAD SANITARY TRUNK  
LEVY RESERVE - #4777**

**PURPOSE:** To record and account for levies collected from within the North of Yellowhead Sanitary Trunk benefiting area.

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery, as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.

**APPLICATION:** Funds shall be utilized for the purpose of paying the capital construction costs of sanitary trunks in the benefiting area.

**INTEREST BEARING:** Yes

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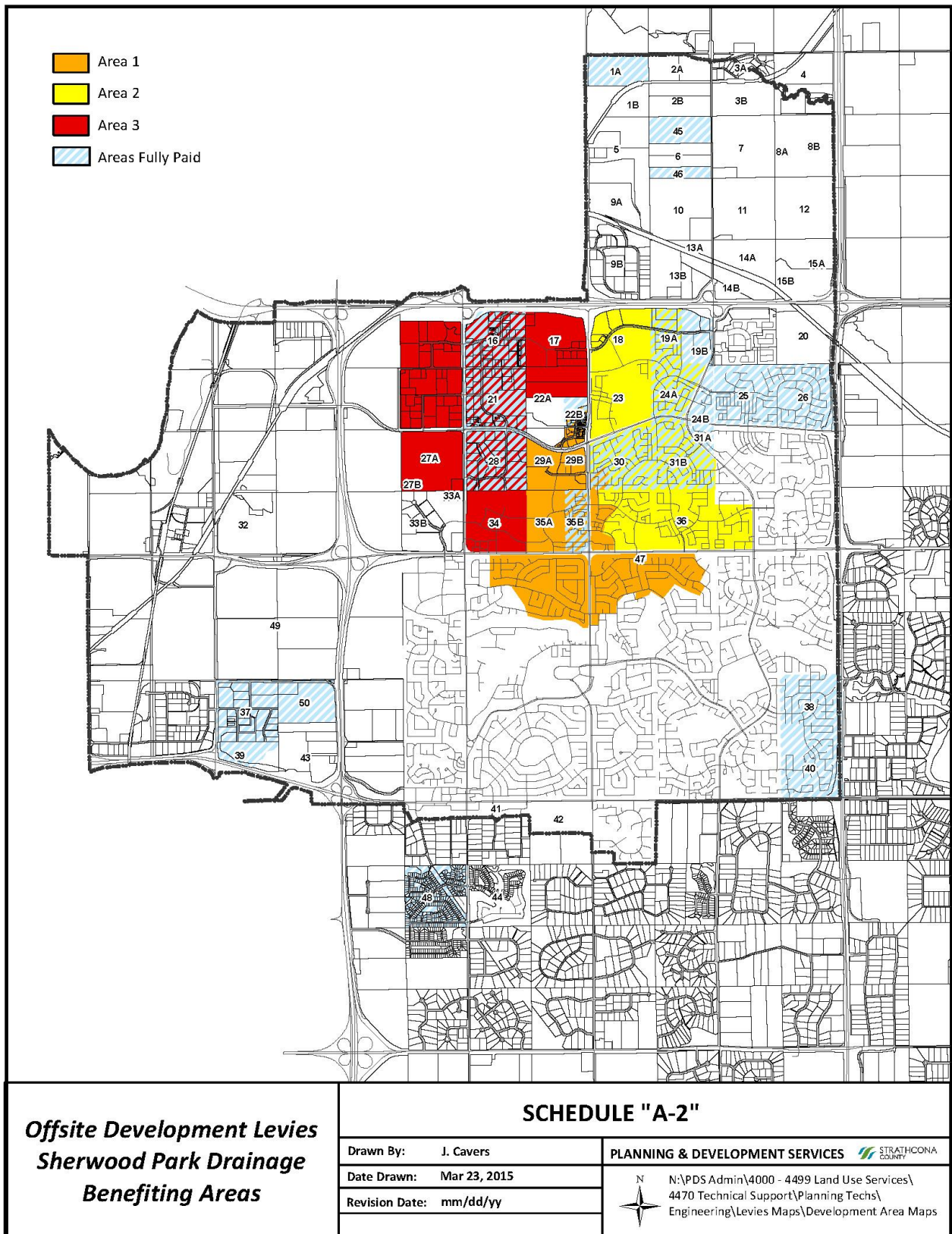
**RECOMMENDED BY:**

_____	DATE: _____
Director, Planning & Development Services	
_____	DATE: _____
Associate Commissioner, Infrastructure & Planning Services	
_____	DATE: _____
Chief Administrative Officer, or Designate	

**APPROVED BY:** Council DATE: \_\_\_\_\_

<b>PURPOSE:</b>	To provide funds for the construction of the overall sanitary sewer storage system to service all lands within the Urban Service Area (U.S.A.).
<b>SOURCE OF FUNDING:</b>	Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery, as provided by Strathcona County, and are reviewed by Administration during the annual budget process.
<b>APPLICATION:</b>	To be applied towards the capital cost of the overall sanitary sewer storage pursuant to the Sanitary Sewer Master Plan for Sherwood Park.
<b>INTEREST BEARING:</b>	Yes

<b>RECOMMENDED BY:</b>	_____	DATE: _____
	Director, Planning & Development Services	
	_____	DATE: _____
	Associate Commissioner, Infrastructure & Planning Services	
	_____	DATE: _____
	Chief Administrative Officer, or Designate	
<b>APPROVED BY:</b>	Council	DATE: _____





**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

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**SECTION 3 – Drainage**

**1. NW SHERWOOD PARK DRAINAGE**

**GENERAL CRITERIA**

The drainage plan for NW Sherwood Park has been established by a report completed by Stantec Consulting in 2000. The major focus of this plan is the diversion of 210 hectares from Culvert 1, crossing Highway 16 at Highway 216 to Culvert 9, west of Sherwood Drive on Highway 16. The purpose of the diversion is to avoid any additional downstream flows from Culvert 1 by diverting flows to Culvert 9, thereby reducing the total downstream effects. The benefiting lands have been split into three areas as follows:

**SHERWOOD PARK DRAINAGE UPGRADES FUNDED BY OFFSITE LEVIES**

**1. AREA ONE – POND 115**

The estimated costs (Table 2) for the outfall and upstream work are proportionately allocated to offsite levies on new undeveloped benefiting lands and on existing developed benefiting areas through utility rates.

**2. AREA TWO – CULVERT 9**

The estimated costs for lands lying east of Sherwood Drive and west of Cloverbar Road for Culvert 9 has now been included for provincial funding as part of the Highway 16 upgrades and no longer required to be proportionately allocated to offsite levies on new undeveloped benefiting lands or on existing developed benefiting areas through utility rates.

**3. AREA THREE – CULVERT 9 DOWNSTREAM DRAINAGE CONVEYANCE**

The estimated costs (Table 2) for lands lying west of Sherwood Drive for Downstream Drainage are proportionately allocated to offsite levies on new undeveloped benefiting lands and on existing developed benefiting areas through utility rates.

**Table 2:**

**Strathcona County  
2016 Storm Facilities Cost Estimate**

<b>Project Description</b>	<b>Project Cost Estimates</b>	<b>Developer Levy Costs</b>
NW Sherwood Park Drainage - Phase 1 of 4	\$9,225	\$2,235
NW Sherwood Park Drainage - Phase 2 of 4	\$457,690	\$38,516
NW Sherwood Park Drainage - Phase 3 of 4 Downstream Conveyance	\$5,478,256	\$1,896,352

**STRATHCONA COUNTY  
NW SHERWOOD PARK DRAINAGE  
LEVY RESERVE - #4791**

**PURPOSE:** To record and account for levies collected from within the NW Sherwood Park Drainage (Area 1, 2, 3) benefiting areas.

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery, as calculated by Strathcona, and are reviewed by Administration during the annual budget process.

**APPLICATION:** Funds shall be utilized for the purpose of paying the capital construction costs of drainage in the benefiting area.

**INTEREST BEARING:** Yes.

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**RECOMMENDED BY:** \_\_\_\_\_ DATE: \_\_\_\_\_  
Director,  
Planning & Development Services

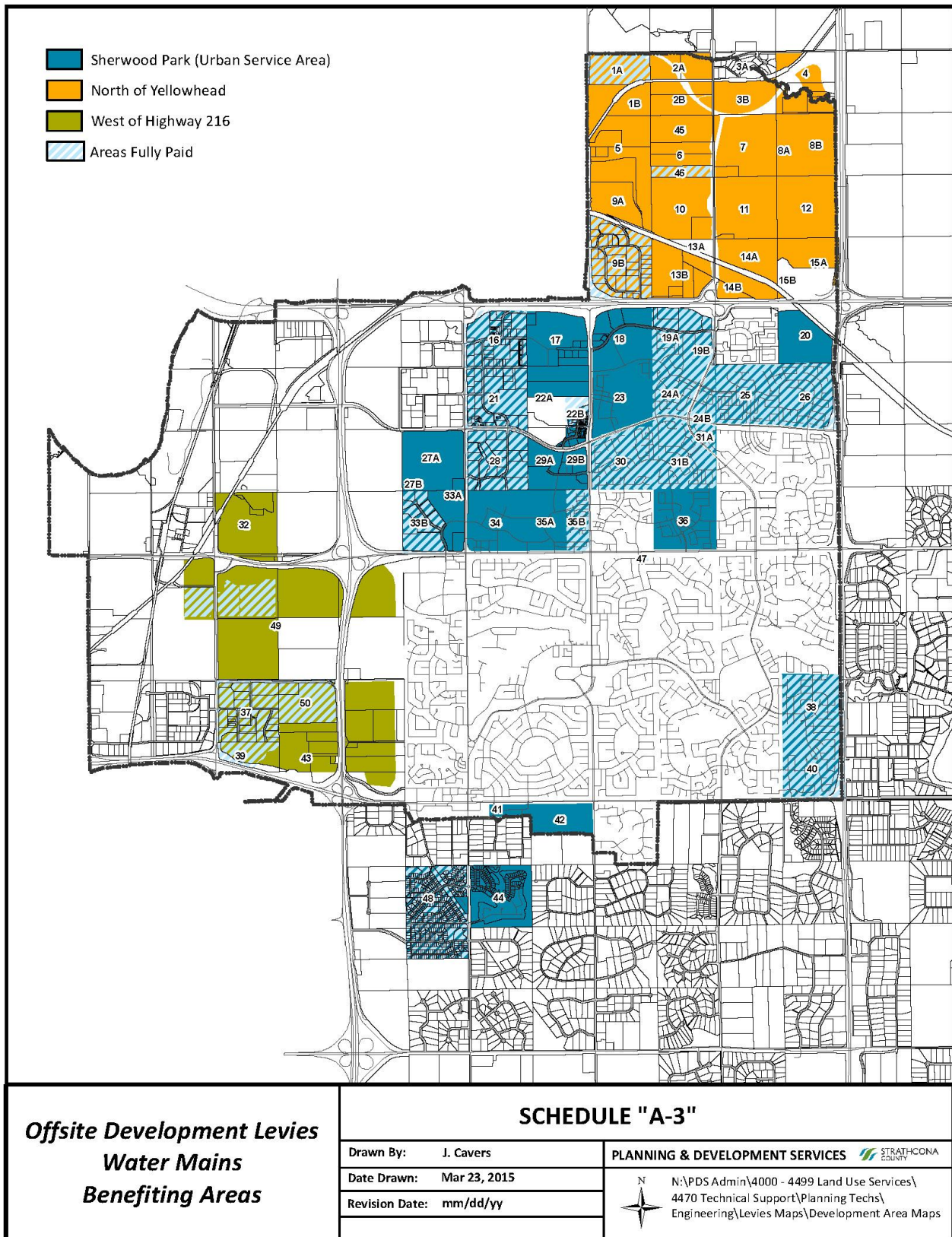
\_\_\_\_\_ DATE: \_\_\_\_\_  
Associate Commissioner,  
Infrastructure & Planning Services

\_\_\_\_\_ DATE: \_\_\_\_\_  
Chief Administrative Officer, or  
Designate

**APPROVED BY:** Council DATE:

**INTEREST BEARING:** Yes.

**APPROVED BY:** Council **DATE:**



**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

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**SECTION 4 - Water Transmission Mains**

**GENERAL CRITERIA**

- Strathcona County will provide a safe, reliable supply at an acceptable level of service.
- Water Transmission Main costs will be shared equitably within the entire service area on a gross development area basis.
- The full cost of the true transmission mains shall be shared by the entire service area. True transmission mains are those that are 400mm and larger in size and do not have service connections to abutting lots.
- In the case of 400mm and larger water mains, located internally in subdivisions that provide both transmission and distribution functions, only the oversizing cost shall be shared by the entire service area. Water mains providing a distribution function in this case are those that have service connections to abutting lots. Also in this situation, oversizing is defined as the extra cost of the water main over and above a base 300mm water main. The oversizing is typically identified at the detailed subdivision design stage and the cost would be recoverable under the Development Agreement.

**TRANSMISSION MAINS FUNDED BY OFFSITE LEVIES**

**1. SHERWOOD PARK WATER MAINS I & II**

- 17 Street to Clover Bar Road, Clover Bar Road – Colwill Boulevard to Primrose Boulevard; Broadmoor Boulevard – Mission Street to Highway 16.
- Water Mains I & II were purchased from AMHC in 1989.
- These mains are fully constructed, and debentures are retired.
- Levies relate to repayment of the \$10.4 million from grant reserves used in the AMHC acquisition, of which \$4,992,000 is the Water Main I and II proportionate share.

**2. SHERWOOD PARK WATER MAIN III (Clover Bar Road)**

- Clover Bar Road – Primrose Boulevard to South Highway 16.
- This transmission main provides service to the northern parts in combination with the new transmission mains described below and Water Mains I & II.
- The balance from Summerwood Boulevard to Highway 16 will be constructed by the County in stages as development and construction proceeds.

**3. SHERWOOD PARK WATER MAIN IV**

- Clover Bar Road – Colwill Boulevard to Wye Road.
- This main is now completely constructed by oversizing lines through the adjacent subdivisions, and all oversizing costs paid.

**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

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**1. LAKELAND DRIVE AND SHERWOOD DRIVE WATER TRANSMISSION LINES**

- These mains will provide service to the northern parts of Pressure Zone 1 and Pressure Zone 3 in combination with the other transmission mains.
- These mains will be constructed by the County in stages as development proceeds.
- Lakeland Drive transmission line from the proposed reservoir site to Lakeland Drive - \$1,600,423 (see Table 3)
- Sherwood Drive transmission line cost - \$965,579 (see Table 3)

**2. SOUTH OF WYE TRANSMISSION MAIN**

- Parallels Wye Road to south from TUC to Range Road 231
- This main provides service to the commercial and estate residential developments south of Wye Road.
- Parts of this main are constructed through the Estates of Sherwood Park and Wye Commercial.
- The balance of the line will be constructed by Developers as development continues by utilizing lines through the developments.
- Internal cost sharing between Developers will be administered through Development Agreements.

**3. NORTH OF YELLOWHEAD TRANSMISSION MAIN**

- Range Road 232 from 121 Avenue to South of the CP Tracks.
- This main provides service to Griffin Industrial and the Yellowhead areas.
- A portion of the main was constructed by Lockerbie and Hole on a cost recovery basis.
- This area is presently under study and cost estimates are approximately \$11,106,000 (see Table 3)
- These mains will provide service to the lands north of Yellowhead and will be constructed by the County in stages as development proceeds.

**4. COUNTRY RESIDENTIAL/CLUSTER DEVELOPMENTS**

- Where Country Residential/Cluster developments are serviced with water through the Rural Water Main Financing Policy, Developers shall provide the "contributions in aid of construction" as required by the said policy.

**5. ARDROSSAN AND JOSEPHBURG RESERVOIR AND STORAGE UPGRADES**

- These facilities are to be constructed and paid for by the developers as required as part of their development costs, to be incorporated in appropriate Development Agreements and not as levies.

**9. NEW RESERVOIR FILL MAIN& LAKELAND DRIVE TRANSMISSION EXTENSION**

- The proposed reservoir and supply system required to service future development will not be levied, but rather collected through user rates. The exception to this is the Reservoir Fill Main and the Lakeland Drive Transmission Extension.
- The reservoir fill main to service future development has a levy/user rate split of 60% / 40% based upon the flows required for future development and existing customers (see Table 3).

**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

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**Table 3:**

**Strathcona County  
2016 Water Facilities Cost Estimates**

<b>Project Description</b>	<b>Project Cost Estimates</b>	<b>Developer Levy Costs</b>
Sherwood Drive North Watermain - Phase 2 Palisades to Emerald Drive	\$965,579	\$486,678
Cloverbar Road Watermain - Phase 2	\$194,585	\$103,558
Lakeland Drive Watermain Phase 2	\$1,600,423	\$868,823
North of Yellowhead - Design	\$671,327	\$671,327
North of Yellowhead - Phase 1	\$11,106,000	\$11,106,000
Strathcona County Water Supply System - Phase 1A Fill Line to Bison Way	\$12,602,967	\$5,702,169
Lakeland Reservoir / Pumphouse Design	\$337,390	--



**STRATHCONA COUNTY  
NORTHEAST & CENTRAL SANITARY TRUNK SEWERLINES  
&  
SHERWOOD PARK WATERMAIN ONE & TWO  
LEVY RESERVE - # 4773**

**PURPOSE:** To record and account for levies collected from within the North East Sanitary Trunk (N.E.S.T. hereafter), the Central Trunk and the Sherwood Park Water Main (S.P.W.M. hereafter) One and Two benefiting areas for the purpose of reimbursing the \$10.4 million from general revenues used in the sewerline and watermain acquisition from AMHC. The \$10.4 million is comprised of N.E.S.T., Central Trunk and SPWM I & II proportionate share of \$4,056,000, \$1,352,000 and \$4,992,000 respectively. All levies received for this purpose are deposited into this account and then used to reimburse the Existing Municipal Infrastructure Capital Reserve (1.4254). (See attached maps).

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery and are reviewed by Administration during the annual budget process.

**APPLICATION:** To be applied to paying off the \$10.4 million obligation to municipal operations.

**INTEREST BEARING:** No

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**RECOMMENDED BY:** \_\_\_\_\_ DATE: \_\_\_\_\_  
Director,  
Planning & Development Services

\_\_\_\_\_ DATE: \_\_\_\_\_  
Associate Commissioner  
Infrastructure & Planning Services

\_\_\_\_\_ DATE: \_\_\_\_\_  
Chief Administrative Officer, or  
Designate

**APPROVED BY:** Council DATE:

**STRATHCONA COUNTY  
WATER TRANSMISSION MAINS  
LEVY RESERVE - #4746**

**PURPOSE:** To record and account for levies and/or contributions collected from the respective benefiting areas related to the Sherwood Park Urban Service Area Watermains and South of Wye Water Transmission Mains.

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery, as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.

**APPLICATION:** Funds shall be utilized for the purpose of paying the capital construction costs of water transmission mains in the benefiting area.

**INTEREST BEARING:** Yes

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**RECOMMENDED BY:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
Director,  
Planning & Development Services

\_\_\_\_\_  
Associate Commissioner,  
Infrastructure & Planning Services **DATE:** \_\_\_\_\_

\_\_\_\_\_  
Chief Administrative Officer, or  
Designate **DATE:** \_\_\_\_\_

**APPROVED BY:** Council **DATE:**

**STRATHCONA COUNTY  
NORTH OF YELLOWHEAD WATER TRANSMISSION MAINS  
LEVY RESERVE - #4747**

**PURPOSE:** To record and account for levies collected from the North of Yellowhead benefiting area.

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery, as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.

**APPLICATION:** Funds shall be utilized for the purpose of paying for the capital construction costs of water transmission mains in the benefiting area.

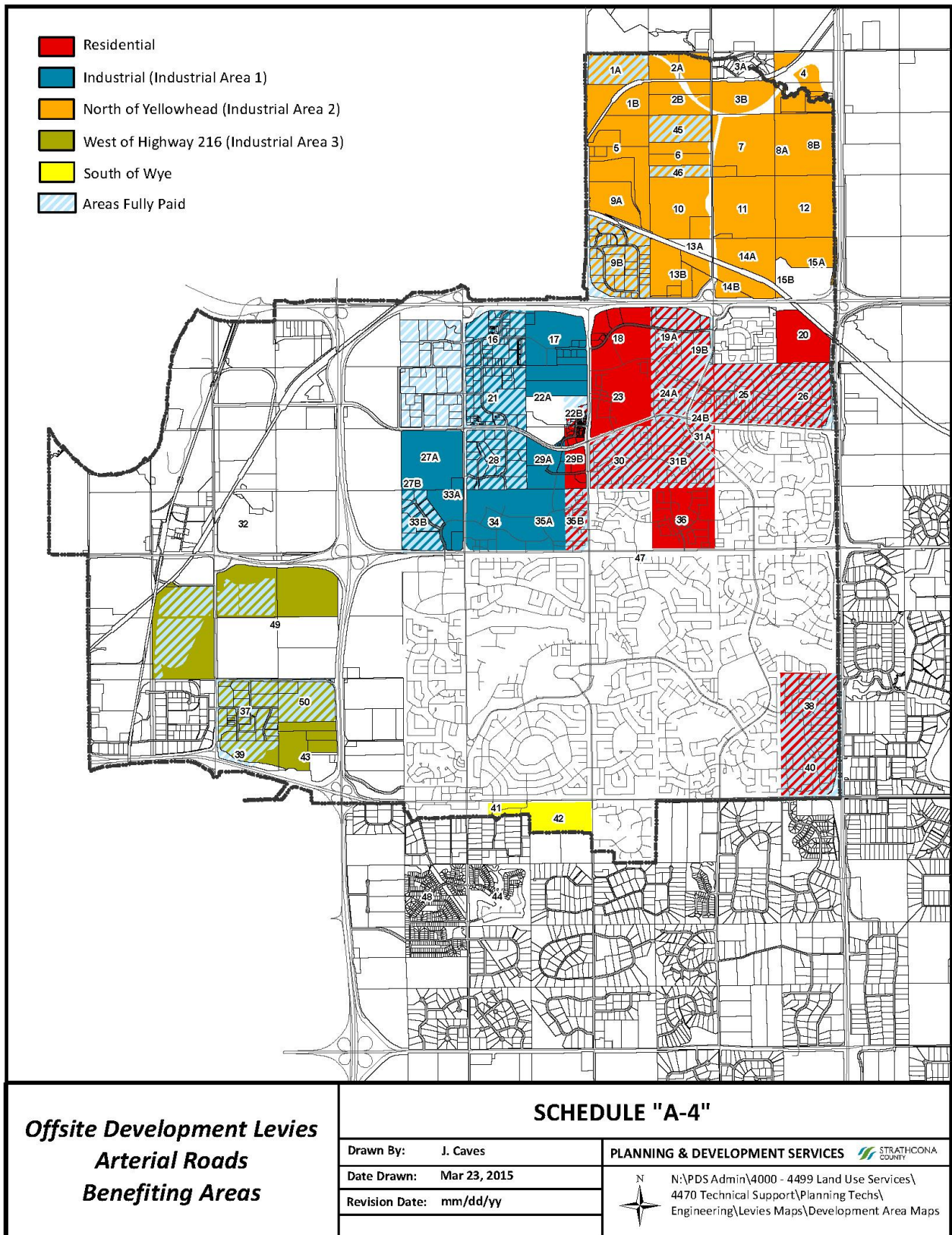
**INTEREST BEARING:** Yes

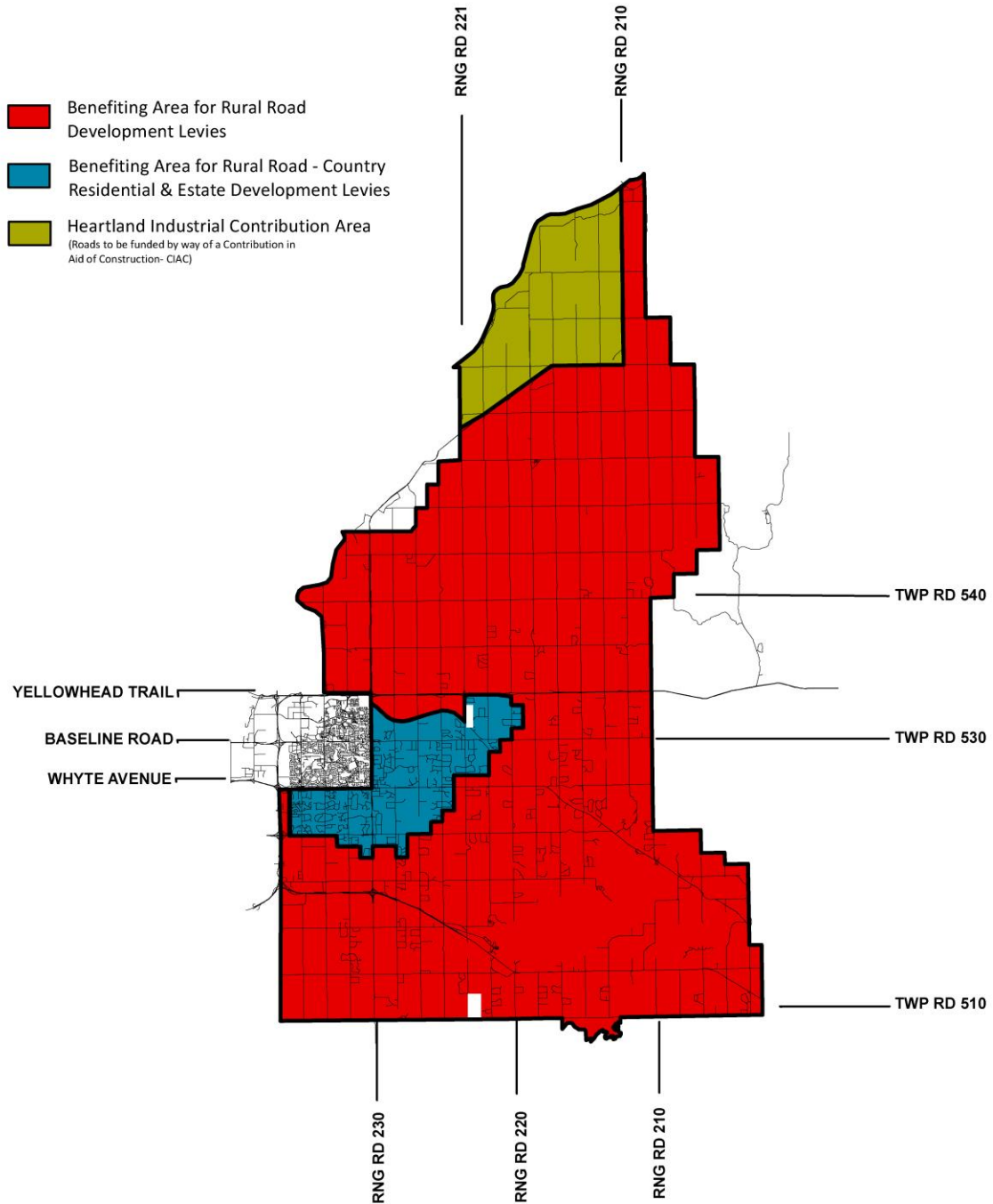
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**RECOMMENDED BY:**

_____	DATE: _____
Director, Planning & Development Services	
_____	DATE: _____
Associate Commissioner, Infrastructure & Planning Services	
_____	DATE: _____
Chief Administrative Officer, or Designate	

**APPROVED BY:** Council DATE:





**Offsite Development Levies**  
**Rural Road Levies**  
**Benefiting Areas**

**SCHEDULE "A-5"**

Drawn By: J. Cavers

Date Drawn: May 19, 2015

Revision Date: mm/dd/yy

PLANNING & DEVELOPMENT SERVICES STRATHCONA COUNTY



N:\PDS Admin\4000 - 4499 Land Use Services\  
4470 Technical Support\Planning Techs\  
Engineering\Levies Maps\Development Area Maps

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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**SECTION 5 – Arterial Roads / Rural Roads**

**GENERAL CRITERIA**

- Since the development of lands creates a demand for new arterial roadways and an increase in capacities of existing arterial roadways, these costs are to be recovered proportionately from benefiting developments.
- The levies contained herein are based on the land use and projected development pursuant to the current Municipal Development Plan.
- Due to the nature and intensity of traffic generation, the levies for industrial, urban residential, and rural development outside the Urban Services Area are prepared separately.

1. Road right-of-way requirements

Within the Urban Services Area, all new development will require arterial roadways and such roadways are considered to benefit all new development. The construction of the arterial road and the cost of the land purchased by the County for arterial road right-of-way is included in the levy calculations as costs to be shared equitably by new development.

Where the arterial road traverses any parcel, the owner/developer of the land will be required to dedicate land up to 24 metres in width for the purpose of constructing the road. Where the arterial road is located on the boundary between two parcels, each parcel will be required to dedicate 12 metres of land, in addition to any existing road allowances. Where there is a requirement for a second left turn lane at the arterial/arterial intersection, the owner/developer will be required to dedicate land equal in width to the additional wider road surface required to accommodate the second left turn lane. Typically, the additional left turn requires a 3.5 metre wide lane with a taper and a length of varying width on both side of the intersection for transition of the arterial road right-of-way back to its nominal width.

Further requirements at arterial/arterial intersections for parallel widening of the right-of-way for the deceleration lane, acceleration lane and corner cut-off for the arterial roads will be purchased from the owners at fair market values, and such costs included in the levy calculations. Road right-of-way widths are as prescribed for each specific arterial roadway.

In summary:

The developer/owner will dedicate the following land for arterial road right-of-ways:

- 24 metres of the specified arterial road right-of-way width.
- land required for the additional left turn lane at arterial/arterial intersections.

The County will purchase the following land for arterial right-of-ways:

- the difference between the specified arterial road right-of way width and the 24 metre dedication.
- the parallel widening for the deceleration and acceleration lanes arterial/arterial intersection.
- the corner cut-off at arterial/arterial intersections.

Within the Rural Area, no land costs are included in the levy calculations as road right-of-way widening of major roads are included in subdivision approval conditions.

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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2. Transportation Grants

The application of grants to arterial road projects are reviewed annually and annual levy calculations for arterial roads may reflect current grant applications as determined by the County.

3. Noise Attenuation Facilities

Developers are responsible to construct required noise attenuation on a project specific basis, in accordance with the County's Urban Traffic Noise Policy SER-009-027 and amendments thereto.

Noise attenuation facilities required for upgrading in conjunction with completion of arterials in developed areas are included in calculations of arterial roadway development levies.

4. Arterial Road Accesses and Arterial/Collector Road Intersections

Developers are responsible for the construction cost of intersections to arterial roadways required for access to their development, including acceleration, deceleration, and median left turn bays, and related costs.

The developer/owner will be required to dedicate all land required over and above the nominal arterial road right-of-way width for arterial/collector road intersections. This includes land for the corner cut-off, deceleration lane, acceleration lane, and additional left turn lanes. A standard arterial median will accommodate one left turn lane without the need to widen the arterial road right-of-way.

The cost of arterial road signals, will be shared in the following manner:

Arterial/Arterial Road Intersections

- The cost of signals at arterial/arterial road intersections will be included in the levies.

Residential Arterial/Collector Road Intersections

- Where no development has occurred on either side of the road, 100% of the signals will be included in the levies.
- Where one side of the arterial road is developed, 50% of the cost of the signals will be included in the levies.

Industrial Arterial Road Intersections

- The costs of signals will be the responsibility of the developer.

Where arterial roads have been constructed by the County prior to development of contiguous lands, the County may have constructed components of intersections with the arterial road. These intersection costs will be recovered from the adjacent property when it develops, at the time Development Agreements or permits are required.

5. Arterial Roadway Landscaping and Pedestrian Walkways

Arterial Roadway Landscaping and Pedestrian Walkways required for new development are included in calculations of arterial roadway development levies.



**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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6. Arterial Road Construction Programs

Any proposed new developments which are not contiguous to or adequately serviced by an existing arterial roadway may be required to construct and pay for that portion of the arterial roadway necessary to provide required access. Arterial levies payable on that development would be credited to the arterial construction costs incurred by that development.

7. Subdivision Identification Features

Individual developers and landowners are responsible for 100% of the capital costs of subdivision identification features and related land requirements, pursuant to Policy SER-008-018 New Development Major Entrance Features, and amendments thereto.

8. Underground Power Costs

Underground power costs have been added to the estimated construction costs of applicable arterial roads.

9. Construction Cost Estimates

Construction costs are based on the actual contract unit rates applied to average construction quantities per kilometre of arterial roads built.

Construction cost estimates include all site preparation, earthwork, base and surface construction, concrete work, markings, signage, utilities, landscaping, land requirements, engineering, and related facilities.

**SPECIFIC BENEFITING AREAS**

1. Residential arterial roads within the Urban Services Area

- a) Residential arterial roads and related facilities required to service new development within the Urban Services Area are included and identified in Table 4.
- b) As residential development generates a considerable amount of traffic which will impact the downstream roads, the arterial roadways development levies include a downstream component calculated herein to equitably recover such costs.

The downstream portion of the Arterial Roadways Development Levies are based on the following guidelines:

- i) Based on the complete development of the residential area in the Urban Services Area, the total traffic projections, based on population and employment projections, is calculated for each major arterial road.
- ii) Hypothetical traffic projections of existing population (excluding development) is also calculated for each arterial road.
- iii) The difference between i) and ii) above would indicate the impact of development on the roadway system.

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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- iv) The impact is then expressed as percentages of total traffic volumes on the various roads.
- v) Downstream levies are then calculated on the basis of these percentages. Any impact less than 10% of the total traffic is excluded.

2. Industrial Arterial Roads

- a) **Area 1** – Industrial Area in Urban Service Area between Baseline Road and Highway 16 and between Sherwood Drive and Range Road 216 East; Arterial roads and related facilities required to service new development in the Industrial Area I are identified in Table 4.

No downstream costs are added to this benefiting area.

- b) **Area 2** – Industrial Area in Urban Service Area North of Highway 16 Arterial roads required to service new development in Industrial Area 2 as recommended in the North of Yellowhead Engineering Design Brief are identified in Table 4.

- c) **Area 3** – Sherwood Industrial Area south of Baseline Road and west of Highway 216. Within Industrial Area 3, Developers shall pay a "contributions in aid of construction". The amount of contribution required by the Developer shall be determined and payable pursuant to a Development Agreement and the contribution will go towards the specific capital asset in that particular benefiting area.

- d) **South of Wye Development Area** - The estimated cost of the improvements shown in the table below, represents the cost of upgrading Wye Road to a six lane cross-section as well as improvements on Range Road 232.

An analysis of the projected traffic from the South of Wye benefiting area was completed and has been shown as percentage of the total 2015 projected traffic volume on Wye Road in each of the sections from Ordze Avenue to Clover Bar Road. The percentage values were then applied to the total cost in each section and is represented as the Development Cost Component as identified in Table 4.

3. Rural Road Levies

A single subdivision in isolation does not create the necessity for the County to upgrade various roadways. It is the combined effect of a number of subdivisions that increase traffic volumes to the point where a road can no longer accommodate the traffic volume. This is particularly true on the downstream end of the road network.

As properties are subdivided and additional residences are constructed, increased demand on the County's road network occurs to the extent that at some point an upgrading of some roads will be required in order to accommodate the increase in traffic volumes.

## **STRATHCONA COUNTY 2016 OFFSITE DEVELOPMENT LEVIES**

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The Rural Road Master Plan includes expenditures to maintain the County's rural grid roads and cold mix network at the present or status quo level.

A rural road levy will assist the County in the capital construction costs in upgrading the various roads.

Based on 2015 actual costs, the estimated 2016 cost of upgrading the sub-grade, base, and geometric aspects of a rural road is \$589,916 per km.

The length of road associated with providing access to every two sections of land is three miles, or 4.8 km.

Based upon experience related to recent CR subdivisions development in the County, approximately 50 lots per quarter section, or 400 lots for every 2 sections is the estimated resulting density.

Applying a cost of \$560,421 per km of road, the upgrade cost per lot would be \$6,656/lot.

In the proposed Rural Road Levy calculation, a credit is given to recognize that a portion of existing taxes contribute to the current rural road Reconstruction Network Program.

The Rural Road Levy proposed, based upon 2015 actual costs, is \$6,656 per subdivided rural lot. The amount of the levy will be reviewed from time to time to reflect the changing costs over time.

The levies will be applied as follows:

- The number of new parcels created other than exceptions noted above less residual parcels, i.e. If a quarter section is subdivided into 5 lots then 4 additional lots would be created from the quarter section adding demand on County roadway system. The rural road levy would not be applied to first parcel out, 80 acres splits or boundary adjustments.
- The money collected from levies would be applied to roads where traffic volumes warrant and not necessarily the road which abuts the development.
- The Rural Road levies apply to all new subdivisions not within a prescribed benefiting and levies area.

#### **4. Rural Road Levies – Country Residential and Estates**

As density is greater in the Country Residential and Estate Residential benefiting area, a separate rural road levy exists for this benefiting area. The Rural Road Levy for Country Residential and Estate Residential is based upon 2009 actual costs to upgrade Township Road 530 from Highway 21 to Highway 824 and Range Roads 231, 232, and 233 from Wye Road to Highway 628 as recommended in the Function Planning Studies. This estimated cost is the cost to upgrade the remaining grid roads to a Class I standard.

The total estimated cost to upgrade the roads within this benefiting area, including land for right-of-ways is \$114,186,860. Based on a draft study of the Country Residential Policy area, potential undeveloped and existing lots within this benefiting area is 5,006 lots. The Rural Road Levy proposed for this benefiting area, based upon actual 2015 costs is \$22,810 per subdivided rural lot. The amount of the levy will be reviewed from time to time to reflect the changing costs over time.

**STRATHCONA COUNTY  
2016 OFFSITE DEVELOPMENT LEVIES**

The levies will be applied as follows:

- The number of new parcels created other than exceptions noted above less residual parcels, i.e. If a quarter section is subdivided into 50 lots then 49 additional lots would be created from the quarter section adding demand on County roadway system.
- The money collected from levies would be applied to roads within the benefiting area and not necessarily the road which abuts the development.

**Table 4:**

**Strathcona County  
2015 Arterial Road Facilities Cost Estimates**

<b>Project Description</b>	<b>Project Cost Estimate</b>	<b>Developer Levy Costs</b>
Clover Bar Road 200m N of Dawson Drive to Hwy 16 - 2nd Phase	\$2,415,997	\$841,688
Clover Bar Road Dawson Drive to Hwy 16 2nd Phase	\$1,707,202	\$336,451
Clover Bar Road Dawson Drive to Hwy 16 Final Lift	\$435,121	\$82,471
Lakeland Drive Palisades Boulevard to Sherwood Drive - Add 2 lanes	\$1,470,437	\$557,629
Lakeland Drive Sherwood Drive to Clover Bar Road - complete to 4 lanes (plus future trees)	\$10,738,017	\$2,866,087
Lakeland Drive Cloverbar Road to Highway 21 - 2 lane phase (plus future trees)	\$4,348,122	\$1,593,439
Lakeland Drive Cloverbar Road to Highway 21 - complete to 4 lanes	\$3,341,746	\$960,350
Lakeland Drive Palisades Boulevard to Highway 21 - Final Lift	\$609,465	\$10,385
Lakeland Drive Highway 21 Interchange Land (NW Quadrant)	\$636,625	\$263,114
Sherwood Drive Cranford Way to Lakeland Drive Final Lift (residential portion)	\$474,794	\$ (3,996)
Sherwood Drive Lakeland Drive to Highway 16 - add 2 lanes (residential portion)	\$5,738,497	\$490,515
Sherwood Drive Lakeland Drive to Highway 16 - Final Lift (residential portion)	\$780,415	\$158,092
Sherwood Drive Cranford to Centennial Park (residential portion)	\$1,363,028	\$494,464
U/G Power Bury Sherwood Drive - Centennial Park to Highway 16 (residential portion)	\$405,774	\$160,302
Signals at Collector / Arterial Intersections	\$1,450,000	\$49,803
Petroleum Way Highway 216 to 800m East	\$4,256,500	\$2,699,580

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

Petroleum Way 800m E of Highway 16A to W of Broadmoor Boulevard	\$2,155,750	\$800,803
Lakeland Drive Broadmoor Boulevard. To Palisades Boulevard - Add 2 lanes	\$1,722,466	\$774,957
Lakeland Drive Broadmoor Boulevard. To Palisades Boulevard - Final Lift	\$528,572	\$276,577
Broadmoor Boulevard Baseline Road to Highway 16 - Trees	\$725,000	\$505,377
Sherwood Drive Cranford Way to Lakeland Drive - Final Lift (Industrial portion)	\$97,246	\$6,644
Sherwood Drive Lakeland Drive to Highway 16 - Add 2 lanes (Industrial portion)	\$1,178,549	\$310,732
Sherwood Drive Cranford to Centennial Park	\$1,363,028	\$494,464
Sherwood Drive Lakeland Drive to Highway 16 - Final Lift (Industrial portion)	\$161,687	\$62,318
U\G Power Bury Sherwood Drive - Centennial Park to Highway 16 (Industrial portion)	\$83,111	\$61,507
U\G Power Bury Broadmoor Boulevard - Baseline Road to Highway 16	\$670,577	\$503,985
Baseline Road Remove Access @ Range Road 231	\$79,603	\$28,224
Baseline Road Noise Attenuation - Broadmoor Boulevard To Highway 21 S Side	\$806,635	\$168,543
Baseline Road Noise Attenuation - Cloverbar Road to Highway 21 N Side	\$656,000	\$129,904
U\G Power Bury Baseline Road. - Clarkdale Boulevard to Highway 21 (N Side)	\$180,764	\$89,477
Range Road 232 Highway 16 to Turbo Access - Add 2 lanes	\$2,479,500	\$(36,112)
Range Road 232 Turbo Access to CP Railway Crossing - Add 2 lanes	\$8,166,199	\$(54,325)
Range Road 232 Turbo Access to CP Railway Crossing - Final Lift	\$674,500	\$ (7,778)
Range Road 232 CPR Railway Crossing to TWP 534 - 4 lanes	\$43,685,782	\$4,561,107
Range Road 232 CNR Railway Overpass	\$23,750,000	\$11,876,252
Range Road 232 CPR Railway Overpass	\$19,000,000	\$(63,842)
Range Road 231 Highway 16 to Township Road 534 - 4 lanes	\$47,106,394	\$34,639,161
Range Road 231 CNR Railway Overpass	\$17,171,455	\$14,219,975
Township Road 534 Range Road 232 to Range Road 231 - 4 lanes	\$38,376,496	\$31,323,560

**STRATHCONA COUNTY**  
**2016 OFFSITE DEVELOPMENT LEVIES**

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Township Road 534 Range Road 231 to Highway 21 - 4 lanes	\$107,965,324	\$14,245,989
Township Road 534 Oldman Creek Bridge (4 Lane Structure)	\$7,792,630	\$2,843,167
Township Road 534 Township Road 534 CPR Railway Overpass	\$11,977,707	\$(61,066)
Wye Road Ash Street - Wye Road to Green Street/Wallace Drive	\$5,002,314	\$406,310
Wye Road Ordze Road to Sherwood Drive	\$7,581,000	\$63,181
Wye Road Sherwood Drive to Ash Street	\$3,332,160	\$158,843
Wye Road Ash Street to Hawthorne Street	\$4,346,100	\$405,939
Wye Road Hawthorne Street to Commercial Access	\$4,396,791	\$269,823
Wye Road Commercial Access to Brentwood Boulevard	\$2,281,445	\$3,463
Wye Road Brentwood Boulevard to Estate Drive	\$5,355,004	\$586,146
Wye Road Estate Drive to Nottingham Way	\$5,987,850	\$673,238
Wye Road Nottingham Way - Clover Bar Road	\$6,200,650	\$706,942
Range Road 232 Wye Road to south property line	\$5,247,800	\$620,143
17th Street Upgrade	\$30,856,238	-





**STRATHCONA COUNTY  
INDUSTRIAL ARTERIAL ROADS  
LEVY RESERVE - #4713**

**PURPOSE:** To record and account for levies and/or contributions collected from within the Industrial Areas 1, 2 and 3 benefiting area.

**SOURCE OF FUNDING:** Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of complete capital cost recovery for that portion of roadway attributed to the industrial area, as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.

**APPLICATION:** To fund the projected costs for the industrial portion of all Arterial Roads (costs include construction, functional planning studies, engineering design and supervision, utility relocation, land acquisition, and landscaping).

**INTEREST BEARING:** Yes.

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**RECOMMENDED BY:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
Director,  
Planning & Development Services

\_\_\_\_\_ **DATE:** \_\_\_\_\_  
Associate Commissioner,  
Infrastructure & Planning Services

\_\_\_\_\_ **DATE:** \_\_\_\_\_  
Chief Administrative Officer, or  
Designate

**APPROVED BY:** Council **DATE:** \_\_\_\_\_

<b>PURPOSE:</b>	To record and account for levies collected from within the Rural Road Master Plan.
<b>SOURCE OF FUNDING:</b>	Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of capital cost recovery to upgrade the County's rural grid roads and cold mix network at the present standard as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.
<b>APPLICATION:</b>	The levies collected are applied to roads where traffic volumes warrant and not necessarily the road which abuts the development. The Rural Road levies apply to all new subdivisions.
<b>INTEREST BEARING:</b>	Yes

**RECOMMENDED BY:** \_\_\_\_\_ DATE: \_\_\_\_\_

Director,  
Planning & Development Services

\_\_\_\_\_ DATE: \_\_\_\_\_

Associate Commissioner,  
Infrastructure & Planning Services

\_\_\_\_\_ DATE: \_\_\_\_\_

Chief Administrative Officer, or  
Designate

**APPROVED BY:** \_\_\_\_\_ DATE: \_\_\_\_\_

Council

**INTEREST BEARING:** Yes

**APPROVED BY:** Council **DATE:**

<b>PURPOSE:</b>	To record and account for levies collected from within the South Wye benefiting area.
<b>SOURCE OF FUNDING:</b>	Development Agreements pursuant to the Offsite Development Levy Bylaw. Levies are determined on the basis of capital cost recovery for that portion of roadway attributed to the South Wye area, as calculated by Strathcona County, and are reviewed by Administration during the annual budget process.
<b>APPLICATION:</b>	To fund the projected costs for the industrial portion of Arterial Roads (costs include construction, functional planning studies, engineering design and supervision, utility relocation, land acquisition, and landscaping).
<b>INTEREST BEARING:</b>	Yes

**RECOMMENDED BY:**

	_____	DATE: _____
	Director, Planning & Development Services	
	_____	DATE: _____
	Associate Commissioner, Infrastructure & Planning Services	
	_____	DATE: _____
	Chief Administrative Officer, or Designate	
<b>APPROVED BY:</b>	Council	DATE: _____

Councillor Request Report

June 21, 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	21/03/2014	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	13/05/2014	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
104	RIDDELL Bonnie	Preschool/Pre-K Programming	Information	24/05/2016	08/06/2016	RPC	FCS	<p>Please provide information regarding the closure of preschool and pre-K programming in Strathcona County, specifically: What are the minimum numbers for preschool enrollment required in order to provide programming? Is this number the same for all rural locations or does it fluctuate? What is the rationale for these minimums? How is future, ongoing enrollment calculated? What data is used to predict future enrollment? How does our department go about marketing these programs to our residents? Do they partner with our local school boards and/or the bookmobile to advertise offerings? Should additional numbers of children materialize over the summer can a program be reinstituted even though it has been cancelled and no longer offered in our Recreation Guide?</p>	13/06/2016	A response was provided via an email sent on June 13, 2016. Due to the length of the response it has not been included in this spreadsheet.	Complete