PRIORITIES COMMITTEE MEETING
REVISED AGENDA

Date: **October 18, 2016**
Open Session: **9:00 a.m.**
Location: **Council Chambers**

Pages

1. CALL TO ORDER

2. ADDITIONS / DELETIONS / CHANGES TO AGENDA

3. ADOPT AGENDA (Motion)

4. CONFIRMATION OF MINUTES

4.1	September 20, 2016 Priorities Committee Meeting Minutes	3 - 5

5. EMERGING ITEMS

6. TIME SPECIFIC AGENDA ITEMS

6.1 [5:30 p.m.] OPEN HOUSE

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

7. STRATEGIC INITIATIVES AND UPDATES

Reason for addendum - additional enclosure presented at meeting

7.1 Successes and Challenges of Motorcycle Noise Provisions in Community Standards Bylaw — *6 - 30*

To provide Priorities Committee with a report on the successes and challenges encountered by the City of Edmonton in implementing the motorcycle noise provisions of its Community Standards Bylaw and provide information on the implications of a similar bylaw in Strathcona County that would apply to noise from all motorized vehicles.

7.2 Strathcona County Transit Fare Strategy — 31 - 47

To provide an update to Council on a new Transit fare strategy based on the recommendations from the Transit Fare Study Final Recommendations from June 2015.

7.3 Pride of Strathcona Awards – Criteria options 48 - 80

To report on options and alternatives for discussion and consideration relating to Pride of Strathcona Awards criteria.

7.4 Social Framework Renewal – Public Launch 81 - 93

To provide the Priorities Committee with an update on the launching of the Social Framework Renewal engagement process.

7.5 Strathcona County Aerial Imagery 94 - 106

To provide Priorities Committee with information on the benefits oblique imagery can have for improving the current biennial aerial imagery acquisition that will be put forward as a 2017 Information Technology Services Geographic Information System (GIS) budget initiative.

7.6 2016 Second Quarter Management Report 107 - 145

To provide the Strathcona County 2016 Second Quarter Management report for information purposes.

8. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST)

8.1 Councillor Request Report 146

To add or remove items from the Councillor Request Report.

9. REPORTS FOR INFORMATION

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

9.1 Preliminary Urban Agriculture Strategy 147 - 186

9.2 2016 RCMP and Enforcement Services Mid-Year Statistical Report 187 - 195

9.3 Ward 6 Councillor Report 196 - 197

9.4 Councillor Riddell Councillor Report 198 - 200

9.5 Councillor Bidzinski River Valley Alliance Update 201

10. ADJOURNMENT (Motion)

STRATHCONA
COUNTY

PRIORITIES COMMITTEE MEETING
MINUTES

September 20, 2016
9:00 a.m.
Council Chambers

Members Present:	Roxanne Carr, Mayor Vic Bidzinski, Councillor Ward 1 Carla Howatt, Councillor Ward 4 Paul Smith, Councillor Ward 5 Linton Delainey, Councillor Ward 6 Fiona Beland-Quest, Councillor Ward 8
Members Absent:	Dave Anderson, Councillor Ward 2 Brian Botterill, Councillor Ward 3 Bonnie Riddell, Councillor Ward 7
Administration Present:	Rob Coon, Chief Commissioner Grant Heer, A/Assoc. Commissioner, Corporate Services Kevin Glebe, Assoc. Commissioner, Infrastructure and Planning Services Gord Johnston, Assoc. Commissioner, Community Services Laura Probst and Wayne Minke, A/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 9:05 a.m.

2. ADDITIONS / DELETIONS / CHANGES TO AGENDA

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

3. ADOPT AGENDA

2016/ P40
Moved by: C. Howatt

THAT the agenda be adopted as presented.

In Favour (6): R. Carr, V. Bidzinski, C. Howatt, P. Smith, L. Delainey, and F. Beland-Quest

Carried

DRAFT

DRAFT

4. CONFIRMATION OF MINUTES

4.1 July 12, 2016 Priorities Committee Meeting Minutes

2016/ P41
Moved by: P. Smith

THAT the minutes from the July 12, 2016 Priorities Committee Meeting be approved.

In Favour (6): R. Carr, V. Bidzinski, C. Howatt, P. Smith, L. Delainey, and F. Beland-Quest

Carried

5. EMERGING ITEMS

There were no emerging items brought forward.

7. STRATEGIC INITIATIVES AND UPDATES

7.1 Capital Region Board Update

The Committee was provided with a status report on the activities of the Capital Region Board.

8. COUNCILLOR REQUESTS (INFORMATION / PROGRAM REQUEST)

8.1 Councillor Request Report
No Councillor Requests were brought forward.

6. TIME SPECIFIC AGENDA ITEMS

6.1 North Saskatchewan Watershed Alliance Update

The Committee was provided with an update on the North Saskatchewan Watershed Alliance.

External Presenter:
David Trew, Executive Director, North Saskatchewan Watershed Alliance

6.2 Tour de l'Alberta Update

The Committee was provided with an event summary and future plans for the Tour de l'Alberta.

External Presenter:
Allen Jacobson, Operations Manager, Tour de l'Alberta

6.3 Electric Distribution System Franchise Agreement

The Committee was provided with information and answers to questions pertaining to the proposed FortisAlberta Franchise Agreement with Strathcona County.

External Presenters:
Rick Burden, Stakeholder Relations Manager, FortisAlberta
Dave Hunka, Business Development Manager, FortisAlberta
Stan Orlesky, Supervisor Stakeholder Relations, FortisAlberta

Fiona Beland-Quest left the meeting at 3:50 pm.

2016/ P42
Moved by: P. Smith
THAT Administration prepare a presentation on the implications of a Franchise Agreement with FortisAlberta for the October 25, 2016 Council meeting.

In Favour (5): R. Carr, V. Bidzinski, C. Howatt, P. Smith, and L. Delainey

Carried
ACTION: Infrastructure and Planning Division
DUE: October 25, 2016

6.4 OPEN HOUSE

Open House Policy
Leonard Goulet - Letter submission to Council

10. ADJOURNMENT
2016/ P43
Moved by: C. Howatt

THAT the Priorities Committee Meeting adjourn at 5:33 p.m.

In Favour (5): R. Carr, V. Bidzinski, C. Howatt, P. Smith, and L. Delainey

Carried

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Mayor

____

Deputy Clerk, Legislative & Legal Services

DRAFT

Priorities Committee Meeting_Oct18_2016

STRATEGIC INITIATIVE AND UPDATE

Successes and Challenges of Motorcycle Noise Provisions in Community Standards Bylaw

Report Purpose

To provide Priorities Committee with a report on the successes and challenges encountered by the City of Edmonton in implementing the motorcycle noise provisions of its Community Standards Bylaw and provide information on the implications of a similar bylaw in Strathcona County that would apply to noise from all motorized vehicles.

Council History

April 26, 2016 – Council directed that Administration provide a report to Council, by the end of Q3 2016, with information on the successes achieved and challenges encountered by the City of Edmonton in implementation of the motorcycle noise provisions of its Community Standards Bylaw (Bylaw 14600), and provide information on the implications of a similar bylaw in Strathcona County that would apply to noise from all motorized vehicles.

Strategic Plan Priority Areas

Economy: N/A
Governance: N/A
Social: N/A
Culture: N/A
Environment: N/A

Other Impacts

Policy: N/A
Legislative/Legal: The Municipal Government Act, R.S.A. 2000 c. M-26 provides Councils with the authority to pass bylaws for municipal purposes.
Interdepartmental: Enforcement Services and Legislative and Legal Services.

Summary

Section 61 of the Alberta Traffic Safety Act Vehicle Equipment Regulations, along with Section 82 of the Use of Highway, Rules of the Road Regulations, provide the current framework for the enforcement of excessive noise emitted by vehicles in Strathcona County. Enforcement Services researched several metropolitan communities which have enacted and enforced noise bylaws that incorporate a decibel level tolerance. The City of Edmonton enacted the Edmonton Community Standards Bylaw 14600 in June of 2010 with set acceptable decibel levels for motorcycles (Enclosure 1).

Strathcona County Enforcement Services met with Edmonton Police Service (EPS) to discuss the Community Standards Bylaw and the successes and challenges of its enforcement. Presently, EPS has over 100 officers trained on the sound level meter testing equipment. They have 14 sound level meter kits deployed between each Patrol Division with extra kits in use with the Traffic Division.

The Bylaw is applied through enforcement by EPS officers either as a specifically directed operation, or more often ancillary to a routine traffic stop. Vehicles are only tested if EPS officers observe the vehicles while in operation.

According to EPS, officers have issued approximately 600 tickets since the inception of the Bylaw in 2010, or an average of 89 violation tickets per year. The process and general rules followed by EPS are set out below.

Edmonton Police Services Process

- During operations designed specifically to test noise, the motorcycle is pulled over based on noise detected (perception of officer) – minimum 92dB.
- The officer requires that the test be performed at a location where the ambient surrounding noise is less than 82dB, generally requiring that the test be performed at a different (quieter) location.
- For safety reasons, a minimum of two officers are required to perform the testing.
- Testing takes approximately 10 to 20 minutes from start to finish (in addition to the time required to move to an appropriate location).
- The equipment must be tested before each use.

Edmonton Police Services General Rules

- Twin cylinder motorcycle will register 92dB at rest and 96dB at 2000 rpm (enforcement is taken at 94dB and 98dB)
- Sport bikes will register at 96dB at rest and 100 dB at 5000 rpm (enforcement is taken at 98dB and 102 dB)
- The penalty applied for a first time offence, fine is $250.00, if a second offence occurs within one year of a conviction, the subsequent offence is doubled at $500.00.
- Refusal to allow testing results is a $250.00 fine for the first offence and $500.00 for a subsequent offence.
- There are no provisions for EPS officers to remove vehicles from the road, nor are they required to render their motorcycle compliant with the Noise Bylaw. The riders are advised of the increase in fines if caught again.

Success Rate of Prosecutions

According to legal counsel for the City of Edmonton, the initial prosecution success rate when the Bylaw was enacted in 2010 was only 40% to 50%. Since then, the prosecution success rate has risen to nearly 100%. Most violation tickets are now paid, and there is no need to proceed with prosecution. Legal counsel estimates that approximately two motorcycle tickets per month during the summer (10 to 12 per year), proceed to prosecution, with most of these being paid prior to trial. There are less than 4 trials conducted per year.

City of Red Deer

The City of Red Deer is considering amending Part 1 of their Community Standards Bylaw 3383-2007 to include a violation provision for vehicles emitting excessive noise that will include a decibel range within the definition. The study is continuing through their Community Standards Directorate, and they are not certain when they will bring the report forward to Council.

Red Deer submitted a resolution to the Alberta Urban Municipalities Association (2016-B18 attached as Enclosure 2). They are requesting that the Province of Alberta establish a provincial standard with respect to noise produced in connection with a vehicle and define what constitutes an objectionable noise, along with a consistent method of determining and prohibiting the use or operation of a vehicle that emits a noise above an established regulated level.

Other Municipalities

The other municipalities researched were Calgary and Saskatoon. Excerpts from their bylaws are attached (Enclosure 3 and 4). Calgary has had significant challenges, as the decibel meeting reading system they used was not the same as Edmonton's, and the readings were successfully challenged in court. Saskatoon has not continued with enforcement of their bylaw, as the challenges encountered with the enforcement process have been seen to outweigh any benefits.

Use for Other Vehicles

The sound level meter instruments can be used to measure sounds from cars, trucks, ATVs, snowmobiles, and boats. The City of Edmonton only applies decibel level enforcement to motorcycles and property (e.g., stereos, commercial equipment). This is because it can be very difficult to test the noise level emitted by larger and modified vehicles. Access to the exhaust system on larger vehicles can be difficult, making the test extremely time consuming and in some cases, requiring specialized equipment.

PROS to Enactment of a Noise Bylaw Provision

Noise emission offences in Strathcona County are enforced through Provincial Legislation. The sections under the Traffic Safety Act require a subjective interpretation of the noise emanating from offending vehicles. This creates an additional challenge in the legal process as it is dependent upon the officer's ability to convey the accuracy of their judgement to the court to support a conviction. Unlike matters where a scientific reading has been obtained, such as speed, interpretative data is not given a high value regardless of the evidentiary presentation. Enacting a bylaw with a scientific reading (dB level) takes out the subjective evidence required when utilizing the Traffic Safety Act sections. This provides better evidence in court, which in turn would likely result in a higher percentage of conviction rates, as has been the case in Edmonton.

CONS to Enactment of a Noise Bylaw Provision

The equipment required to capture the proper decibel reading is expensive. The sound level meter equipment is currently only available from a U.S. company. Equipment is $3500 per kit, training is $300 per student, and maintenance is $500 to $600 per year, per kit. Strathcona County would likely require 4 sound level meter testing kits to provide adequate enforcement.

Enforcing a bylaw provision, including a proper test of an offending vehicle, will likely present officers with considerable difficulty and resistance. The perceived road safety return on investment ratio for traffic operations under such a bylaw provision is extremely low. The intricate set up and time requirements to perform the testing present significant challenges for officers and potentially offending drivers. In addition to a possible need to move to an appropriate location for testing, potential offenders are required to wait with enforcement officers for at least thirty minutes while the test is performed and results obtained.

Next Steps

Administration will monitor developments in the provincial legislative framework, including the progress of Red Deer's AUMA Resolution to have the province establish guidelines for controlling operational noise levels of consumer products, equipment and vehicles. A report will be provided to the Priorities Committee on any developments related to this issue.

Enclosure

1. Edmonton Community Standard Bylaw and Traffic Safety Act Sections (Document: 9281478).
2. Red Deer's AUMA Resolution 2016-B18 (Document: 9275729).
3. City of Calgary Noise Bylaw Enforcement (Document: 9280083).
4. City of Saskatoon Noise Bylaw Enforcement (Document: 9278488).

EDMONTON COMMUNITY STANDARD BYLAW

Section 18.1 A person shall not operate a motor cycle that is capable of:

(a) Emitting any sound exceeding 92 dB (A), as measured at 50 centimetres from the exhaust outlet, while the engine is at idle; or

(b) Emitting any sound exceeding 96 dB (a), as measured at 50 centimetres from the exhaust outlet, while the engine is at any speed greater than idle.

(S.4., Bylaw 15442, June 9, 2010)

TRAFFIC SAFETY ACT

Section 61(1) A motor vehicle propelled by an internal combustion engine must have an exhaust muffler that cools and expels the exhaust gases from the engine without excessive noise and without producing flames or sparks.

(2) A person shall not drive or operate a motor vehicle propelled by an internal combustion engine if the exhaust outlet of the muffler has been widened.

(3) A person shall not drive or operate a motor vehicle propelled by an internal combustion engine if a device is attached to the exhaust system or the muffler that increases the noise made by the expulsion of gases from the engine or allows a flame to be ignited from the exhaust system.

(4) This section applies to a power bicycle that is propelled by an internal combustion engine.

Section 13(1) Subject to this Act and the Dangerous Goods Transportation and Handling Act, the council of a municipality may, with respect to a highway under its direction, control and management, make bylaws that are not inconsistent with this Act, doing the following:

(g) With respect to noise produced in connection with a vehicle,

(i) Defining what constitutes an objectionable noise,

(ii) Establishing a method of determining or measuring noise, and

(iii) Prohibiting the use or operation of a vehicle where the noise produced in connection with that vehicle is objectionable noise;

USE OF HIGHWAY RULES OF THE ROAD REGULATIONS

Section 82 A person shall not create or cause the emission of any loud and unnecessary noise

(a) From a vehicle or any part of it, or

(b) From anything or substance that the vehicle or a part of the vehicle comes into contact with.

AUMA Resolution 2016.B18

City of Red Deer
Noise Attenuation

WHEREAS there are many complaints with regards to noisy vehicles and or/vehicles with modified exhaust systems throughout the province;

WHEREAS the province is responsible for establishing guidelines for controlling operational noise levels of many consumer products, equipment and vehicles;

WHEREAS vehicle noise violations are challenging to enforce due to the subjectivity and discretion of the current provincial law;

NOW THEREFORE BE IT RESOLVED THAT the Alberta Urban Municipalities Association ask the Province of Alberta to establish provincial standards with respect to noise produced in connection with a vehicle, define what constitutes an objectionable noise and establish a consistent method of determining or measuring noise, and prohibiting the use or operation of a vehicle that emits a noise above an established and regulated level.

BACKGROUND:

A number of municipalities across the province are challenged to find a solution to the enforcement of excess vehicle noise in their municipality without the establishment of a local bylaw.

The following are the areas that the Alberta Traffic Safety Act addresses vehicle noise:

Alberta Traffic Safety Act - Use of Highway and Rules of the Road Regulation

Section 82 A person shall not create or cause the emission of any loud and unnecessary noise
(a) from a vehicle or any part of it, or
(b) from any thing or substance that the vehicle or a part of the vehicle comes into contact with.

Section 87 A person driving a vehicle shall not, during the period of time commencing at 10 p.m. and terminating at the following 7 a.m., drive the vehicle on a highway in a residential area in a manner that unduly disturbs the residents of the residential area.

Section 115 (2) A person shall not do any of the following: (e) perform or engage in any stunt or other activity that is likely to distract, startle or interfere with users of the highway; (f) drive a vehicle so as to perform or engage in any stunt or other activity on a highway that is likely to distract, startle or interfere with other users of the highway.

Alberta Traffic Safety Act - Vehicle Equipment Regulations

Section 61 (l) A motor vehicle propelled by an internal combustion engine must have an exhaust muffler that is cooling and expelling the exhaust gases from the engine without excessive noise and without producing flames or sparks.
(2) A person shall not drive or operate a motor vehicle propelled by an internal combustion engine if the exhaust outlet of the muffler has been widened.

(3) A person shall not drive or operate a motor vehicle propelled by an internal combustion engine if a device is attached to the exhaust system or the muffler that increases the noise made by the expulsion of gases from the engine or allows a flame to be ignited from the exhaust system.

(4) This section applies to a power bicycle that is propelled by an internal combustion engine.

The limitations of these sections of Traffic Safety act is based on the subjectivity of what is considered excessive noise. There are no specific sound measurements included in the Traffic Safety Act that outline what is illegal; this leads to the challenge of enforcement of this portion(s) of the Traffic Safety Act and is based on a subjective interpretation of excessive noise by the officer. Municipalities across the province are attempting to address this concern on an individual basis through municipal bylaws. However the discretionary judgement of what is considered excessive noise is still subjective and has led to many cases being thrown out in the judicial system.

Other pieces of legislation apply but also are challenged in the area of enforcement and/or charges being upheld in the courts:

Community Standards Bylaw 3383/2007 states:

(I) No person shall cause or permit any noise that annoys or disturbs the peace of any other person.

(2) No person shall permit property that they own or control to be used so that noise from the property annoys or disturbs the peace of any other person.

(3) No person shall yell, scream, or swear in any public place.

(4) In determining what constitutes noise likely to annoy or disturb the peace of other persons, consideration may be given, but is not limited to:

a) type, volume and duration of the sound;
b) time of day and day of the week;
c) nature and use of the surrounding area.

http://www.reddeer.ca/media/reddeerca/city-government/bylaws/Community-Standards-Bylaw-3383-2007.pdf

Criminal Code of Canada states s. 175. (I) Everyone who (d) disturbs the peace and quiet of the occupants of a dwelling-house by discharging firearms or by other disorderly conduct in a public place or who, not being an occupant of a dwelling-house comprised in a particular building or structure, disturbs the peace and quiet of the occupants of a dwelling-house comprised in the building or structure by discharging firearms or by other disorderly conduct in any part of a building or structure to which, at the time of such conduct, the occupants of two or more dwelling-houses comprised in the building or structure have access as of a right or by invitation, express or implied; is guilty of an offence punishable on summary conviction.

CITY OF CALGARY

In 1997, the City of Calgary amended Section 51.1 of the Calgary Traffic Bylaw, number 26M96, which states that a person must not make, continue, or allow to be made or continued any objectionable noise which is defined as any sound caused by or emanating from a motor vehicle that annoys or disturbs humans or endangers the health and safety of humans and includes:

(i) the squeal of a tire made by a motor vehicle which is accelerating or changing direction,

(ii) a roaring or explosive sound,

(iii) the sound of a radio, stereo, television, or other device or amplification equipment,

(iv) the sound from vehicle-mounted amplification equipment, a bullhorn or other device used to amplify voices, which is continuously made for more than two minutes at the same location,

(v) the sound of a diesel engine bus which has been idling or otherwise running continuously for more than three minutes at the same location except where the diesel engine bus is located within a garage or depot intended for its long term parking, and

(vi) the sound of a motor vehicle security system which is made,

a. for a period exceeding one minute, or

b. more than three times in one 24 hour period, except for the motor vehicle security system's activation status signal,

(vii) noise measured at 96 decibels (dBA) or more as measured by a sound pressure level meter at any point of reception.

This Section of the Traffic Bylaw is punishable by a fine of $270.00 with reductions for early payment of the fine. In 2012, Calgary Police Service (CPS) initiated a pilot project involving the use of a decibel meter reader produced by Street Noise Reduction Systems Ltd. ("snare") of Edmonton. Two of these devices, designed to measure vehicle noise along with ambient noise, were purchased to assist with enforcement of the bylaw. During the first year of the project, CPS used the snare to record 23,193 vehicles. Of those, 15 were found to be too loud. Only one $270 ticket was issued and it was dismissed in court on a procedural issue. CPS terminated the two year pilot project in its second year and severed ties with Street Noise Reduction Systems Ltd. CPS continue to use the snare to record ambient average noise levels and use the Provincial Legislation to charge offenders involved in excessive noise. The use of the snare is not required for court or charges, but provides some additional evidence for the officers to make a decision on charges. During a two week specifically directed operation in the spring of 2016, CPS did not issue any violation tickets.

CITY OF SASKATOON

The City of Saskatoon passed their Noise Bylaw number 8244 in 2003. Section 5.1 of the Bylaw reads as follow:

Without limiting the generality of section 5, for the purpose of regulating motor vehicle noise, the following provisions shall apply:

(a) no person shall operate a motor vehicle in such a manner that it makes, continues, causes to be made or continues or suffers or permits to be made or continued any unreasonably loud or excessive noise;

(b) in determining whether the noise from a motor vehicle is unreasonably loud or excessive, a justice may consider any of the factors mentioned in subsection 5(2); and

(c) no person shall operate a motorcycle within the City of Saskatoon that is capable or emitting any sound exceeding 92 dB(A), as measured by a sound level meter at 50 centimeters from the exhaust outlet while the engine is at idle; or emitting any sound exceeding 96 dB(A), as measured by a sound level meter at 50 centimeters from the exhaust outlet while the engine is at any speed greater than idle.

In speaking with the Saskatoon Police Service (SPS) Traffic Unit, they confirmed SPS currently has access to this testing equipment. SPS advised that although they have the equipment, they were not aware of any officers who typically use it. SPS stated they have never heard of any operations being set up to target noisy vehicles. The testing mechanism and time needed to operate the equipment is a deterrent to its use. Officers opt to use Section 215 of the Saskatchewan Traffic Safety Act in lieu of the Bylaw:

Excessive noise prohibited

Section 215 - No person shall create or cause the emission of any loud and unnecessary noise from a motor vehicle, a part of a motor vehicle or anything or substance that the motor vehicle or a part of the motor vehicle comes into contact with.

SPS only uses decibel level enforcement for motorcycles under Saskatoon Noise Bylaw 8244. Officers with SPS have been performing annual clinics as a Community Policing initiative, testing local motorcycles in the spring. However, according to their Data Management System, they have not written a single bylaw ticket for this offence since 2012. When confronted with a possible violation, the officers always choose to lay the charge under the Provincial Legislation or Section 5.1(a) of their noise Bylaw.

Enclosure __

Successes and Challenges of Motorcycle Noise Provisions in Community Standards Bylaw

Priorities Committee Meeting

October 18, 2016

Document: 9300296

STRATHCONA COUNTY

Report Purpose

- Report on the City of Edmonton motorcycle noise provisions
- Provide implications of a similar bylaw in Strathcona County

Excessive Noise Enforcement

- Section 61 of the Alberta Traffic Safety Act Vehicle Equipment Regulations
  - (g) with respect to noise produced in connection with a vehicle,
    - (i) defining what constitutes an objectionable noise,
    - (ii) establishing a method of determining or measuring noise, and
    - (iii) prohibiting the use or operation of a vehicle where the noise produced in connection with that vehicle is objectionable noise;

- Section 82 of the Use of Highway Rules of the Road Regulations
  - A person shall not create or cause the emission of any loud and unnecessary noise
    - (a) From a vehicle or any part of it, or
    - (b) From anything or substance that the vehicle or a part of the vehicle comes into contact with.

EDMONTON COMMUNITY STANDARD BYLAW

- **Section 18.1** A person shall not operate a motor cycle that is capable of:
  - **(a)** Emitting any sound exceeding 92 dB (A), as measured at 50
  - centimetres from the exhaust outlet, while the engine is at
  - idle; or
  - **(b)** Emitting any sound exceeding 96 dB (a), as measured at 50
  - centimetres from the exhaust outlet, while the engine is at
- any speed greater than idle.

Edmonton Police Service (EPS)

- 100 officers trained on the sound level meter testing equipment
- 14 plus sound level meter kits deployed
- Vehicles tested if EPS officers observe the vehicles while in operation
- Since Bylaw inception 2010;
  - 600 tickets (Average of 89 violation tickets per year)

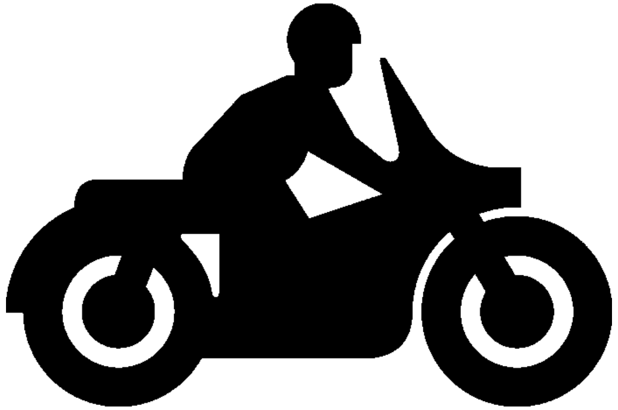
Edmonton Police Services Process

During operations designed specifically to test noise;

- Motorcycle pulled over based on perceived noise (minimum of 92dB)
- Testing required at quieter location (less than 82dB)
- For safety reasons, a minimum of two officers are required to perform test
- Testing takes approximately 10 to 20 minutes from start to finish (not including travel time to quieter location)
- The equipment must be tested before each use

Edmonton Police Services General Rules

- Twin cylinder motorcycle;
  - Register 92dB at rest and 96dB at 2000 rpm
  - Enforcement is taken at 94dB and 98dB
- Sport bikes;
  - Register at 96dB at rest and 100 dB at 5000 rpm
  - Enforcement is taken at 98dB and 102dB
- Penalty;
  - First time offence fine is $250
  - Second offence occurs within one year of a conviction, doubled at $500
- Refusal to allow testing;
  - First time offence fine is $250
  - Subsequent offence fine $500



Success Rate of Prosecutions

- According to legal counsel for the City of Edmonton, the initial prosecution success rate when the Bylaw was enacted in 2010 was only 40% to 50%.
- Since then, the prosecution success rate has risen to nearly 100%.
- Most violation tickets are now paid, and there is no need to proceed with prosecution.
- Legal counsel estimates that approximately two motorcycle tickets per month during the summer (10 to 12 per year), proceed to prosecution, with most of these being paid prior to trial.
- There are less than 4 trials conducted per year.

CITY OF RED DEER

- Considering amending Part 1 of their Community Standards Bylaw

- Additional development of the Community Standard has been placed on hold.

- City of Red Deer submitted a resolution to the AUMA (2016-B18)
  - Requesting that the Province of Alberta;
    - Establish a provincial standard
    - Define what constitutes an objectionable noise
    - Define consistent method measuring noise

OTHER MUNICIPALITIES

Calgary

- Faced significant challenges
- Decibel reading system they used was not the same as Edmonton’s

Saskatoon

- Challenges encountered with the enforcement process have been seen to outweigh any benefits

USE FOR OTHER VEHICLES

- Sound level meter instruments can measure;
    - Cars
    - Trucks
    - ATVs
    - Snowmobiles
    - Boats

- Access to the exhaust system on larger vehicles can be difficult
    - making the test extremely time consuming
    - some cases requiring specialized equipment

Successes

- Enacting a bylaw with a scientific reading (dB level) takes out the subjective evidence required

- Provides better evidence in court

- Likely result in a higher percentage of conviction rates, as has been the case in Edmonton.

Challenges

- Equipment is expensive
- Equipment is $3500 per kit, training is $300 per student, and maintenance is $500 to $600 per year, per kit
- Strathcona County would likely require 4 sound level meter testing kits to provide adequate enforcement
- Considerable difficulty and resistance
- Perceived road safety return on investment ratio extremely low
- The intricate set up and time requirements to perform the testing present significant challenges for officers and potentially offending drivers

Recommendations

- Monitor developments in the provincial legislative framework with Red Deer's AUMA Resolution to have the province establish guidelines for controlling operational noise levels of consumer products, equipment and vehicles

- Report back Q4 2017

- Continue to use the Alberta Provincial Legislation to charge offending vehicles.

Questions?

STRATEGIC INITIATIVE AND UPDATE

Transit Fare Strategy Update

Report Purpose

To provide an update to the Priorities Committee on a new Transit fare strategy based on the recommendations from the Transit Fare Study Final Recommendations from June 2015.

Council History

October 25, 2011 – Council approved the Social Inclusion Policy (SER-005-004: Social Inclusion) and received the Municipal Subsidy Strategy for information.
March 27, 2012 – Council approved the Transit Master Plan which recommended a detailed transit fare study.
March 10, 2015 – Consultant presented Council with the draft recommendations.
April 19, 2016 – Transit presented Council with an update on the consultant's Transit Fare Strategy Final Report June 2015.
June 14, 2016 – Transit presented an update on the 2012 Transit Master Plan.

Strategic Plan Priority Areas

Economy: Balance user fees and taxpayer support. Improve labour mobility and access to jobs with affordable transit fares.
Governance: n/a
Social: Enhance community connectivity and access to services by providing affordable, equivalent and convenient fare options to all residents in the community including seniors, youth and low-income families.
Culture: n/a
Environment: Improve efficient resource usage and reduce environmental footprint by promoting more sustainable transportation modes.

Other Impacts

Policy: n/a
Legislative/Legal: n/a
Interdepartmental: Transit fares could impact other departments including Family and Community Services.

Summary

Transit has been working on developing a new fare strategy since 2014. In June 2015, the consultant conducting the Transit fare study, submitted the Transit Fare Strategy Final Report which provided recommendations for a new fare strategy. The recommendations from that report were based on a strategy that would achieve the following objectives:

- Provide a consistent, equitable and easy to understand fare structure
- Provide a Smart Fare ready fare structure
- Provide opportunities for increasing ridership on local routes
- Provide opportunities for increasing ridership in underrepresented target groups such as youth and seniors

April 19, 2016, Transit provided an update to Council on these recommendations and a plan for incorporating these recommendations into a fare policy. Since April the regional Smart Fare project has been moving forward and discussions on a possible regional fare strategy have started to take place. Preliminary discussions regarding a regional strategy have included discussions around a distance based fare system as one option. Based on these discussions there is a potential for a County fare policy introduced now to be significantly different then a regional fare strategy required in 2018/2019 when the Smart Fare system is implemented.

Based on the ongoing regional Smart Fare discussions, and the need for the County's fixed-route fares to be Smart Card ready, Transit is not recommending bringing forth a fixed route fare policy at this time. Transit is recommending a fare strategy that:

- Is Smart Fare ready
- Incorporates the recommendations from the Transit Fare Strategy Final Report June 2015:
    - Base fare is the Adult Commuter cash fare
    - Tickets and other cash categories will be based on an approved fixed percentage discount
    - Bus passes will be based on an approved fixed trip multiplier
    - New fare products will be introduced that provide opportunities for increasing ridership in underrepresented target groups such as seniors and youth

The fare strategy Transit is proposing is expected to see ridership increase by about 20,000 annually. This is based on the elasticity model that was developed by the consultant and updated by Transit staff in 2016. This updated model is based on ridership data from 2015 versus the 2013 data used by the consultant.

The strategy will also see revenue decrease by about $100,000. Based on savings Transit has identified in the 2017 Operating Budget, this revenue decrease can be accommodated without an increase in the 2017 Operating Budget.

Communication Plan
A communication plan will be developed to convey these changes using the County website and digital screen, local newspaper, and social media.

Enclosure(s)
1 Transit Fixed Route Fare Strategy ppt (9272712)

Author: Wade Coombs, Strathcona County Transit
Director: Wade Coombs, Strathcona County Transit
Associate Commissioner: Gord Johnston, Community Services
Lead Department: Transit

Enclosure 1

Transit Fixed Route Fare Strategy

Presentation to Priorities Committee
October 18, 2016

Wade Coombs, Director

9272712

STRATHCONA COUNTY

Presentation Purpose

- Provide an update on Transit’s fare strategy
  - Methodology of a fare strategy
  - Objectives of a fare strategy
- Provide an update on planned changes to the evening/weekend Dial-A-Bus service

Transit Fare Strategy

Provide a consistent methodology based on:

- Base fare is the Adult Commuter cash fare
- Tickets and other cash categories will be based on an approved fixed percentage discount
- Bus passes will be based on an approved fixed trip multiplier

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

Objectives of Fare Strategy

- Provide a Smart Fare ready fare structure
- Provide a consistent, equitable and easy to understand fare structure
- Provide opportunities for increasing ridership on local routes

- Provide opportunities for increasing ridership in underrepresented target groups such as youth and seniors

Fixed Route Commuter

Cash and tickets

		2016	Option #1	Option #2
Adult Commuter cash	Base fare	$6.00	$4.50	$6.00
Adult Commuter tickets	25% less than Adult Commuter cash	$4.20	$3.40	$4.50
Youth cash	Equal to Adult Commuter cash	N/A	$3.40	$6.00
Youth tickets (New)	25% less than Adult Commuter tickets	N/A	$2.55	$3.40
Senior cash	25% less than Adult Commuter cash	$5.00	$3.40	$6.00
Senior ticket (New)	25% less than Adult Commuter tickets	N/A	$2.55	$3.40

Fixed Route Commuter

Passes

		2016	Option #1	Option #2
Adult Commuter monthly pass	Option #1 trip multiplier of 24 Option #2 trip multiplier of 17.5	$105.00	$108.00	$105.00
Youth Commuter monthly pass	Option #1 trip multiplier of 24 based on Adult Commuter ticket Option #2 trip multiplier of 17.5 based on Adult Commuter ticket	$93.00	$81.60	$78.75
Senior Commuter monthly pass	Option #1 multiplier of 10 based on Adult Commuter ticket Option #2 multiplier of 6.5 based on Adult Commuter ticket	$28.00	$34.00	$29.25
Senior Low Income Annual Commuter pass	Option #1 and #2 equal 6.5 Everybody Rides Commuter monthly passes	$155.00	$156.00	$156.00
Everybody Rides Commuter monthly pass	Increases based on Provincial increases to AISH	$24.00	$24.00	$24.00

Fixed Route Local

Cash and tickets

		2016	Option #1	Option #2
Adult Commuter cash	Base fare	$6.00	$4.50	$6.00
Adult Local cash	50% less than Adult Commuter cash	$3.25	$2.25	$3.00
Adult Local tickets	25% less than Adult Local cash	$2.20	$1.70	$2.25
Youth Local cash	Equal to Adult Local cash	N/A	$1.70	$3.00
Youth Local tickets (New)	25% less than Adult Local tickets	N/A	$1.30	$1.70
Senior Local cash	Equal to Adult Local cash	N/A	$1.70	$3.00
Senior Local ticket (New)	25% less than Adult Local tickets	N/A	$1.30	$1.70
Mobility Bus (New)	Clients ride free (If an attendant is required they also ride free)	N/A	N/C	N/C

STRATHCONA COUNTY

Fixed Route Local

Passes

		2016	Option #1	Option #2
Adult Commuter cash	Base fare	$6.00	$4.50	$6.00
Adult Local monthly pass	Option #1 multiplier of 24 Option #2 multiplier of 17.5	$56.00	$54.00	$52.50
Youth Local monthly pass	Option #1 multiplier of 24 based on Adult Commuter ticket Option #2 multiplier of 17.5 based on Adult Commuter ticket	$54.00	$40.80	$39.40
Senior Local monthly pass (New)	Option #1 multiplier of 10 Option #2 multiplier of 6.5	N/A	$17.00	$14.65
Everybody Rides Local monthly (New)	50% less than Everybody Rides Commuter monthly pass	N/A	$12.00	$12.00

Fixed Route Local

New Passes				
		2016	Option #1	Option #2
Youth Local Summer pass	Equal to one Youth Local monthly pass	$32.00	$30.60	$29.55
Single Day pass (New)	Equal to 2 times the base fare Valid for unlimited trips in one service day for one adult or one adult and up to four (4) children up to an including age 12	N/A	$9.00	$12.00

Fixed Route Local

Discontinued Fare Media	
Senior Commuter Annual Pass	Discontinued due to very low usage • Less than 20 per year over past five years
Senior Local Off Peak	Replaced with new Senior Local Monthly pass that provides unlimited travel any time of the day
Youth Local Off Peak Monthly pass	Was a pilot project in 2016 and has very limited success Local Youth monthly pass is reduced

Objectives of Fare Strategy

- Provides a consistent, equitable and easy to understand fare structure
  - Consistent fare categories for all target groups
  - Consistent relationships between all fare products

- Provides opportunities for increasing ridership in underrepresented target groups such as seniors and youth
  - New commuter and local ticket options for seniors and youth
  - New senior monthly local pass
  - Youth local monthly pass available to all youth

STRATHCONA
COUNTY

Objectives of Fare Strategy

- Provides opportunities for increasing ridership on local routes
  - All local fares are reduced
  - New fare products for underrepresented target groups

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2027

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780-464-RIDE

Provides a Smart Fare ready fare structure

- Base fare is consistent with other regional system providers

Dial-A-Bus Current Status

- Changes implemented in September 2014
  - Pilot project for a hybrid Dial-A-Bus service introduced
  - Hybrid Dial-A-Bus service follows five fixed routes
  - Routes communicated internally only, service continued to be promoted as Dial-A-Bus
  - Allowed for ability to make changes to routes/timings or revert back to true Dial-A-Bus with little to no impact to customers if pilot project was unsuccessful

- Current status of Dial-A-Bus service
  - Running for two years with no issues
  - Regular customers no longer call in to book their trips

Dial-A-Bus Proposed Changes

- Transit is proposing to change the evening/weekend service from Dial-A-Bus to a fixed route service

- Opportunities to moving to a fixed route evening/weekend service
  - Ability to publish routes and schedules
    - Ride Guides
    - Website
    - Google Transit

  - When Smart Bus technology is implemented customers will be able to get real time information on when their bus will be at their stop

  - Customers would not be required to book their trips

- Changes would take place in April 2017

STRATHCONA COUNTY

Questions?

Priorities Committee Meeting_Oct18_2016

STRATEGIC INITIATIVE AND UPDATE

Pride of Strathcona Awards – Criteria options

Report Purpose

To report on options and alternatives for discussion and consideration relating to Pride of Strathcona Awards criteria.

Council History

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

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

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

April 19, 2016 - Priorities Committee selects 17 Pride of Strathcona Awards recipients (individuals and groups) to honour in 2016.

June 7, 2016 – Council passed Motion 2016 / 181 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.

Strategic Plan Priority Areas

Economy: Option to recognize economic diversification may be considered.
Governance: Inherent in building cooperative partnerships with community is recognizing and celebrating community. The Pride of Strathcona Awards program supports this goal.
Social: The awards recognize individuals, groups and teams who have helped build strong neighbourhoods and communities.
Culture: Arts, Culture and Heritage is a category of recognition in this awards program.
Environment: Environmental efforts can be saluted through this awards program.

Summary

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

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

The current categories for the Pride of Strathcona Awards are:

- Community Service
- Professional Achievement
- Athletic Achievement
- Arts, Culture and Heritage (added “Heritage” 2012)
- Youth (added 2012)
- Service to Seniors (added 2012)
- Sports and Recreation Development (added 2012)
- Agricultural Leadership (added 2013)
- Heroism (added 2015)
- Outstanding Group (added 2015)

- Mayor’s Award

The report in Enclosure 1 provides:

- an overview of current recognition criteria for the Athletic Achievement and Sports and Recreation awards;
- municipal examples of award recognition;
- possible options for the current Athletic Achievement and Sports and Recreation Development awards;
- options for a new Business category to be added to the Pride of Strathcona Awards; and
- a proposal to incorporate the High Five Awards into the Pride of Strathcona Awards.

These options and proposals will be discussed at the October 18, 2016 Priorities Committee meeting.

Enclosures

Encl 1	Category/criteria options and background
Encl 2	Summary – Criteria Options
Encl 3	List of governing National Sports Organizations (NSO) in Canada
Encl 4	Criteria and Program Procedures – Pride of Strathcona Awards 2016 04 19

Category/criteria options and background
Pride of Strathcona Awards

- **Athletic Achievement**
- **Sports and Recreation Development**

Current recognition

Strathcona County has two programs through which athletes and sport 'builders' can be recognized.

1. **Pride of Strathcona Awards**

Athletic Achievement category

Recognizes individual athletes and teams for outstanding achievement in competition at national or international levels

- *first-, second- or third-place overall standing at a national competition or championship, or*
- *first-, second- or third-place overall standing at an international competition or championship*

Sports and Recreation Development category

Recognizes an individual who has made significant contributions to recreation and sports as a leader, mentor or volunteer, fostering healthy life skills and good sportsmanship

2. **Millennium Place Sports Wall of Recognition**

Recognizes Strathcona County citizens for their outstanding contributions and achievements in sport through two separate categories: 'Athlete' and 'Community Sport Builder'

- Recreation, Parks and Culture convenes a different jury (public members) each time, to select inductees based on stated criteria.
- Recipients must be retired from competition in their sport, and have been a resident of Strathcona County for at least five consecutive years.
- A framed photograph of the honouree is displayed at Millennium Place, and inductees receive a plaque.
- The 'unveiling event' takes place about every five years, or to coincide with a major event (i.e. Western Canada Summer Games in 2007). Last 'unveiling

event' took place on Friday, December 2, 2011; next one is planned for 2017 to coincide with the 2017 Canada 150th celebration activities.

Examples: How other municipalities recognize athletic achievement

1. Athletic achievement recognition part of a larger municipal awards event

Most held annually to honour individuals, groups, organizations or teams who have gained outstanding recognition at the national or international level in sport and other categories, including arts and culture, volunteerism, heroism.

Edmonton

- About 200 athletes attend the Performance Awards each year at Edmonton City Hall, alongside recipients for arts and culture.
- Edmonton's eligibility criteria are higher than the County's Pride program. Need minimum 'Gold' at a national event.
- Only events recognized by a governing national sports (NSO) and/or provincial sports organization (PSO) qualify.
- Athletes who qualify are eligible to receive the award in consecutive years.

Red Deer

- Nominees in the individual athlete category must attain a higher standing in an event or competition in a given sport to be eligible for subsequent awards.
- Like Edmonton, eligibility requires a *minimum* First Place standing in a national event or competition.
- A 'team' or athletic 'group' may receive an award for the same level of achievement in subsequent years, for example, the Midget Hockey Team may win the national gold two years in a row.

Medicine Hat

- Recipients may only be recognized once for an award in a specific category.
- Awards event held every two years.
- Sports/Recreational award selection not solely based on athletic merit, but also considers contribution to development of sport in the community.

Jasper

- Span of three years must have elapsed before previous Mayors' Award recipient may receive an award in the same category, subject to discretion of the selection committee.
- Criteria for Athletics also includes non-athletic considerations such as: 'must have enhanced the image of the municipality'.

2. **Athletic achievement recognition administered in partnership with external organizations**

   Calgary

   - Municipality partners with the Calgary Booster Club to recognize athletes in three categories: 'Sportsman of the Year', 'Honoured Athletic Leaders', 'Athlete of the Year—Male, Female and Special Olympics Calgary'.
   - Athlete of the Year determined by the city's sports media and the Booster Club, based on performance during the last calendar year.
   - Sportsman of the Year Dinner held at Red and White Club at McMahon Stadium in April. Silent auction, program, dinner.

   Grand Prairie

   - Has 'Sport Excellence Awards' program, administered jointly by the Alberta Sport Development Centre Northwest (ASDC-NW) and the Grande Prairie Sport Council - receives funding from the City of Grande Prairie but operates independently from City.
   - Recognizes athletic and coaching performance (Male & Female athlete of the year, Jr. Male and Jr. Female athlete of the year, Coach of the year) as well as community-minded contributions to the development and sustainability of sport in the region

3. **Athletic achievement recognition once 'retired from their sport'**

   Edmonton Salute to Excellence – Sports Hall of Fame
   City of St. Albert Sport Excellence Award
   Spruce Grove Awards of Excellence – Athletics
   Airdrie Elite Athlete Recognition – Similar to the County's Sports Wall of Recognition - always accepting nominations and hold the event as required

4. **Athletic achievement recognition through a public rally**

   Some municipalities host public rallies to celebrate athletic and sporting achievements. (e.g., Edmonton Eskimos Grey Cup homecoming noon-hour rally)

5. **No official municipal recognition**

   City of Regina, for example, does not recognize Athletic Achievement or Sports and Recreation Development as part of its civic awards program.

Options to recognize Athletic Achievement / Sports development

A.

Keep the Athletic Achievement category in the Pride of Strathcona Awards program with the eligibility criteria narrowed to:

- Minimum of First Place (Gold) at a national competition or championship
- First-, second- or third-place for an international competition or championship
- Only athletic achievement in a sport recognized by a governing national sports organization (NSO) qualify (see Encl 02)
- An athlete must place higher than in previous year to be eligible to receive an award in subsequent years
- A 'team' or athletic 'group' may receive an award for the same level of achievement in subsequent years (members change)

NOTE:
Creating **a separate event to honour athletic achievement** is not recommended.

- Creating a separate 'special event' to recognize athletic achievement would mean the County organizes three recognition events: Pride of Strathcona Awards, Millennium Place Sports Wall of Recognition, and the new annual event. This would increase effort and resources to plan and execute.

B.

Recognize sports development and leadership through the existing **Sports Wall of Recognition** program - 'Community Sport Builder'.

- Sports Recreation and Development category would be removed from the Pride of Strathcona Awards.

C.

Host a **public rally** for high profile First Place (Gold) **international athletic achievement**.

- At the discretion of Council and as warranted, recognize major athletic achievement by a local team or individual that has captured widespread public interest through a public rally.
- Hosting a rally is an opportunity to increase community engagement and foster community pride by tapping into the excitement and celebration of the athlete's or team's world-class win (e.g., Olympic medallist, World Figure Skating Champion).

- Budget/resources for a rally to be determined; ballpark $5,000.

Category/criteria options and background
Pride of Strathcona Awards

– Business

Current recognition

1. **Pride of Strathcona Awards**

   The Pride of Strathcona Awards does not have specific 'business' award. However, the Professional Achievement category:

   Recognizes an individual's outstanding achievements or contributions in a ***professional*** *capacity - refers to all occupation, professions or business pursuits.*

2. **Sherwood Park & District Chamber of Commerce – Business Awards**

   The Chamber recognizes member businesses through its annual Business Awards, highlighting nine categories:

   - Business of the Year
   - Community Service/Involvement
   - Environmental Protection
   - Innovation: New Small Business, Product or Work System
   - Innovation: New Large Business, Product or Work System
   - Investment: Job Creation, Growth & Expansion
   - Long Time Service/Legacy
   - Young Entrepreneurial
   - Occupational Health & Safety

   'Community Service/Involvement' award criteria:

   "Awarded to a Strathcona County recipient or an organization or a group that has contributed in a significant way financially or by means of volunteerism. The successful nominee must have demonstrated their commitment to giving back to the community and has moved the community in a positive manner by way of their actions."

Proposed

Following discussions with the County, the Economic Development & Tourism Advisory Committee (EDTAC) supported a formal motion for Council to consider the formation of a new category within the Pride of Strathcona Awards to recognize local business. **The caveat:** that the award not duplicate any category already covered by the local Chamber Business Awards.

Examples: How other municipalities recognize local business

Calgary, Airdrie

- Recognition through a specific business-related award category as part of an annual civic awards event.

St. Albert

- Official partnership through local Chamber of Commerce business awards.

Edmonton, Red Deer, Medicine Hat, Regina, Saskatoon

- No official municipal recognition program for local business.

Options to recognize business

A.

Status quo: Keep the Pride Professional Achievement category *as is*, and continue to sponsor/present an award at the Chamber's Business Awards.

B.

Continue to sponsor/present an award at the Chamber's Business Awards, and **replace** the Pride of Strathcona Awards **Professional Achievement** category with the category:

Economic Diversification

Recognizes a business or individual professional for outstanding contribution to diversify and strengthen Strathcona County's economy

- May include successful efforts to adapt or expand a business, product or service, or the introduction of a new business that significantly contribute to the diversification of business and industry in our community

The Chamber's Business Awards categories are comprehensive, making it a challenge to create a Pride business award that is not similar to their program.

The Economic Diversification category is one idea that avoids duplicating the Chamber's criteria. This category's intent is to align with the County's Strategic Plan:

Community-wide priority areas: "Diverse economy"

Strategic goals:

Goal 2: Increase and diversify the petrochemical business
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

Category/criteria options and background
Pride of Strathcona Awards

– "High Five" Mentorship

Proposal to incorporate High Five Awards into the Pride of Strathcona Awards program

The High Five Awards event has been a Youth Council initiative for nine years. Over the past few years, the Youth Council has expressed the project has become less relevant to their Council mandate of "youth supporting youth." The Youth Council is interested to incorporate the High Five Awards under the Pride of Strathcona Awards to continue the spirit of the High Five Awards while eliminating overlap:

- Both are annual events that take place around the same time of year, within a few weeks of each other.
- Both recognize individuals who are making a positive difference in the community.

Current recognition

The High Five Awards are based on established developmental assets as a way to celebrate the adults in our community who are making a difference in the lives of children and youth in Strathcona County. Children and youth in Kindergarten to Grade 12 nominate an adult role model through the submission of a story on a nomination form.

High Five Awards ceremony is an annual event held at Festival Place, usually on a Sunday afternoon (1 p.m. to 3 p.m.). Awards are presented to a recipient in each 'nominator' age category:

- K-Grade 3
- Grade 4-6
- Grade 7-9
- Grade 10-12

Option for 2017 Pride of Strathcona Awards

Add a **new category** to the Pride of Strathcona Awards - **'High Five" Mentorship** with two 'nominator' age sub-categories:

- K-Grade 6
- Grade 7-12

- Research has shown the name ‘High Five’ has great recognition value amongst youth in Strathcona County.
- The Youth Council would continue to be involved in the nominations call and have the responsibility to evaluate and select the award recipients (based on 40 developmental assets criteria).
- Together, the Youth Council, Family and Community Services and Communications will partner to promote the Pride of Strathcona Awards (and new awards category).
- High Five Mentorship awards would be presented by a member of Youth Council.

Summary - Criteria Options

Pride of
Strathcona
Awards

Pride of Strathcona Awards

Recognize outstanding contributions and achievements of individuals, groups and teams in our community

Pride of Strathcona Awards
Pride of Strathcona Awards

Current categories:

- Community Service
- Professional Achievement
- Athletic Achievement
- Arts, Culture and Heritage
- Youth
- Service to Seniors
- Sports and Recreation Development
- Agricultural Leadership
- Heroism
- Outstanding Group

❖ Mayor’s Award

Motion 2016 / 181

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 and Recreation Development awards; and furthermore, with possible criteria for a new local business award

June 7, 2016

Athletic Achievement
Sports and Recreation Development

Current recognition:

Two County programs to recognize athletes and sport 'builders'

- **Pride of Strathcona Awards –** annual – Priorities Committee
    - *Recognize individual athletes and teams for outstanding achievement in competition at national or international levels*

- **Millennium Place Sports Wall of Recognition** – about every five years
  - RPC convenes jury of community members
    - *Recognizes Strathcona County citizens for their outstanding contributions and achievements in sport through two separate categories:*
      'Athlete' and 'Community Sport Builder'

Scan of other municipalities

Many recognize athletic achievement as part of a larger awards event with various categories, like our Pride of Strathcona Awards.

Some differences:

- Higher eligibility criteria - need minimum ‘Gold’ at a national event
- Only events recognized by a governing national sports organization (NSO) and/or provincial sports organization (PSO) qualify
- Some municipalities only award once for same level of achievement; some, like Pride, award consecutive years for same level of achievement

Scan of other municipalities

Examples of athletic achievement recognition administered in partnership:

- Municipality partners with local booster club, sports media and/or local sports organization to determine and select recipients
- Another body such as a sports council receives funding from the municipality but operates independently from the municipality

Other approaches:

- Recognition once ‘retired from their sport’
- Recognition through a public rally
- No official municipal recognition

Options – athletic / sports recognition

A. **Narrow current criteria**

- Minimum of first place (Gold) at a national competition or championship
- First-, second- or third-place at an international competition or championship
- Only athletic achievement in a sport recognized by a governing national sports organization (NSO) qualify (see Encl 02)
- An athlete must place higher than in previous year to be eligible to receive an award in subsequent years
- A ‘team’ or athletic ‘group’ may receive an award for the same level of achievement in subsequent years (members change)

Options – athletic / sports recognition

B.

Recognize sports development and leadership through the existing **Sports Wall of Recognition** program - ‘Community Sport Builder’

- The Sports and Recreation Development category would be removed from the Pride of Strathcona Awards.

C.

Host a **public rally** for high profile first place (Gold) **international athletic achievement**

- At the discretion of Council and as warranted
- Recognize major athletic achievement by a local team or individual that has captured widespread public interest and excitement

Business

Current recognition:

Pride of Strathcona Awards

- *Recognize an individual's outstanding achievements or contributions in a professional capacity - refers to all occupations, professions or business pursuits*

Sherwood Park & District Chamber of Commerce – Business Awards

- Business of the Year
- Community Service/Involvement
- Environmental Protection
- Innovation: New Small Business, Product or Work System
- Innovation: New Large Business, Product or Work System
- Investment: Job Creation, Growth and Expansion
- Long Time Service/Legacy
- Young Entrepreneurial
- Occupational Health and Safety

Scan of other municipalities

Examples of business recognition approaches:

- Recognition through a specific business-related award category as part of an annual civic awards event
- Official partnership through local chamber of commerce business awards
- No official municipal recognition program for local business

Options – business recognition

Status quo

A.

Keep the Professional Achievement category *as is*

And continue to sponsor/present an award at the Chamber’s Business Awards

Add ‘Economic Diversification’ category to Pride Awards

B.

Continue to sponsor/present an award at the Chamber’s Business Awards, and replace the Professional Achievement category with:

Economic Diversification

- *Recognizes a business or individual professional for outstanding contribution to diversify and strengthen Strathcona County’s economy*
    - *May include successful efforts to adapt or expand a business, product or service, or the introduction of a new business that significantly contributes to the diversification of business and industry in our community*

Economic Diversification category

Rationale:

- Chamber’s Business Awards categories are comprehensive
  - challenge to create a Pride business award that is distinct from their program

- Economic Diversification category – an idea that doesn’t duplicate - and aligns with the County’s strategic plan:

Community-wide priority areas: “Diverse economy”

Strategic goals:

Goal 2:	Increase and diversify the petrochemical business
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

STRATHCONA COUNTY

“High Five” Mentorship - proposal

Proposal to incorporate High Five Awards into the Pride of Strathcona Awards program

Current recognition:

- Based on established developmental assets
- Celebrates adults in our community who are making a difference in the lives of children and youth
- K-Grade 3; Grade 4-6; Grade 7-9; Grade 10-12 nominate an adult role model through the submission of a story
- One award presented in each of the four “age” categories at an annual ceremony

Options – 2017 Pride of Strathcona Awards

Add ‘**High Five Mentorship’** - **new category** to the Pride of Strathcona Awards

Two ‘nominator’ age sub-categories:

- K-Grade 6
- Grade 7-12

Rationale:

- High Five Awards event no longer as directly relevant to the Youth Council mandate of “youth supporting youth”
- Continues the spirit of the High Five Awards while saving on resources and eliminating overlap

Discussion and questions

Pride of Strathcona Awards
Recognizing outstanding contributions and achievements

Enclosure 3

List of governing National Sports Organizations (NSO) in Canada

Alpine Skiing
Archery
Athletics
Badminton
Baseball
Basketball
Biathlon
Bobsleigh
Boccia
Boxing
Bowling – 5 & 10 Pin
Broomball
Canoe and Kayak
Cricket
Cross Country Skiing
Curling
Cycling
Diving
Equestrian
Fencing
Figure Skating
Football
Freestyle Skiing
Goalball
Golf
Gymnastics
Ice Hockey
Judo
Karate
Lacrosse
Lawn Bowls
Luge
Racquetball
Ringette
Rowing
Rugby
Sailing
Shooting
Skeleton
Snowboard
Softball
Speedskating
Squash
Swimming
Synchronized Swimming
Table Tennis
Taekwondo
Tennis
Triathlon
Volleyball
Water Polo
Water Ski and Wakeboard
Weightlifting
Wheelchair Basketball
Wheelchair Rugby
Wrestling

Pride of Strathcona Awards
CRITERIA and PROGRAM PROCEDURES

PURPOSE

Strathcona County will hold an annual awards program, the Pride of Strathcona Awards, aimed at fostering pride in the community by recognizing citizens for outstanding achievements and contributions.

AWARD CATEGORIES

Category	Purpose
Community Service	**To recognize an individual's outstanding contributions and achievements that have improved the quality of life for others** ▪ May include volunteerism, good citizenship, humanitarian efforts, and environmental protection and stewardship
Arts, Culture and Heritage	**To recognize an individual's outstanding achievements or contributions in literary, visual, performing, film or video arts; or in preserving and sharing local culture and history**
Agricultural Leadership	**To recognize an individual's outstanding contributions and achievements in agricultural stewardship, innovation and promotion**
Professional Achievement	**To recognize an individual's outstanding achievements or contributions in a professional capacity** ▪ Refers to all occupations, professions or business pursuits
Sports and Recreation Development	**To recognize an individual who has made significant contributions to recreation and sports as a leader, mentor or volunteer, fostering healthy life skills and good sportsmanship**
Heroism	**To recognize individuals for a courageous act of heroism or bravery** ▪ Not intended to recognize individuals responding in a professional capacity

Category	Purpose
Youth	**To recognize an individual, 21 years or younger at time of nomination, who has made significant contributions that have brought recognition to Strathcona County or improved our quality of life** ▪ Focus is on volunteer and community contributions, not academic achievement
Service to Seniors	**To recognize an individual whose exceptional achievements or contributions have significantly benefited the quality of life for seniors living in Strathcona County**
Outstanding Group	**To recognize a non-profit organization or community association for its outstanding and long-lasting contributions to make Strathcona County a thriving, dynamic, caring and safe community**
Athletic Achievement	**To recognize individual athletes or teams for outstanding achievement in competition at national or international levels** Athletes nominated who have achieved the following ─ either in the year prior, or up until the current award year nomination deadline ─ are selected to receive an Athletic Achievement award: ▪ first-, second- or third- place overall standing at a national competition or championship, or ▪ first-, second- or third-place overall standing at an international competition or championship ***Note:*** *National* refers to competitions or championships that involve Alberta and at least one other province or territory. *International* refers to competitions that involve Canada and at least one other country. ▪ Not intended to recognize placing first-, second- or third- place in qualifying or trial competitions and events

Mayor's Award	Purpose
▪ Selected from all eligible nominations	**To recognize an individual, group or team for the contribution or achievement that merits the highest civic recognition from Strathcona County.** The Mayor's Award recipient is likely to have: ▪ demonstrated achievement or contribution of a lasting nature ▪ attained a level of excellence recognized beyond Strathcona County

AWARDS SELECTION

1. A maximum of two awards may be presented in a category in any year, except for the Mayor's Award, of which only one will be presented, and for Athletic Achievement for which there potentially could be more than two.

   There may not necessarily be an award presented in every category (dependent on nominations submitted and selection results).

2. The Mayor's Award recipient is selected from all eligible nominations. The Mayor's Award recipient receives only this award, and is not recognized in any other award category.
3. Overall through their contribution and achievements, award recipients will have likely:

   - demonstrated exceptional effort, dedication, initiative, creativity or leadership
   - enhanced the quality and well-being of our community
   - brought recognition to our community

4. Awards may be presented for a single achievement or contribution, or for those occurring over an extended period of time.

ELIGIBILITY

1. Any current resident of Strathcona County is eligible.
2. Former residents may receive awards provided they are being nominated for achievements or contributions that took place at the time they lived in the County, and that they have lived in the County within the last three years.
3. To qualify for awards, groups or teams must be based in Strathcona County and the majority of members must live in the County.
4. Individuals who live in Strathcona County and participate in groups or teams not based in the County are eligible to receive awards as individuals.
5. Nominees may be professionals, amateurs or volunteers.
6. Strathcona County employees are not eligible to receive an award recognizing their work at the County. One exception: If the employee, as part of their County role, is a member of a community organizing committee (e.g. hosting a large event), they may be recognized as part of that group.

   Strathcona County employees are eligible to receive an award for contributions or achievements they have accomplished outside their work as a Strathcona County employee.

7. Elected officials currently serving with any order of government are not eligible.
8. Recipients can be recognized posthumously.

NOMINATION REQUIREMENTS

1. Nominations are accepted from members of the public.
2. Immediate family may not nominate family members. Extended family may nominate family members (e.g., aunt, cousin, grandparent).
3. Nominations and/or Letters of Endorsement may not be accepted from current members of Priorities Committee/County Council.
4. The nominator is responsible to ensure the nomination is complete. This includes:
   - ☐ **Completed nomination form** (online, paper copy, brochure form formats)
     - – Awards category for which the nomination is being submitted
     - – Nominee name, contact information, signature and date
     - – Nominator name, contact information, signature and date
     - – "Signatures in Support" - Name, contact information and signature of three people who are familiar with nominee and are in support of the nomination
   - ☐ **Nomination Information** provided in a separate attachment that answers these points (to be listed on nomination form).
     1) Describe the positive impact the nominee has made, providing specific examples of how the actions of the nominee have improved or benefited our community.
     2) Describe how the nominee has demonstrated exceptional effort, initiative, creativity or leadership.
     3) Describe how the nominee serves as a role model for others in the community, how they inspire others or how they are an ambassador for Strathcona County.
     4) Indicate an approximate amount of hours and number of years the nominee has dedicated to the contribution or achievement.
     5) Strathcona County's vision is to become "Canada's most livable community." Describe how the nominee's contribution or achievement helps to move our community toward this.

     Note: Nominations for the Athletic Achievement category require additional information be included: Name of the competition or championship, class or division, date, location and organizing body.
   - ☐ One **Letter of Endorsement** from and signed by an individual other than the nominator. The letter should not exceed one page, and should elaborate on the nominee's achievements or contributions.
   - ☐ **Optional:** Nominations submissions may also include added background materials such as news clippings, photos or videos that support the nomination.

5. Completed nominations may be mailed or delivered, scanned and sent via email, or completed through the online form with attachments.
6. Late nominations will not be accepted.
7. Nominations may not be carried over to another year. If a nominee is not selected, the nominator may resubmit the nomination in future years.
8. Nominations are invited each year and advertised through various channels. The deadline for nominations is determined annually.

AWARDS SELECTION PROCESS

1. The Communications department will receive all nominations, and record the date and time that they are received.
2. The Communications department will prepare an awards selection package containing all the submitted nominations (including any covering emails) for each member of the Priorities Committee.
3. Each member of Priorities Committee will review the nominations and complete a **Rating and Evaluation Sheet** (sample enclosed) for each nomination to help weigh the nomination and support "selection" decision-making.
4. Priorities Committee will consider each nominee only on the basis of that contained within the completed nomination.
5. County staff will answer questions and provide general advice about the awards program, but will not provide comment on the award recipient selection.
6. If Priorities Committee believes the nomination is more appropriate in a different category than that specified by the nominator, it may determine the category at its discretion.
7. The Pride Organizing Committee (made up of Communications and Mayor's Office staff) will coordinate:
    - Notification to all nominators by Letter from the Mayor advising whether their nominee has been selected for an award (reasons why a nominee was not chosen will not be provided).
    - Notification to all award recipients by Letter from the Mayor, with enclosures of Certificate of Appreciation and event program details.
    - Notification to all nominees not selected by Letter from the Mayor, with enclosure of Certificate of Appreciation.

AWARD PRESENTATIONS

The list of recipients will be publicized along with an invitation for the public to attend the Pride of Strathcona Awards event.

Pride of Strathcona Awards
Rating and Evaluation Sheet

STRATHCONA COUNTY

Nominee:
Nomination category:

COMPONENTS Rate to what extent the nominee has demonstrated the following as it relates to their nomination category.	Not identified	Below average	Average	Above average	Good	Excellent
Positive Impact Level of benefit or gain for the community	0	1	2	3	4	5
Excellence Exceptional effort, initiative, creativity or leadership	0	1	2	3	4	5
Role Model An inspiration for others - a community ambassador	0	1	2	3	4	5
Time investment and dedication Giving of one’s time and significant dedication to the cause or interest	0	1	2	3	4	5
Furthering our vision Contributes to Strathcona County becoming “Canada’s most livable community”	0	1	2	3	4	5
TOTAL SCORE						

Evaluator’s notes - optional:

Priorities Committee Meeting_Oct18_2016

STRATEGIC INITIATIVE AND UPDATE

Social Framework Renewal – Public Launch

Report Purpose

To provide the Priorities Committee with an update on the launching of the Social Framework Renewal engagement process.

Council History

March 27, 2007 – Council adopted the Social Sustainability Framework
April 1, 2008 – Council received an update on the Social Sustainability Framework
June 14, 2011 – Council received an update on the Social Sustainability Framework

Strategic Plan Priority Areas

Economy: The link between healthy social outcomes and a strong and growing economy has been well documented by evidence and research. Further evidence confirms that strategic investments in social early intervention and prevention can alleviate higher expenses in other municipal downstream costs such as policing and emergency services.
Governance: Civic engagement in the development of public policy increases awareness of community issues, and creates a sense of co-ownership in implementing the results of the policy. Public policy achieves enhanced results when it is collectively owned by community, non-profit and private organizations, as well as municipal government.
Social: Enhancing social and community outcomes requires vision and a plan that is shared by many. If done well, a social policy framework can guide planning and decision making for many community groups including; social service organizations, faith based groups, community associations and service clubs, small and large businesses and Strathcona County departments and leadership.
Culture: A broad based, collectively owned and inclusive public engagement process can contribute to a strengthened and shared community identity.
Environment: n/a

Other Impacts

Policy: n/a
Legislative/Legal: n/a
Interdepartmental: Family and Community Services; RCMP and Enforcement Services; Recreation, Parks and Culture; Corporate Planning and Intergovernmental Affairs; Emergency Services; Communications; and Planning and Development Services

Summary

The draft plans for the Social Framework Renewal were presented to the Council appointed Community Living Advisory Community (CLAC) members on September 7th and then again on October 5, 2016. The feedback from CLAC has been integrated into the engagement plan.

The renewed social framework will replace the former Social Sustainability Framework and will align with the Strathcona County strategic plan, corporate business plan and the motions passed with respect to-the Mayor's Task Force on Community Housing.

A renewed social framework will have four defined purposes: to create a shared vision of social priorities in Strathcona County, to clarify outcomes and roles, to coordinate activities and align policies and to provide overall direction to social planning and decision-making.

The social framework renewal is a joint effort between eight Strathcona County departments (Family and Community Services, RCMP and Enforcement Services, Recreation, Parks and Culture, Corporate Planning and Intergovernmental Affairs, Emergency Services, Communications, and Planning and Development Services) and three community partners (Information and Volunteer Center, Strathcona County Library and Heartland Housing Foundation). These partners are represented on both the working group and the steering committee and provide overall direction to the project. The Family and Community Services Department provides project leadership and secretariat support.

The success of this renewal relies on connecting with informal and formal networks to share ideas and vision for a socially strengthened community.

Communication Plan

Communications will promote public participation in discussions about the current and future social needs in a way that is inclusive and meaningful for the purpose of updating Strathcona County’s social mandate.

The communications plan will support the public engagement efforts through a variety of approaches including print media, social media, online and in-person tactics.

Enclosure

1 Social Framework Renewal Community Talk presentation

Enclosure 1

Social Framework Renewal

Community Talk

Presentation to Priorities Committee

October 18, 2016

STRATHCONA COUNTY

Social mandate – current state

- Social Sustainability Framework – 2007
- Family and Community Services' Department business plan
- Strathcona County strategic plan to 2030
  - *Goal 7: Build strong neighbourhoods/communities to support the diverse needs of our residents.*
- Strathcona County Corporate Business Plan 2015 – 2018
  - Informed decision making supports quality of life in the community.
  - Promote and support partnerships within community-based groups and organizations to align social planning.
- Mayor's Task Force on Community Housing

Drivers for renewal

- Strathcona County’s population has grown by almost 16% in 10 years (from 82,511 residents in 2006 to 95,597 in 2015)

- Demographic changes include an increase in our diversity and seniors’ population

- Changing community connections

- Economic downturn, increased crime rates, mental health referrals, reported incidents of family violence, and food bank usage

- Enhanced knowledge and research on how change happens
  - Technical versus complex challenges

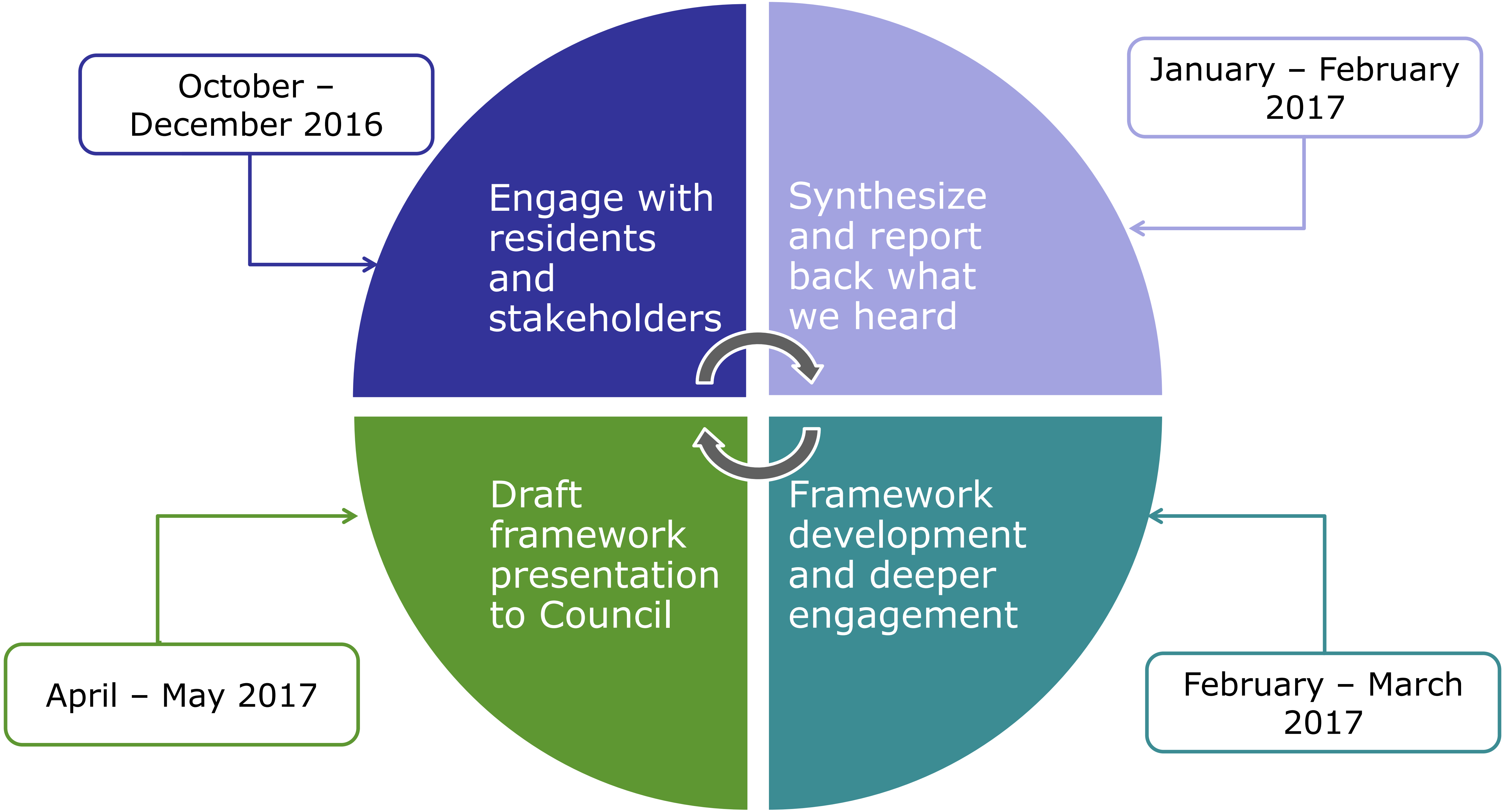
STRATHCONA
COUNTY

What will a renewed framework achieve?

1. Create a shared vision of social priorities in Strathcona County
2. Clarify outcomes and roles
3. Coordinate activities and align policies
4. Provide overall direction to social planning and decision-making

Proposed principles for engagement and framework development

- Collectively created and co-owned
- Holistic approach
- Evidence-based and evidence-informed
- Meaningful and useful
- Open, transparent, and reflective of input
- Outcomes focused and a commitment to measure results



October – December 2016

Engage with residents and stakeholders

January – February 2017

Synthesize and report back what we heard

February – March 2017

Framework development and deeper engagement

April – May 2017

Draft framework presentation to Council

Engagement methods

- Introductory three-minute video
- County-specific backgrounder and resource sheets
- In-person dialogues
  - Community Talk tool kits
  - Micro grants
- Intercept surveys (online and hard copy)
- Social media #SCcommunitytalk
- Systemic design laboratory

Engagement approach

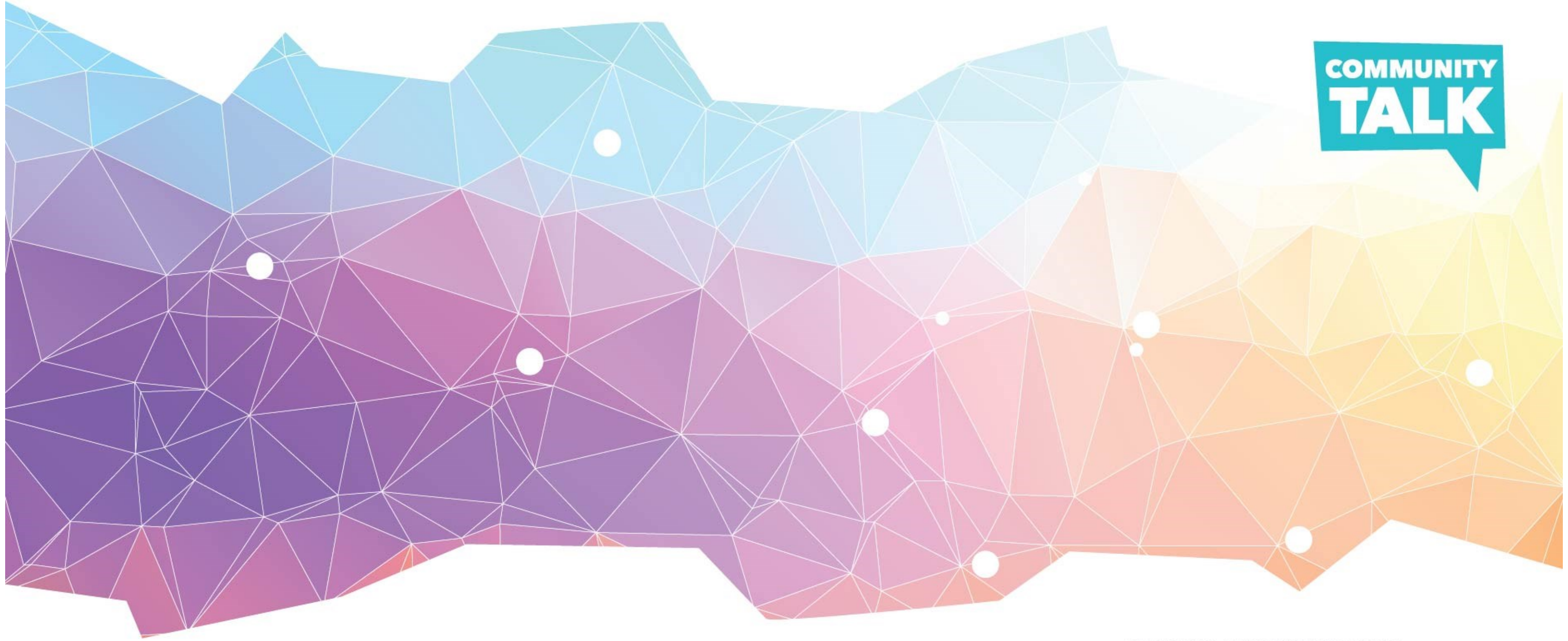
- Council leadership
- Community partner leadership (formal and informal)
- County staff leadership
- Youth voices

Engagement theme

Providing the "why"

- We are all connected.
- Video clip (need clip of 1:03- 1:50 mark)

(source: https://www.facebook.com/Upworthy/videos/1345597972147724/)



CREATING A SUPPORTED, SAFE,
CONNECTED COMMUNITY.

#SCcommunitytalk

Starting the conversation

- Community Talk video

STRATHCONA COUNTY

Questions?

#SCcommunitytalk

strathcona.ca/communitytalk

STRATEGIC INITIATIVE AND UPDATE

Strathcona County Aerial Imagery

Report Purpose

To provide Priorities Committee with information on the benefits oblique imagery can have for improving the current biennial aerial imagery acquisition that will be put forward as a 2017 Information Technology Services Geographic Information System (GIS) budget initiative.

Council History

November 9, 2010 – Council authorized participation in the Alberta Municipal Affairs grant application for the Edmonton Regional Joint Orthophoto Initiative (ERJOI) 2011 project.

November 6, 2012 – Council authorized participation in the Alberta Municipal Affairs grant application for the ERJOI 2013 project.

September 9, 2014 – Council authorized participation in the Alberta Municipal Affairs grant application for the ERJOI 2015 project.

Strategic Plan Priority Areas

Economy: A comprehensive and current GIS enables County Departments to effectively and efficiently manage municipal infrastructure assets.
Governance: Maintaining current and high quality geospatial imagery enables data-driven decision making, informed planning for the future of the County, and assists with communication about our land base.
Social: A comprehensive and current GIS enables County Departments to plan and deliver police, fire and emergency management services.
Culture: The ability to maintain both current and historical information in Strathcona County's GIS enables us to ensure a complete archive of our community's cultural assets.
Environment: A comprehensive and current GIS enables County Departments to promote and protect our natural environment.

Other Impacts

Policy: n/a
Legislative/Legal: n/a
Interdepartmental: All County departments use GIS

Summary

For a number of years Strathcona County has been a member of the Edmonton Regional Joint Orthophoto Initiative (ERJOI) which is a consortium of local governments that collectively acquire orthophotos on a biennial basis. Thus far we have acquired orthogonal imagery through this initiative which provides a top down view of the landscape. Unlike the traditional orthophotos that we acquire every two years, oblique imagery allows a 360° view (captured from north, south, east and west) revealing much more detail about features on the landscape.

In early 2016, the Information Technology Services and Assessment and Tax departments completed a pilot study to explore the use of oblique imagery as a source of information during the annual assessment program. The pilot study was comprised of urban and rural properties where external inspections were conducted using oblique imagery. It was determined that oblique imagery added value to the inspection process by providing the ability to increase tax equity, enhance customer satisfaction, minimize staff safety related issues, streamline workflows/processes and improve property data integrity/quality.

Other anticipated benefits to Strathcona County include but are not limited to property encroachment issues, considerations for building permits, permitting compliance and land use activities, assisting with the emergency response activities, input into fire investigation, fire preplanning, and disaster recovery.

While orthophotos have been used in a municipal environment for a number of years, municipalities within the Edmonton region and other municipalities in Canada have successfully incorporated oblique imagery in their business workflows/processes. It is recommended that Strathcona County replace our current imagery initiative with oblique and orthogonal imagery as part of a 2017 budget initiative.

Enclosure

1 Aerial Imagery Presentation

Strathcona County Aerial Imagery

October 18, 2016

Assessment and Tax
Information Technology Services

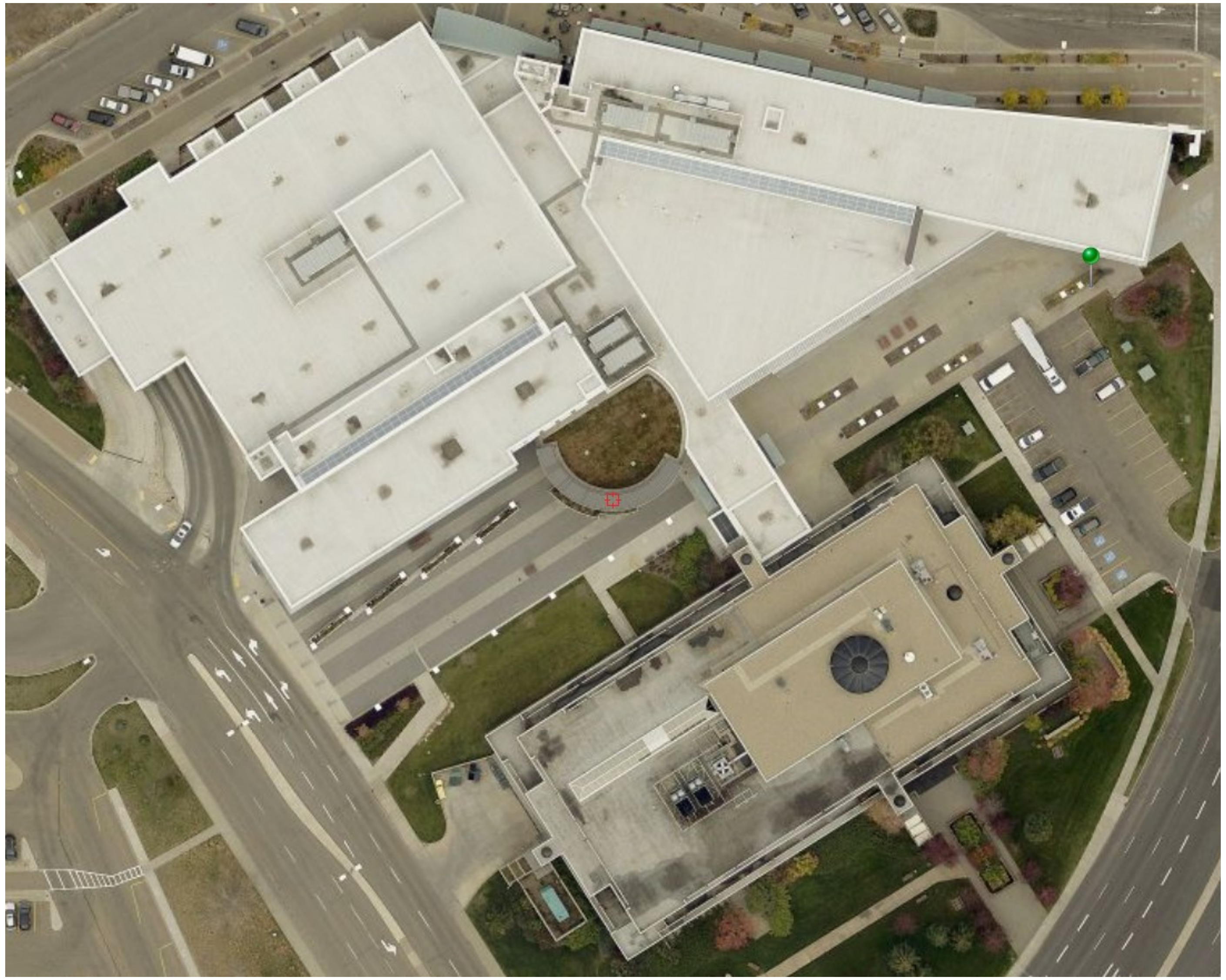
Introduction

- This presentation will provide Council with information on the benefits that oblique imagery can have at Strathcona County.
- Aerial photographs are an important source of information for the County. They provide a rich and detailed view of the land, buildings, human activity, and natural environment.
- This data has incredible detail and depth, it tells many stories over time, and it is a point of reference for everyone.
- Strathcona County has collected aerial photography for many years providing a historical record of our landbase.
- Traditionally the aerial imagery we have acquired has been orthophotos; however, with technological advancements in aerial photography we are now proposing to acquire oblique imagery.

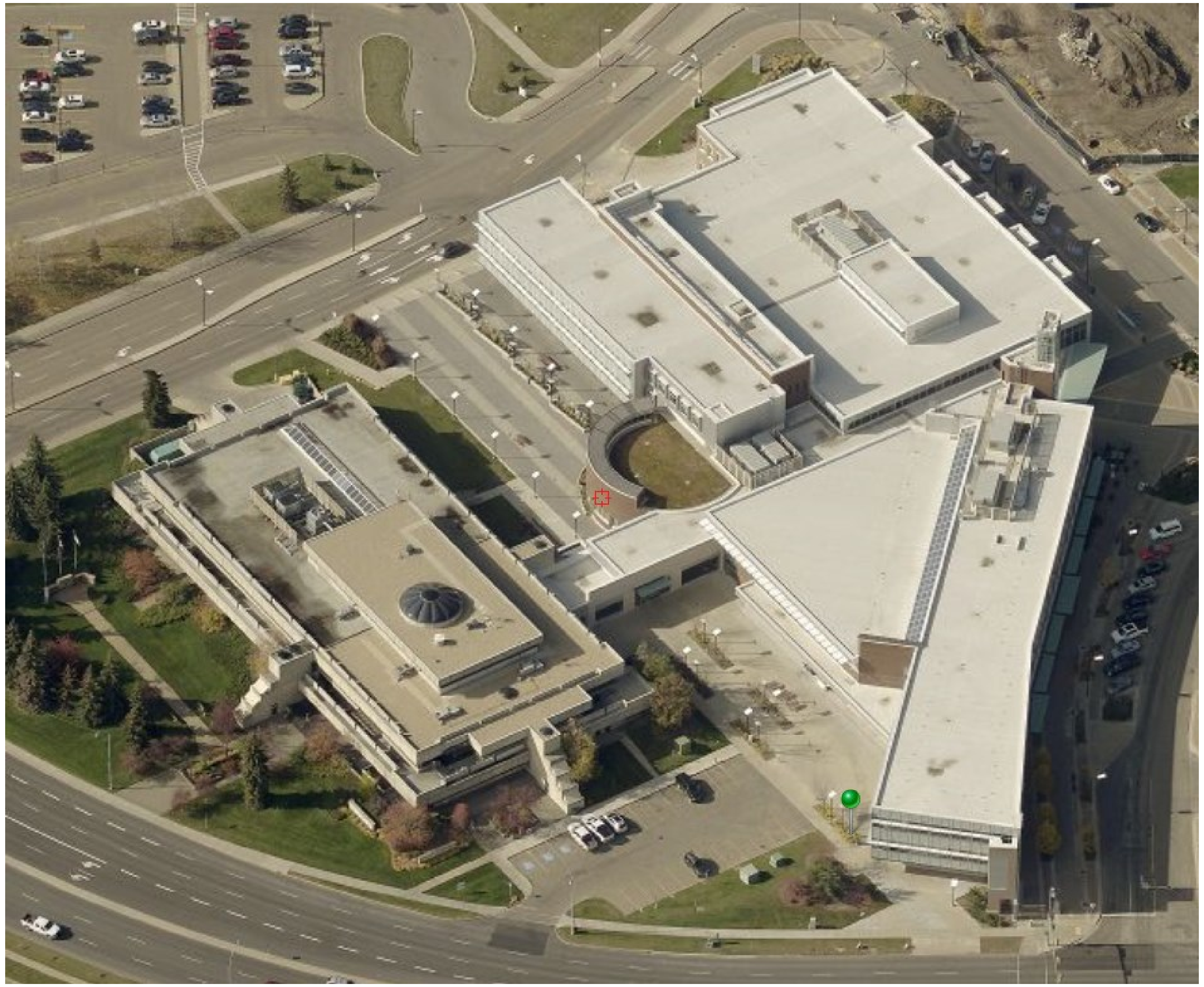
Orthogonal Imagery

Orthogonal Imagery

- Currently acquisition is every two years
- Colour aerial photography full County coverage at 10cm
- Traditional top down view
- Provides location information



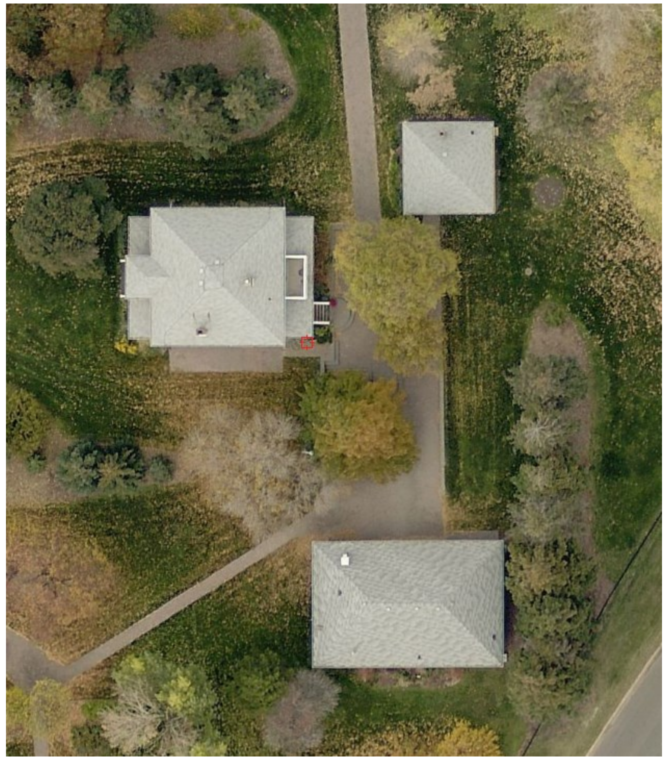
Oblique Imagery



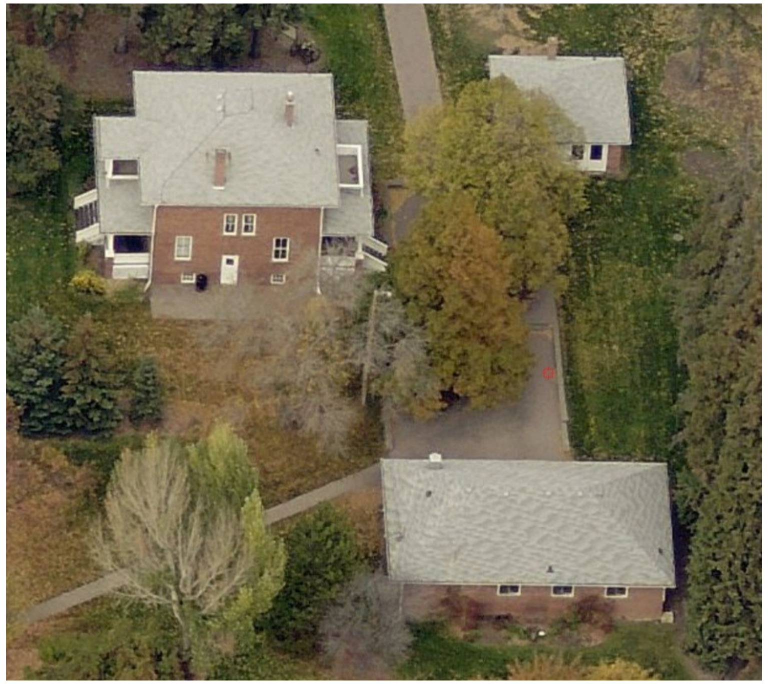
Oblique Imagery

- Captured from north, south, east and west to provide a 360-degree view
- Information rich
- Provides location and height information
- Requires specialized software

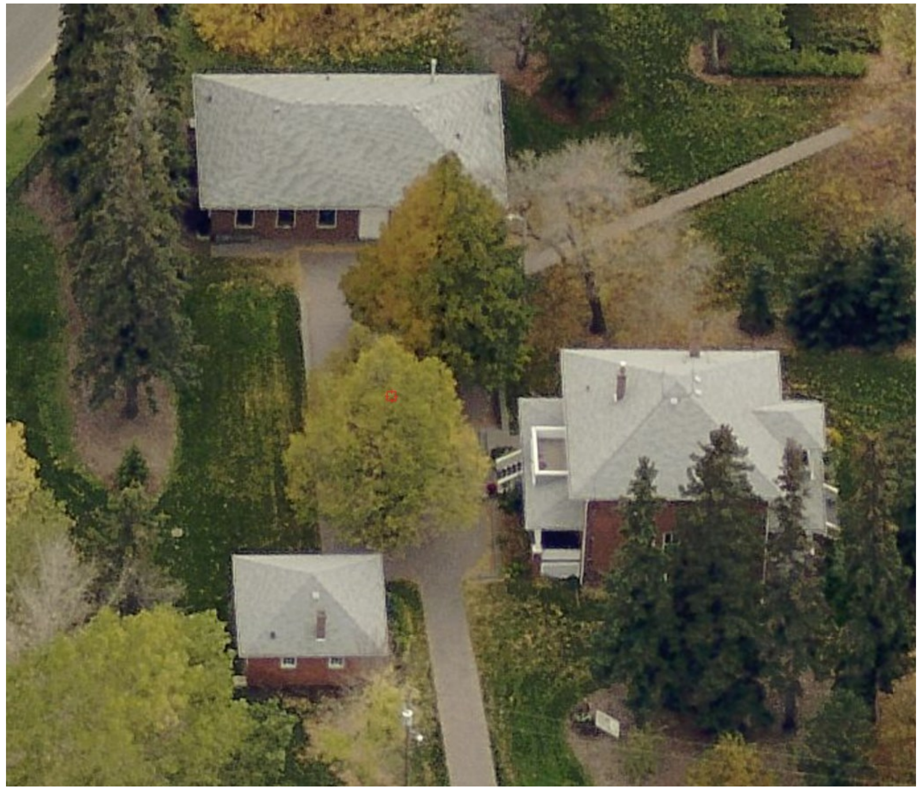
Smeltzer House



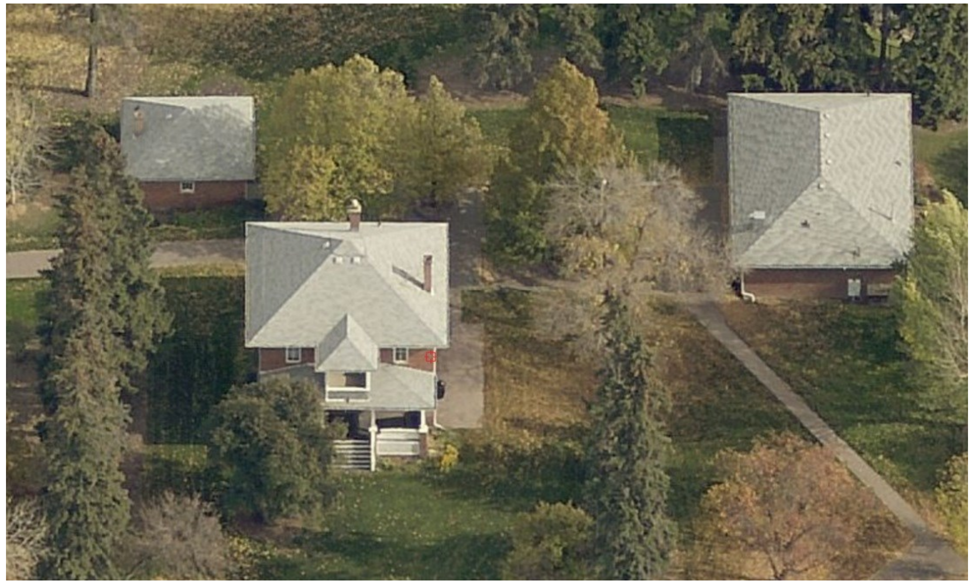
View from directly above



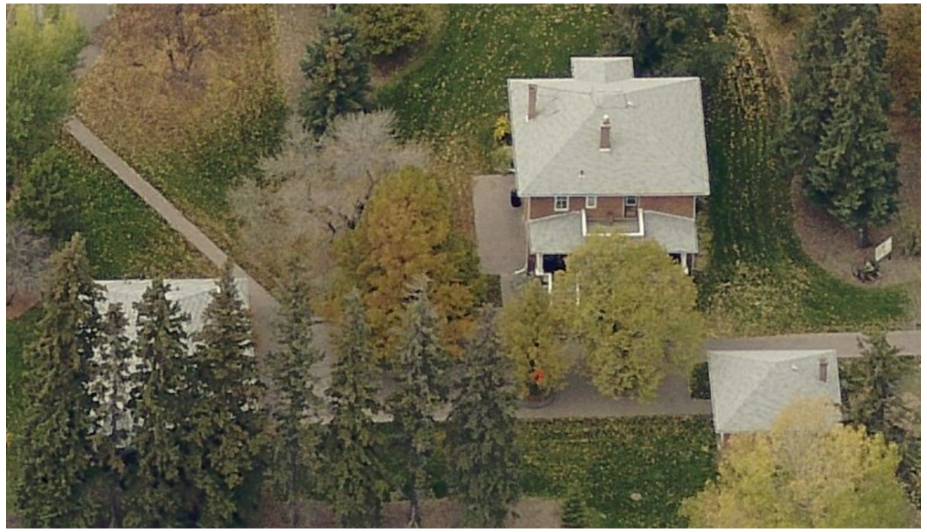
South view



North view



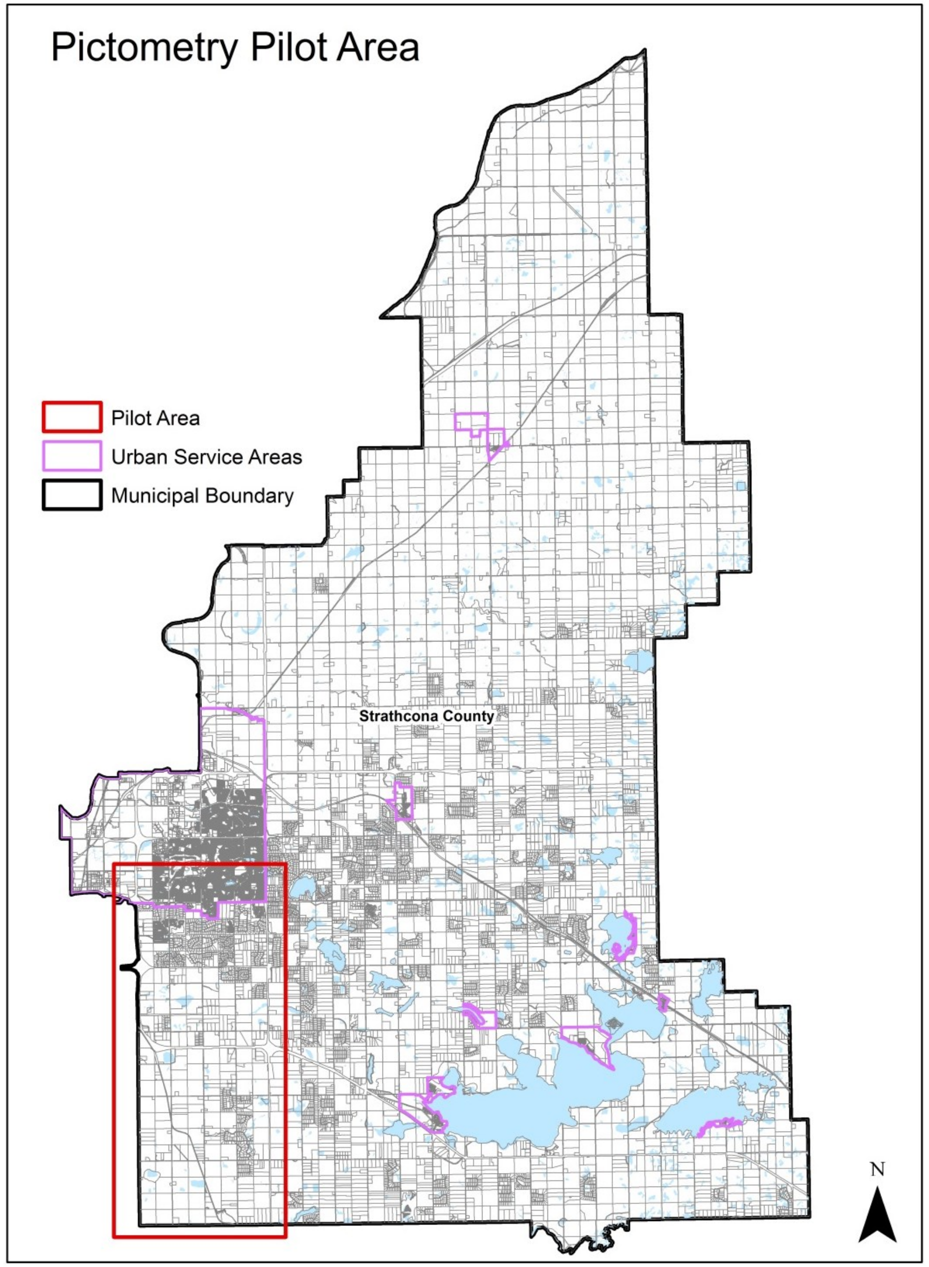
West view



East view

STRATHCONA COUNTY

Pilot Project Description


Pictometry Pilot Area
Pilot Area
Urban Service Areas
Municipal Boundary
Strathcona County
N

- Assessment and Tax (ASMTX) and Information Technology Services (ITS) completed a pilot study to explore the use of oblique imagery as a source of information for the annual property assessment program.
- Timeline was from Fall 2015 to Spring 2016.
- Area was comprised of 5000 parcels in both urban and rural areas (~160km^2).
- Assessors incorporated oblique imagery into the annual inspection workflow.

- Additionally, Strathcona County Emergency Services and Planning and Development Services were engaged to participate in the pilot to evaluate the use of oblique imagery for operational activities.

Pilot Project Summary

- The pilot project demonstrated that incorporating oblique imagery in the annual inspection workflow either directly, or indirectly, supported the ASMTX 2015 - 2018 Business Plan goals:

  Goal 1: A legislatively compliant annual assessment roll is prepared.

  Goal 2: Efficient and cost-effective property assessment and tax collection services are delivered.

  Goal 3: High performing professional staff are attracted and retained.

- The success of the pilot project demonstrated the following:
  - increased tax equity
  - enhanced customer service and satisfaction
  - minimized staff safety related issues
  - streamlined workflows/processes
  - improved property data integrity/quality

Anticipated Benefits

Department	Benefits
County-Wide	Disaster recovery
Assessment and Tax	Property valuation, assessment roll maintenance
Capital Planning and Construction	Transportation capital planning
Economic Development and Tourism	Industrial, commercial and development attraction
Emergency Services	Fire, fire prevention, fire investigation Emergency management
Utilities	Asset management (hydrant inspections, infrastructure repair) Infrastructure planning
Planning and Development Services	Land use bylaw (amendments, preparation, enforcement) Permitting (issuance & code compliance)
Enforcement Services	Municipal bylaw enforcement
Recreation, Parks and Culture	Asset management (playgrounds and spray parks, turf/trails, outdoor venues, horticulture/forestry)
Transportation and Agriculture Services	Agriculture development & strategic planning Asset management (road maintenance, trail maintenance)

Timeline

- 2016
  - Fall
    - Seek 2017 budget approval though Strathcona County budget process

- 2017
  - Spring
    - Fly oblique imagery
  - Summer
    - Receive oblique imagery
    - Conduct staff engagement
    - Release oblique imagery to staff
  - Fall
    - Receive orthogonal imagery
    - Release orthogonal imagery to public

Summary

- There are many anticipated benefits to using oblique imagery in a municipal environment.
- The ASMTX pilot project demonstrated a number of benefits that increased efficiencies, customer satisfaction, and property data integrity and quality.
- It is recommended that Strathcona County invests in oblique and orthogonal imagery by supporting a change to improve the current aerial imagery investment. This will be initiated as a request in the 2017 Budget process (Acquisition of enhanced air photos and software).

Questions?

Priorities Committee Meeting_Oct18_2016

STRATEGIC INITIATIVE AND UPDATE

2016 Second Quarter Management Report

Report Purpose

To provide the Strathcona County 2016 Second Quarter Management report for information purposes.

Council History

December 9, 2014 – Council approved the 2015-2018 Corporate Business Plan.
December 8, 2015 – Council approved the 2016 Operating and Capital Budgets.

Strategic Plan Priority Areas

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

Other Impacts

Policy: FIN-001-010: Financial Reporting
Legislative/Legal: n/a
Interdepartmental: All County Departments

Summary

The Strathcona County 2016 Second Quarter Management Report (Enclosure 1) provides the operating results for the period compared to the approved budget (otherwise known as the operating variance), a forecast of the annual operating surplus for tax purposes, a review of the year-to-date capital activity, and an assessment of the County's financial condition using key financial indicators, plus the 2015-2018 Corporate Business Plan Progress Report.

Communication Plan

Other: Strathcona County Website, Financial Services page

Enclosure

1 Strathcona County 2016 Q2 Management Report (Document: 9170485)
2 ppt 2016 Q2 Management Report (Document: 9170074)

Author: Andrew Hayes, Financial Services
Director: Laura Probst, Financial Services
Associate Commissioner: Gregory J. Yeomans, Chief Financial Officer
Lead Department: Financial Services

Enclosure 1

Strathcona County

2016 Q2

Management Report

Prepared by Financial Services

Prepared for

Priorities Committee

October 18, 2016

Year-to-Date Operating Variance and the Year-End Forecast of the Annual Operating Surplus for Tax Purposes for Municipal, Utility, Library Operations and Pioneer Housing Foundation (PHF)

1. Year-to-Date Operating Variance

The operating variance at June 30, 2016 is **$16.0 million** (Q2 2015 $13.4 million). The operating variance is the difference between the year-to-date actual and budgeted results, and is comprised of timing differences that are expected to reverse during the remainder of the year, and permanent differences that have occurred and will affect the year-end results.

County Operating Segments	***2016 Q2 YTD Timing Differences $M***	***2016 Q2 YTD Permanent Differences $M***	***2016 Q2 YTD Variance $M***	***2015 Q2 YTD Variance $M***
Municipal	6.3	10.2	16.5	12.2
Utility	(1.8)	1.2	(0.6)	1.2
Library	-	0.1	0.1	-
PHF	-	-	-	-
TOTAL	**4.5**	**11.5**	**16.0**	**13.4**

The year-to-date operating variance includes reserve transactions and debt repayments that are excluded from Public Sector Accounting Standards (PSAS) financial reporting.

2. Year-End Forecast of the Annual Operating Surplus for Tax Purposes (Permanent Differences + Forecasted Items)

County Operating Segments	***2016 Q2 Forecast $M***	***2015 Q2 Forecast $M***
Municipal	13.7 (4.9%)	4.5 (1.7%)
Utility	1.0 (1.8%)	0.7 (1.2%)
Library	0.1 (0.5%)	-
PHF	-	-
TOTAL	**14.8 (4.2%)**	**5.2 (1.5%)**

Please note that the percentages represent the proportion of forecast surplus compared to the respective annual operating budgets. The annual operating surplus for tax purposes includes reserve transactions and debt repayments that are excluded from Public Sector Accounting Standards (PSAS) financial reporting.

The year-end forecast is based on the information available as of June 30, 2016 and is subject to the uncertainty of unknown events or circumstances which may transpire during the remainder of the year.

3. Analysis of the 2016 Year-End Forecast

a. Municipal Operations – $13.7 million – Contributing Factors (In Order of Significance)

Favourable:

i. Savings due to lower winter maintenance than anticipated;
ii. Personnel cost savings due to staff turnover, vacancies, and deferred hiring (net of slippage);
iii. Favourable contract circumstances beyond what was expected;
iv. Municipal property tax revenues and supplemental taxes exceeding the budget;
v. Savings from lower fuel prices and volumes than anticipated; and
vi. Unbudgeted emergency services 911 grant and EMS billing revenues.

Unfavourable:

i. Lower user fee revenues from Millennium passes and admissions.

b. Utility Operations – $1.0 million – Contributing Factors (In Order of Significance)

Favourable:

i. Higher solid waste and water fees from increased customers and consumption; and
ii. Personnel cost savings due to staff turnover, vacancies, and deferred hiring.

Unfavourable:

i. Lower water and wastewater user fee revenue due to EPCOR no longer servicing its customers through County infrastructure.

c. Library Operations – No significant impacts to report.

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

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

An integral component of the Business Plan and Budget Implementation (BPBI) Project includes performance measurement and progress reporting. As such, Q2 and annual (Q4) quarterly management reports will include progress reporting on the goals within the 2015-2018 Corporate Business Plan, which demonstrate linkages to the Strategic Plan.

Performance measures will also be reported on as part of the Corporate Business Plan Progress Report, including ongoing refinement to the measures themselves as part of an evolving process.

Capital Activity (Excluding PHF)

1. 2016 Capital Budget and Spending

The 2016 Annual Capital Budget (cash flowed), as amended, totals $239.8 million. The capital spending, as of June 30, 2016, totals $35.9 million (Q2 2015 $25.0 million), which represents 15% of the planned expenditures for the year.

2. 2016 Capital Budget Amendments

Sixteen project amendments have been approved as of Q2 2016 for a $2.8 million total net increase of the capital budget.

3. Update on Completed Projects

During the first two quarters of 2016, twelve projects were completed $2.4 million under a total combined budget of $16.6 million. Of the unused funding, $0.6 million was budgeted to be funded from external grants, debentures and other sources, and $1.8 million was budgeted from internal sources (reserves). All funds released are allocated back to their original funding sources, and are available for other emergent or future priorities.

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

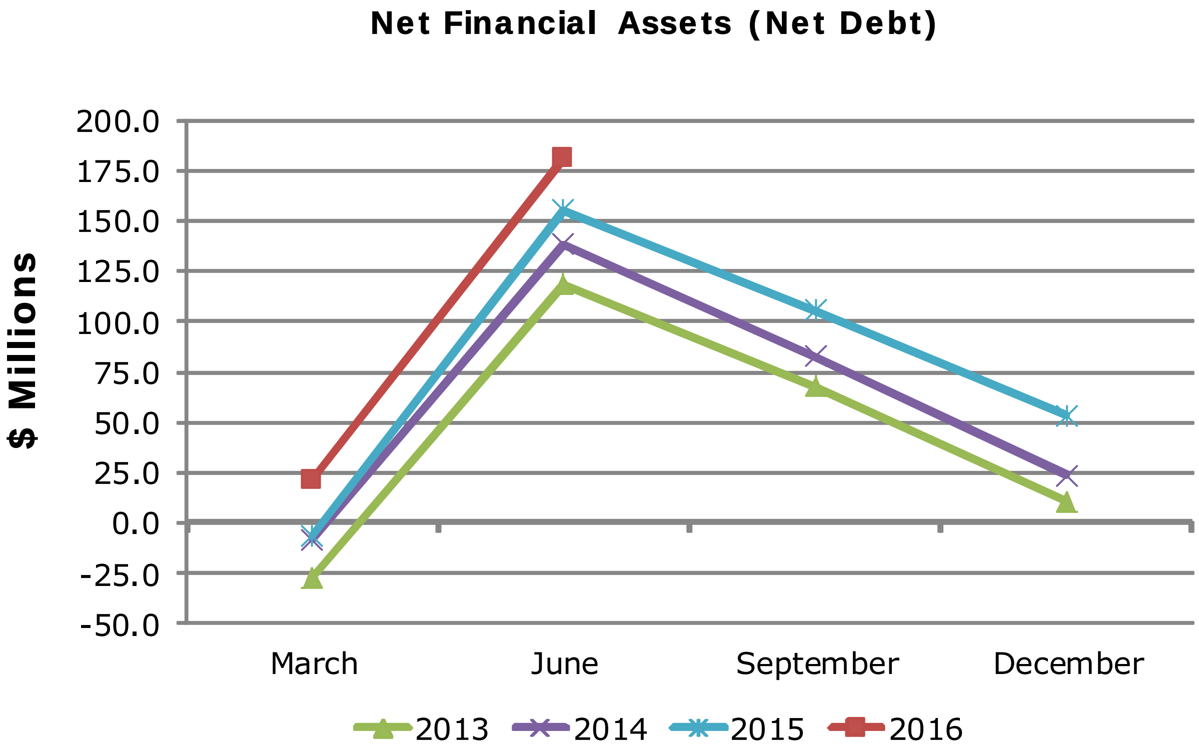
The following section is prepared based on the Q2 2016 Strathcona County Consolidated Financial Statements (unaudited) provided in Appendix 2. The Consolidated Financial Statements are prepared in accordance with Public Sector Accounting Standards (PSAS).

Statement of Financial Position — Highlights

a. Net Financial Assets (Net Debt) Position

As of June 30, 2016, the County's net financial asset position is $181.2 million compared to a $53.3 million net financial asset position at December 31, 2015, an increase of $127.9 million. The increase in net financial assets is expected and mainly due to the timing of property tax revenue, which will be drawn down to finance operations in the second half of 2016.

b. Net Financial Assets Trend Analysis



c. Investments

The County held $375.0 million in investments at June 30, 2016 (Q2 2015 $346.2 million). The 2.32% year-to-date weighted average return on investments was slightly lower than the 2.38% budgeted return, which has been offset by higher volumes than anticipated; resulting in an overall favourable variance of $0.3 million.

d. Long-term debt

The County has issued $3.0 million of new debt during 2016 for the following capital projects:

RCMP Building Expansion - $2.0 million

Glen Allan Recreation Complex - $1.0 million

e. Reserve Reporting

The following table provides a summary of the County's reserve balances as at June 30, 2016:

Reserves	**Committed** ***$M***	**Designated** ***$M***	**Total** ***$M***	**Optimal Variance** ***$M***
Municipal				
Stabilization and Contingency	0.3	9.5	9.8	(2.6)
Projects	42.1	18.8	60.9	(2.8)
Infrastructure, Lifecycle, Maintenance and Replacement	37.7	39.2	76.9	5.5
Special Purpose	14.3	12.7	27.0	3.7
Total Municipal	**94.4**	**80.2**	**174.6**	**3.8**
Utilities				
Stabilization and Contingency	-	1.2	1.2	(1.3)
Projects	-	-	-	-
Infrastructure, Lifecycle, Maintenance and Replacement	4.8	40.5	45.3	(33.3)
Special Purpose	4.4	-	4.4	-
Total Utilities	**9.2**	**41.7**	**50.9**	**(34.6)**
Total Library	**-**	**4.1**	**4.1**	**-**
Total Reserves	**103.6**	**126.0**	**229.6**	**(30.8)**
Percentage	**45.1%**	**54.9%**	**100%**	

The presentation of reserve groupings is in accordance with the Policy: FIN-001-024 Municipal Reserves. Please note that the optimal variance column is determined through a comparison of the reserve's optimal balance with the designated funds available within the respective reserve. A positive figure indicates a balance above the optimal amount and a negative figure indicates a balance below the optimal amount.

c. Accumulated Surplus

Accumulated surplus totals $1,965.3 million at June 30, 2016 ($1,824.6 million at December 31, 2015). The composition of the Q2 2016 accumulated surplus is as follows:

i. Reserves of $229.6 million (Q4 2015 - $223.4 million);

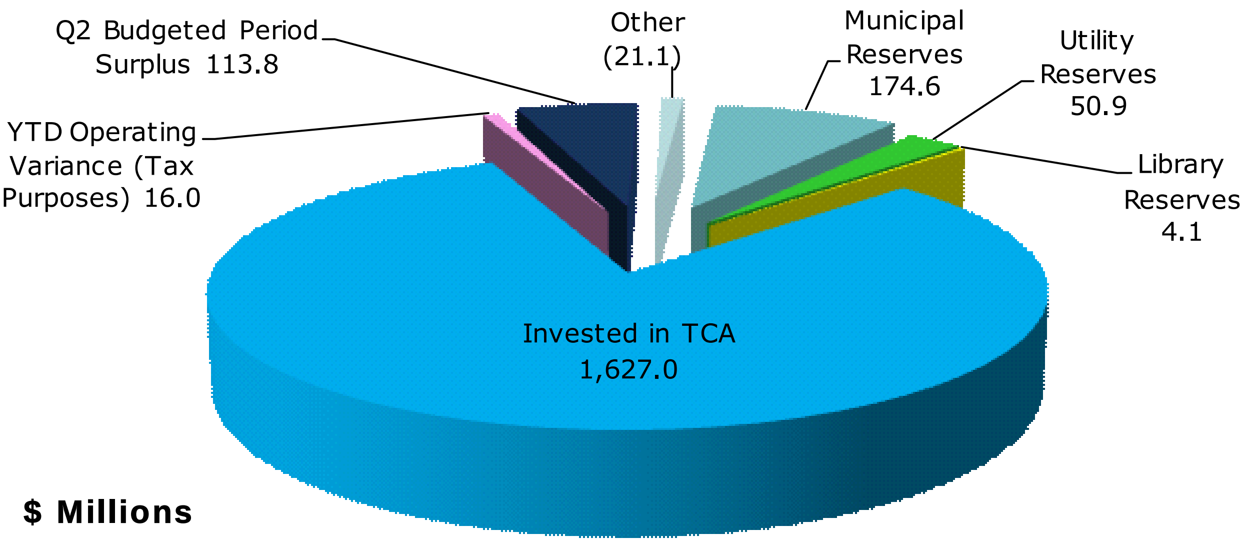
ii. Net investments in tangible capital assets of $1,627.0 million (Q4 2015 - $1,611.6 million);

iii. The June 30, 2016 budgeted period operating surplus of $113.8 million (Q4 2015 - $nil);

iv. The June 30, 2016 year-to-date favourable operating variance of $16.0 million (Q4 2015 - $nil after year-end surplus allocation); and

v. The unrestricted surplus (deficit) of ($21.1) million (Q4 2015 - ($10.3) million).

Composition of Accumulated Surplus



Appendix

1. 2015-2018 Corporate Business Plan Progress Report
2. Consolidated Financial Statements and Supporting Schedules for the Period Ended June 30, 2016 (unaudited)
3. Glossary of Terms

2015 - 2018 Corporate Business Plan Progress Report

For the period ending June 30, 2016

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.

Progress

- Completing the development of the reserve contribution model, which will be analyzed annually to insure accuracy and will continue to fund the Strathcona County Annual Fleet Replacement program.
- Updating condition assessments for the majority of large facilities, with three more facilities condition assessments planned for 2016/2017.
- Creating a data set which includes all department and corporate business plan key performance indicators. This is posted on Strathcona County's Open Data Portal.
- Completing the identification of the basic objectives and components of the Long Term Financial Sustainability Plan.

Key performance indicator and measures	2015	2016	2017	2018 Target
Debt service ratio	1.3			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 designated	0.8			TBD (pending

GOAL 2

Strathcona County priorities, successes and challenges are known.

Outcome

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

Linkages back to:

Strategic plan prioritized goals

3. 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.

Progress

- Implementing an Emergency Operations Centre notification process through SC Alerts.
- Implementing a traffic disruption notification system with an online calendar to communicate major traffic disruptions.
- Commencing public engagement for the Outdoor Aquatic Strategy.
- Promoting the online tax calculator tool.
- Completing the annual Strathcona County Strategic Directions survey campaign in April.
- Advancing the Open Data program, including the development of an open data policy, governance committee, action plan, and guidebook.

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%

STRATHCONA COUNTY

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 Hamlet of Ardrossan.
7) Develop a generally available program to promote and support heavy industrial development.

Progress

- Working with Alberta Transportation and the City of Edmonton on the Regional Transportation Model.
- Assisting with the provision of services with the Government of Alberta in debit card distribution to Fort McMurray residents who had been displaced by the wildfires.
- Working with Capital Region Board regional economic group, and the Sherwood Park and District Chamber of Commerce.

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	-	52%			60%

STRATHCONA COUNTY

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.

Progress

- Introducing two new transit fare products; “Off Peak Local Pass” and a “Summer Pass” to provide more fare options for youth.
- Obtaining approval of the Beaver Hills Biosphere Reserve Designation.
- Distributing $300,000 in social services grant funding to community not for profit social services agencies through the Social Services Grants program.
- Establishing an RCMP and Enforcement Services “Positive Ticket” campaign in partnership which rewards youth who make positive and safe choices in our 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 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.

Progress

- Implementing the electronic agenda and meeting management system complete with a council meeting electronic voting system.
- Utilizing tablets to update various Utilities’ programs status (hydrant checks, hydrant painting, and main line valve turning).
- Creating web analytics dashboards to determine success of communications campaigns for recent events (i.e. Strathcona County Pride Awards, enviroservice launch).
- Implementing new recruitment tool, which allows applicants to apply online and for recruitment teams to collaborate on assessing and screening applications.

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.

Progress

- Planning for the 2016 employee engagement survey.
- Implementing the new classified handbook (with ongoing support to managers, supervisors and employees).
- Creating a learning and development task force to update principles and guidelines to support all supervisors and employees in learning and development using a consistent and fair approach.

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Overall citizen satisfaction with quality of service (very high/high)	79.4%	77.4%			85%
Staff engagement index Staff communication index Work environment index Career and compensation index	79.6 72.2 70.0 69.8	-			85 77 75 75
Permanent employee voluntary turnover rate	5.30%	4.90%			<6%
Permanent employee short term (less than 12 months) turnover rate	10.53%	4.70%			<8%

STRATHCONA COUNTY

Consolidated Financial Statements

For the Period Ended June 30, 2016 (in thousands of dollars)

(unaudited)

STRATHCONA COUNTY
Consolidated Statement of Financial Position
As at June 30, 2016 (in thousands of dollars)

	June 30 2016 *(unaudited)*	December 31 2015
FINANCIAL ASSETS		
Cash and Cash Equivalents	**$ 42,221**	$ 4,214
Accounts Receivable		
Property Taxes	**44,754**	4,827
Government Transfers	**5,342**	9,853
Trade and Other	**16,138**	13,630
Development Levies and Charges	**842**	2,816
Land Held for Resale	**2,632**	2,632
Investments	**374,959**	291,293
Investment Interest Receivable	**8,501**	8,217
	495,389	337,482
LIABILITIES		
Accounts Payable and Accrued Liabilities	**67,570**	44,777
Deposit Liabilities	**17,279**	18,639
Deferred Revenue	**74,664**	64,088
Capital Leases	**38**	108
Long-Term Debt	**154,669**	156,545
	314,220	284,157
NET FINANCIAL ASSETS	**181,168**	53,325
NON-FINANCIAL ASSETS		
Tangible Capital Assets	**1,781,828**	1,767,591
Inventories of Materials and Supplies	**983**	975
Prepaid Expenses	**1,335**	2,738
	1,784,146	1,771,304
ACCUMULATED SURPLUS	**$ 1,965,315**	$ 1,824,629

Appendix 2

STRATHCONA COUNTY
Consolidated Statement of Operations and Accumulated Surplus
For the period ended June 30, 2016 (in thousands of dollars)

	2016 Period Budget *(unaudited)*	**June 30 2016** *(unaudited)*	June 30 2015 *(unaudited)*
REVENUE			
Property Taxes	$ 219,347	**$ 221,548**	$ 209,051
Government Transfers - Operating	3,585	**4,008**	3,010
Utility User Rates	27,647	**28,220**	27,175
User Fees and Charges	20,447	**19,811**	20,580
Penalties and Fines	2,682	**2,711**	2,592
Investment Income	2,632	**2,755**	4,530
Other	3,856	**6,747**	5,231
TOTAL REVENUES	280,195	**285,800**	272,169
EXPENSES			
Infrastructure and Planning Services			
Capital Planning and Construction	2,223	**1,917**	1,486
Economic Development and Tourism	721	**696**	588
Planning and Development Services	5,656	**4,397**	4,484
Transportation and Agriculture Services	15,659	**11,955**	13,295
Utilities	26,336	**25,911**	25,720
	50,596	**44,876**	45,573
Community Services			
Emergency Services	17,276	**16,520**	15,109
Family and Community Services	3,984	**4,120**	3,808
Strathcona Transit	9,815	**8,531**	8,589
RCMP and Enforcement Services	11,637	**11,888**	10,998
Recreation, Parks and Culture	20,183	**18,830**	17,840
	62,894	**59,889**	56,344
Corporate Services	17,284	**16,075**	14,197
Chief Financial Officer	3,407	**2,953**	2,763
Senior Administration	3,322	**3,103**	3,215
Elected Officials	654	**568**	586
Fiscal Services	25,585	**24,686**	25,433
Strathcona County Library	5,120	**5,380**	4,789
Pioneer Housing Foundation	833	**325**	467
	56,204	**53,088**	51,450
TOTAL EXPENSES	169,694	**157,853**	153,367
SURPLUS BEFORE CAPTIAL REVENUE	110,501	**127,947**	118,802
CAPITAL REVENUE			
Contributed Tangible Capital Assets	-	**4,349**	17,757
Government Transfers - Capital	19,020	**7,418**	9,991
Other Capital Revenues	28,351	**973**	768
TOTAL CAPITAL REVENUE	47,371	**12,740**	28,516
PERIOD SURPLUS	157,871	**140,686**	147,318
ACCUMULATED SURPLUS, BEGINNING OF PERIOD	1,824,629	**1,824,629**	1,697,101
ACCUMULATED SURPLUS, END OF PERIOD	$ 1,982,500	**$ 1,965,315**	$ 1,844,419

STRATHCONA COUNTY
Consolidated Statement of Change in Net Financial Assets (Net Debt)
For the period ended June 30, 2016 (in thousands of dollars)

	2016 Period Budget *(unaudited)*	**June 30, 2016** *(unaudited)*	December 31, 2015
PERIOD SURPLUS	$ 157,871	**$ 140,686**	$ 127,528
Acquisition of Tangible Capital Assets	(119,405)	**(35,860)**	(88,863)
Contributed Tangible Capital Assets	-	**(4,349)**	(60,325)
Amortization of Tangible Capital Assets	26,640	**25,970**	51,153
Loss (Gain) on Tangible Capital Assets Transfers and Disposals	-	**-**	307
Proceeds from Transfers and Disposals of Tangible Capital Assets	-	**2**	417
	65,106	**126,449**	30,217
Acquisition of Inventories of Materials and Supplies	-	**(477)**	(1,908)
Acquisition of Prepaid Expenses	-	**(902)**	(3,608)
Use of Inventories of Materials and Supplies	-	**469**	1,783
Use of Prepaid Expenses	-	**2,305**	3,198
	-	**1,395**	(535)
INCREASE IN NET FINANCIAL ASSETS	65,106	**38**	29,682
NET FINANCIAL ASSETS, BEGINNING OF PERIOD	53,325	**53,325**	23,643
NET FINANCIAL ASSETS, END OF PERIOD	$ 118,431	**$ 53,361**	$ 53,325

STRATHCONA COUNTY
Consolidated Statement of Cash Flows
For the period ended June 30, 2016 (in thousands of dollars)

	June 30 2016 *(unaudited)*	December 31 2015
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Period Surplus	**$ 140,686**	$ 127,528
Items Not Involving Cash:		
Contributed Tangible Capital Assets	**(4,349)**	(60,325)
Amortization of Tangible Capital Assets	**25,970**	51,153
Amortization of Discount on Investments	**33**	51
Loss (Gain) on Tangible Capital Assets Transfers and Disposals	**-**	307
Gain on Disposal of Investments	**(43)**	(1,835)
Changes to Non-Cash Assets and Liabilities:		
Property Taxes Receivable	**(39,927)**	(1,528)
Government Transfers Receivable	**4,511**	(7,444)
Trade and Other Receivables	**(2,508)**	1,871
Development Levies and Charges	**1,974**	3,974
Land Held for Resale	**-**	(7)
Accounts Payable and Accrued Liabilities	**22,794**	7,583
Deposit Liabilities	**(1,360)**	2,063
Deferred Revenue	**10,576**	(14,970)
Inventories of Materials and Supplies	**(8)**	(125)
Prepaid Expenses	**1,403**	(410)
Cash Provided by Operating Activities	**159,751**	107,886
CAPITAL		
Proceeds from Transfers and Disposals of Tangible Capital Assets	**2**	417
Acquisition of Tangible Capital Assets	**(35,860)**	(88,863)
Cash Applied to Capital Activities	**(35,858)**	(88,446)
INVESTING		
Purchase of Investments	**(212,989)**	(332,130)
Proceeds from Sale/Maturity of Investments	**129,333**	329,609
Change to Investment Interest Receivable	**(285)**	(1,924)
Cash Applied to Investing Activities	**(83,941)**	(4,445)
FINANCING		
Long-Term Debt Issued	**2,896**	4,600
Capital Leases Repaid	**(70)**	(138)
Long-Term Debt Repaid	**(4,773)**	(11,779)
Cash Applied to Financing Activities	**(1,946)**	(7,317)
INCREASE IN CASH AND CASH EQUIVALENTS	**38,006**	7,678
CASH AND CASH EQUIVALENTS (CHEQUES ISSUED IN EXCESS OF CASH), BEGINNING OF PERIOD	**4,214**	(3,464)
CASH AND CASH EQUIVALENTS (CHEQUES ISSUED IN EXCESS OF CASH), END OF PERIOD	**$ 42,221**	$ 4,214

Appendix 2

STRATHCONA COUNTY

Consolidated Schedule of Segmented Information

For the period ended June 30, 2016 (in thousands of dollars)

	Municipal Operations	**Utility Operations**	**Library Operations**	**Pioneer Housing Foundation**	**Eliminations**	**June 30 2016 *(unaudited)***	June 30 2015 *(unaudited)*	2016 Period Budget *(unaudited)*
OPERATING REVENUE								
Property Taxes	$ 212,285	$ 6	$ 9,257	$ -	$ -	**$ 221,548**	$ 209,051	$ 219,347
Government Transfers - Operating	3,464	14	530	-	-	**4,006**	3,009	3,585
Utility User Rates	-	28,220	-	-	-	**28,220**	27,175	27,647
User Fees and Charges	19,022	758	30	-	-	**19,810**	20,581	20,447
Penalties and Fines	2,624	-	87	-	-	**2,711**	2,592	2,682
Investment Income	2,255	466	35	-	-	**2,756**	4,530	2,632
Other	5,546	54	350	1,122	(323)	**6,749**	5,231	3,856
TOTAL OPERATING REVENUE	245,196	29,518	10,289	1,122	(323)	**285,800**	272,169	280,195
EXPENSES								
Salaries, Wages and Benefits	69,713	5,206	3,036	-	-	**77,956**	73,751	82,795
Contracted and General Services	19,800	4,925	199	-	-	**24,925**	25,701	29,672
Supplies, Materials and Utilities	11,053	10,963	614	-	-	**22,629**	22,842	25,160
Interest on Long-Term Debt	1,536	1,274	483	323	(323)	**3,293**	3,528	3,297
Grants and Requisitions	1,385	-	-	-	-	**1,385**	1,366	1,335
Amortization	21,782	3,504	683	325	-	**26,294**	24,864	26,640
Loss (Gain) on Tangible Capital Assets Transfers and Disposals	-	-	-		-	**0**	281	-
Other Expenses	968	38	365	-	-	**1,371**	1,034	795
TOTAL EXPENSES	126,237	25,911	5,380	648	(323)	**157,853**	153,367	169,694
SURPLUS BEFORE CAPITAL REVENUE	118,959	3,608	4,909	474	-	**127,947**	118,802	110,501
CAPITAL REVENUE								
Contributed Tangible Capital Assets	4,349	-	-	-	-	**4,349**	17,757	-
Government Transfers - Capital	7,141	277	-	-	-	**7,418**	9,991	19,020
Other Capital Revenues	848	125	-	-	-	**973**	768	28,351
TOTAL CAPTIAL REVENUE	12,338	402	-	-	-	**12,740**	28,516	47,371
PERIOD SURPLUS	131,296	4,009	4,909	474	-	**140,686**	147,318	157,871
ACCUMULATED SURPLUS (DEFICIT), BEGINNING OF PERIOD	1,494,241	312,737	9,450	15,625	(7,424)	**1,824,629**	1,697,101	1,824,629
ACCUMULATED SURPLUS (DEFICIT), END OF PERIOD	$ 1,625,538	$ 316,747	$ 14,360	$ 16,099	$ (7,424)	**$ 1,965,315**	$ 1,844,419	$ 1,982,500

Appendix 2

STRATHCONA COUNTY
Consolidated Schedule of Tangible Capital Assets
As at June 30, 2016 (in thousands of dollars)

Cost	Balance at January 1 2016 *(unaudited)*	Additions *(unaudited)*	Contributed Additions *(unaudited)*	Disposals *(unaudited)*	**Balance at June 30 2016** *(unaudited)*
Land	$ 473,870	$ -	$ -	$ -	**$ 473,870**
Land Improvements	98,507	242	168	-	**98,917**
Buildings	374,102	14,501	-	-	**388,603**
Engineered Structures	1,125,477	1,680	4,181	-	**1,131,338**
Machinery and Equipment	68,349	880	-	(10)	**69,219**
Books and Periodicals	5,592	280	-	-	**5,871**
Vehicles	69,404	1,827	-	(37)	**71,194**
Assets under Construction	67,687	16,450	-	-	**84,137**
	$ 2,282,988	$ 35,860	$ 4,349	$ (47)	**$ 2,323,150**

Accumulated Amortization	Balance at January 1 2016 *(unaudited)*	Disposals *(unaudited)*	Amortization Expense *(unaudited)*	**Balance at June 30 2016** *(unaudited)*
Land Improvements	$ 29,860	$ -	$ 2,244	**$ 32,104**
Buildings	90,961	-	3,893	**94,854**
Engineered Structures	329,834	-	13,817	**343,651**
Machinery and Equipment	31,886	(10)	3,022	**34,898**
Books and Periodicals	2,526	-	280	**2,806**
Vehicles	30,330	(35)	2,714	**33,009**
Assets under Construction	-	-	-	**-**
	$ 515,397	$ (45)	$ 25,970	**$ 541,321**

Net Book Value	Balance at January 1 2016 *(unaudited)*	**Balance at June 30 2016** *(unaudited)*
Land	$ 473,870	**$ 473,870**
Land Improvements	68,647	**66,813**
Buildings	283,141	**293,749**
Engineered Structures	795,643	**787,687**
Machinery and Equipment	36,463	**34,321**
Books and Periodicals	3,066	**3,066**
Vehicles	39,074	**38,186**
Assets under Construction	67,687	**84,137**
	$ 1,767,591	**$ 1,781,828**

GLOSSARY OF TERMS:

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

Enclosure 2

2016 SECOND QUARTER MANAGEMENT REPORT

Strathcona County
Priorities Committee Presentation
October 18, 2016

STRATHCONA COUNTY

Overview

- 2016 Second Quarter Management Report includes:
  - The year-to-date consolidated operating results, and the forecasted Annual Operating Surplus for Tax Purposes;
  - The year-to-date capital activity update;
  - 2015-2018 Corporate Business Plan reporting update; and
  - Review of the key financial indicators of the County.

Consolidated Operating Variance (page 2)

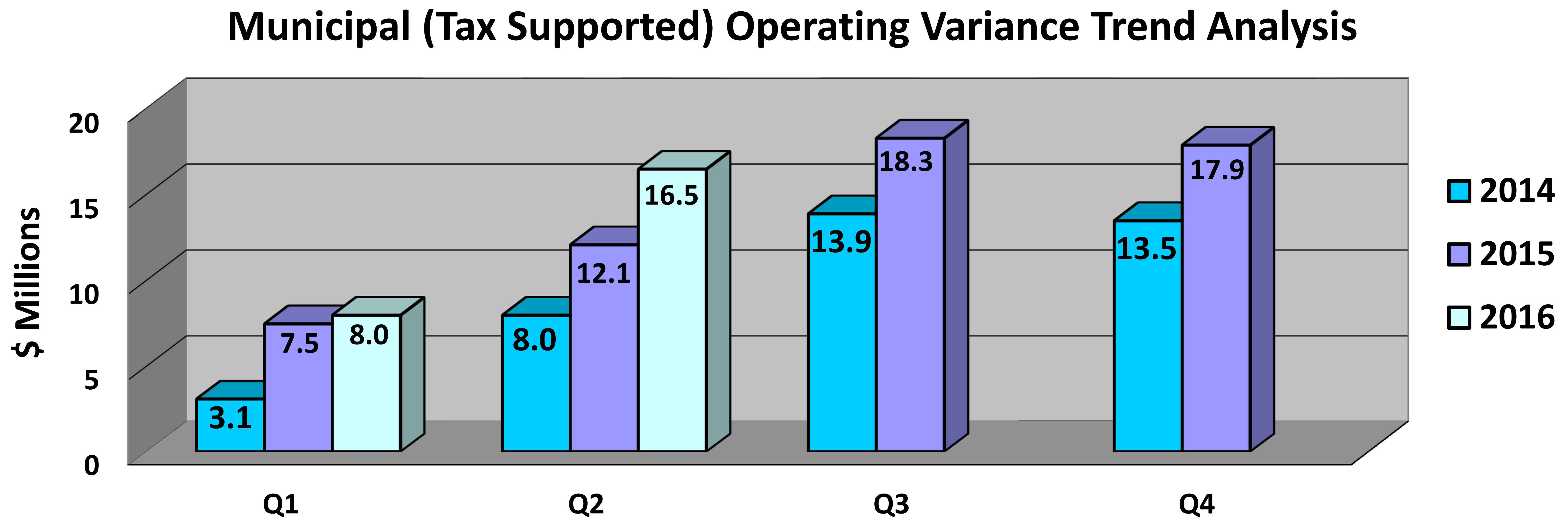
For the Period Ended June 30, 2016

The year-to-date operating variance of **$16.0 million** (Q2 2015 $13.4 million) is comprised of both timing and permanent budget differences.

County Operating Segments	**YTD Timing Differences $M**	**YTD Permanent Differences $M**	**YTD Operating Variance $M**
Municipal	6.3	10.2	16.5
Utility	(1.8)	1.2	(0.6)
Library	-	0.1	0.1
Pioneer Housing Foundation	-	-	-
Total	**4.5**	**11.5**	**16.0**

Municipal Operating Variance

For the Period Ended June 30, 2016



2016 Year-end Forecast (page 5)

(Permanent Differences + Forecasted items)

For the Period Ended June 30, 2016

The County's 2016 year-end forecast annual operating surplus for tax purposes[1] is **$14.8 million – 4.2%** of the 2016 Operating Budget (Q2 2015 $5.2 million – 1.5%).

County Operating Segments	**Forecast $M**	**Forecast %**
Municipal	13.7	4.9%
Utility	1.0	1.8%
Library	0.1	0.5%
Pioneer Housing Foundation	-	-
Year-End Forecast Surplus	**14.8**	**4.2%**

[1] ***Annual operating surplus for tax purposes*** *(cash based budgeting) includes debt repayment expenditures and reserve transactions, and excludes amortization expense, gains/losses on asset disposals and capital revenues, unlike the* ***PSAS surplus****.*

STRATHCONA COUNTY

2016 Year-end Forecast (page 3)
(Permanent Differences + Forecasted items)
For the Period Ended June 30, 2016

Municipal Operations = $13.7 million (In Order of Significance)

- Lower winter maintenance than anticipated
- Personnel cost savings
- Favourable contract circumstances beyond what was expected
- Municipal property tax revenues and supplemental taxes exceeding the budget
- Savings from lower fuel prices and volumes than anticipated

Overall favourable variance was offset by:

- Lower user fee revenues from Millennium passes and admissions

2016 Year-end Forecast
(Permanent Differences + Forecasted items)
For the Period Ended June 30, 2016

Mitigating Steps (2017 Budget):

- Commodity cost reductions (i.e. fuel, road oil, cold mix, asphalt, etc.)
- New financial strategies to reduce conservatism
- Reductions based on historical actuals
- Reallocations based on Priority Based Budgeting (PBB)

Overall, conservatism will be reduced in 2017 with conscious consideration of the risks

Capital Activity (Page 4)

As at June 30, 2016

2016 Capital Budget (Cash Flowed):

- The 2016 Capital Budget (cash flowed), as amended, totals **$239.8 million**.
- The capital spending, as of June 30, 2016, totals $35.9 million (Q2 2015 $25.0 million), which represents 15% of the planned expenditures for the year.

Update on Completed Projects

- 12 projects were completed $2.4 million under a total combined budget of $16.6 million
- All funds released are allocated back to their original funding sources

2015-2018 Corporate Business Plan

Reporting Update (Appendix 1)

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

Assessment of Financial Condition (page 6 - 9) - Key Financial Indicators

The Key Financial Indicators are based on the Unaudited Consolidated Financial Statements for the period ended June 30, 2016 (Appendix 1):

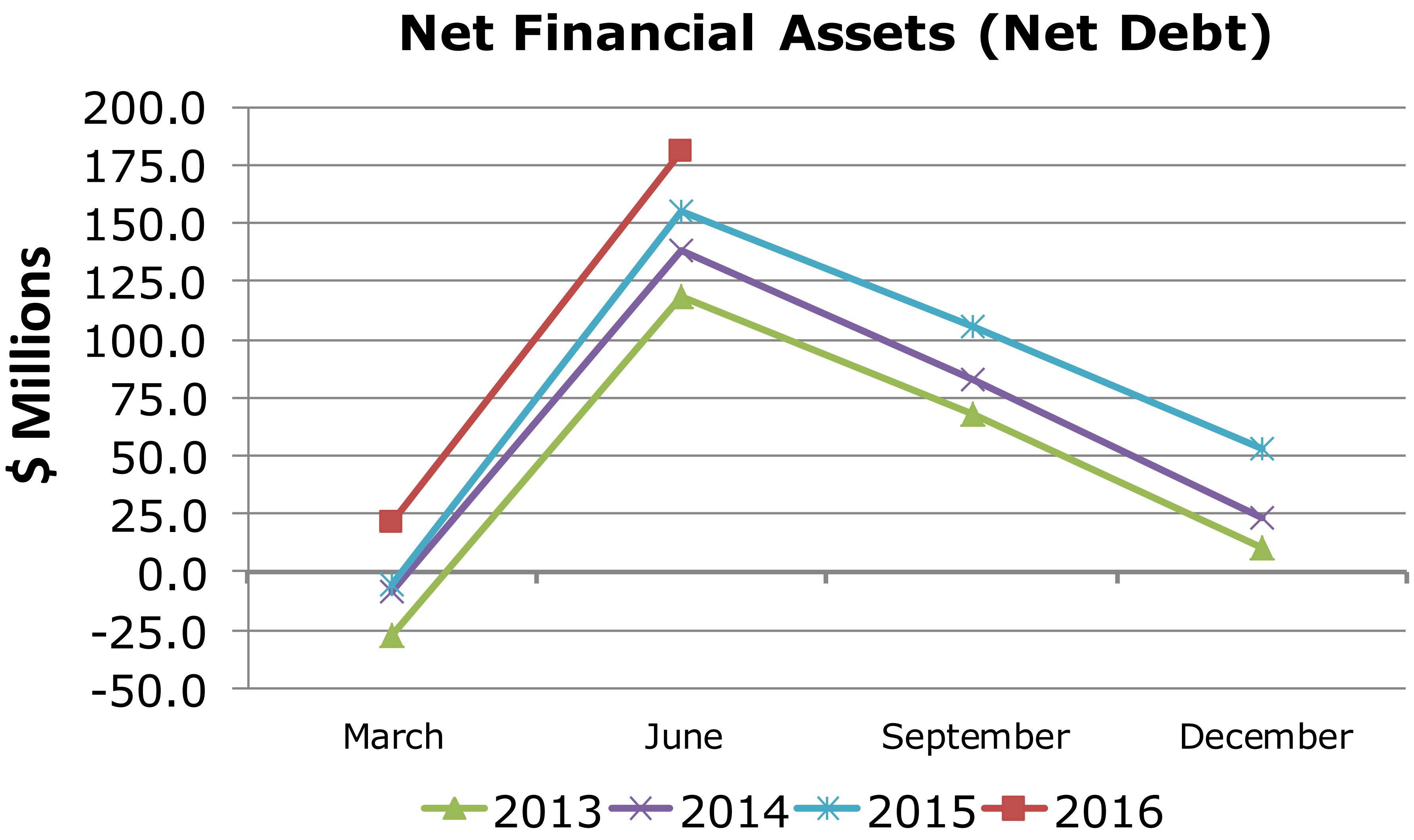
- Net Financial Asset (Net Debt) Position
- Investments
- Reserves
- Accumulated Surplus

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

Key Indicator: Net Financial Assets

(Net Debt)

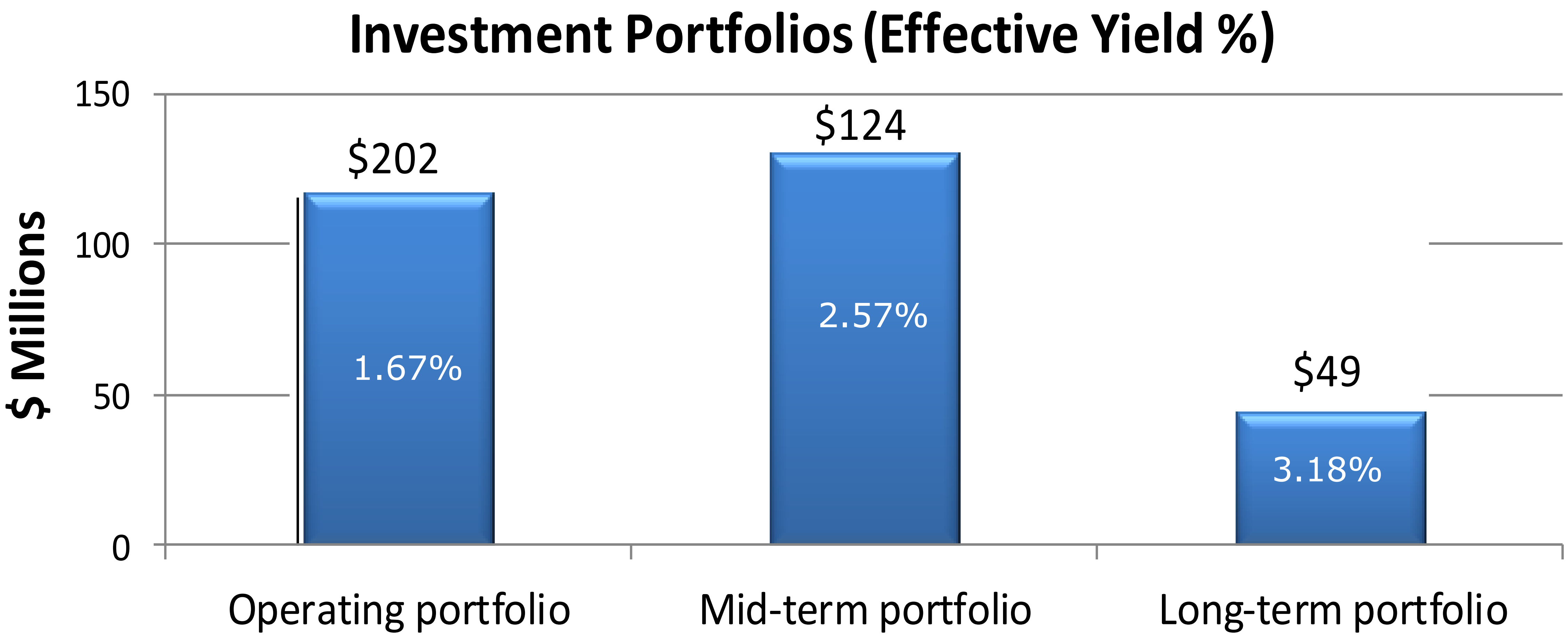
June 30, 2016 Net Financial Assets Total $181.2 Million



STRATHCONA COUNTY

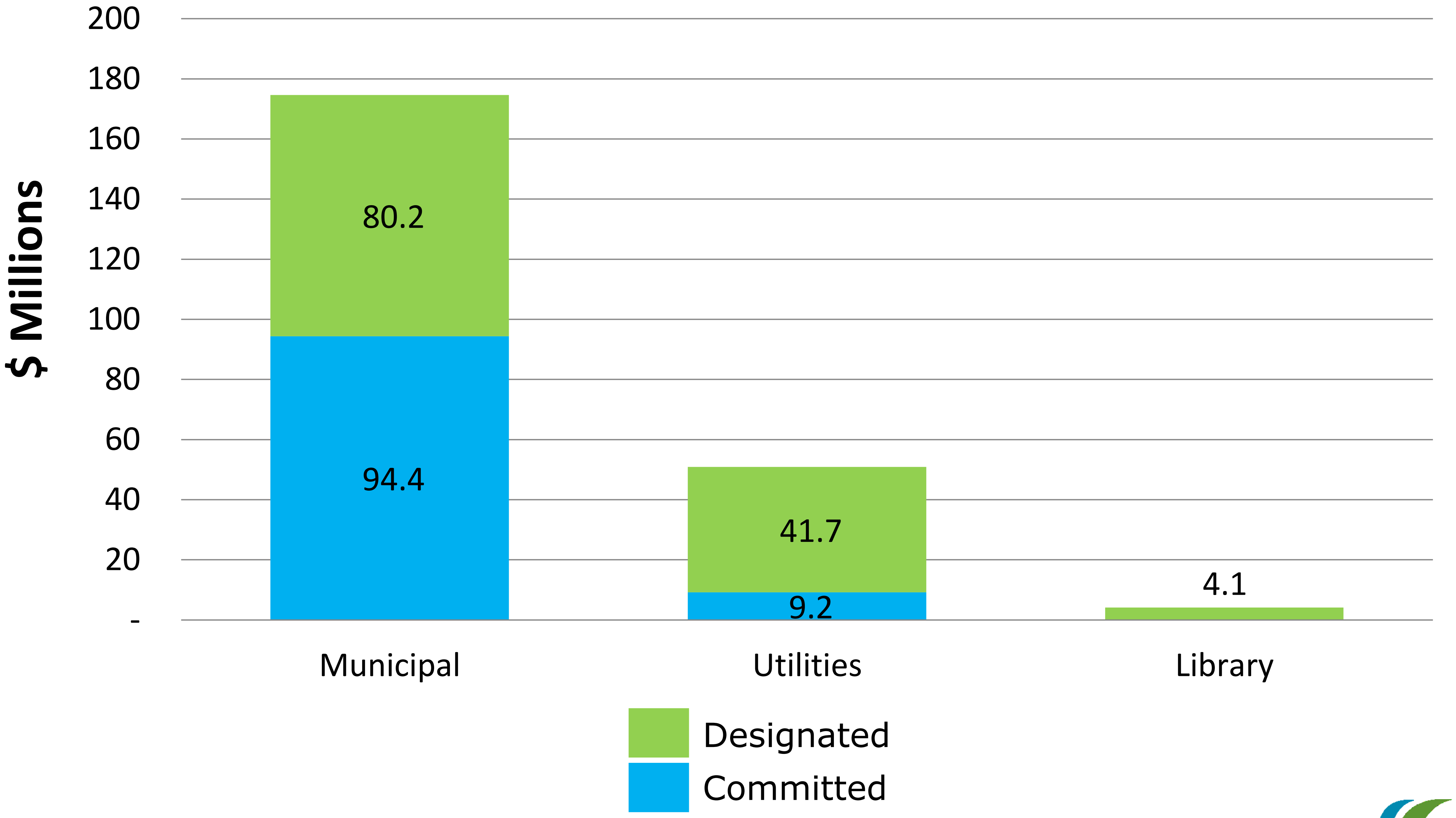
Key Indicator: Investments (Page 5)

June 30, 2016 Investments Total $375.0 Million



2016 Reserve Balances (page 6)

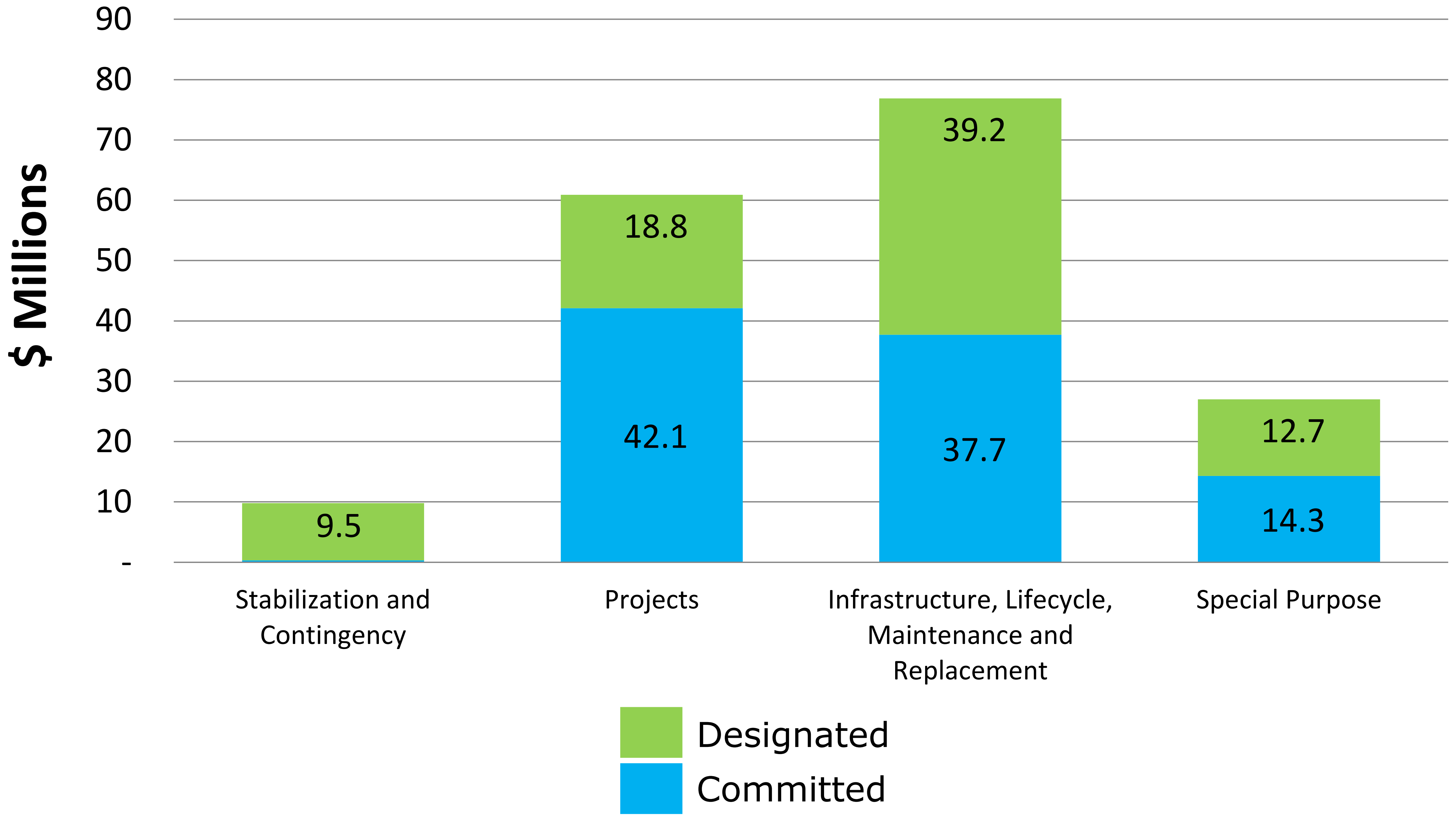
June 30, 2016 Reserve Balance is $229.6 Million



STRATHCONA COUNTY

2016 Municipal Reserve Balances (page 6)

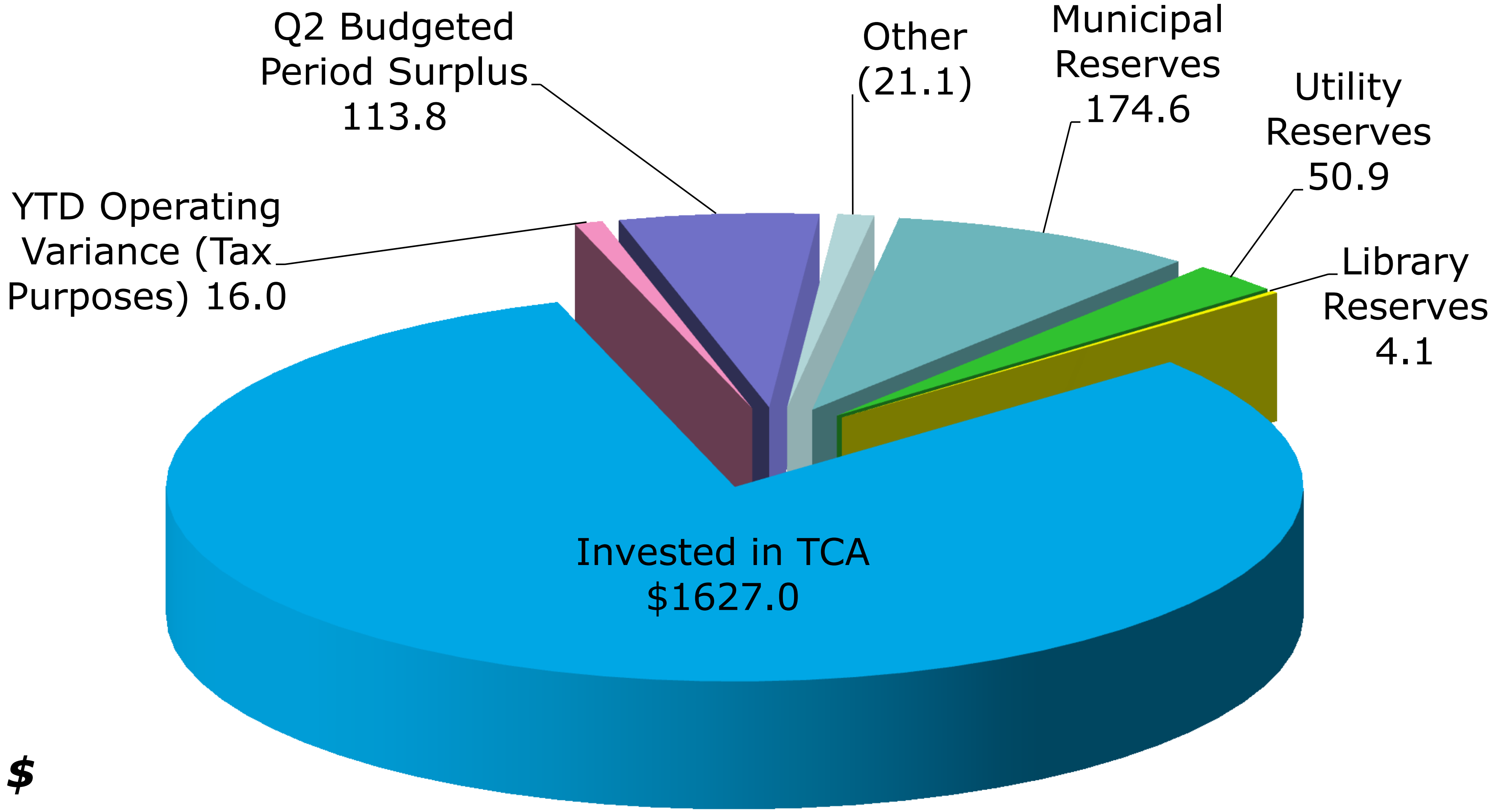
June 30, 2016 Municipal Reserve Balance is $174.6 Million



STRATHCONA COUNTY

Key Indicator: Accumulated Surplus (Page 7)

June 30, 2016 Accumulated Surplus is $1,965 Million



Questions?

Councillor Request Report

October 18, 2016

#	Elected Official Name	Subject	Req type	Meeting date	Due date	Resp Dept	2nd Dept	Request	Reponse date	Reponse	Status
		No outstanding requests at this time									

STRATHCONA
COUNTY

Priorities Committee Meeting_Oct18_2016

REPORT FOR INFORMATION

Preliminary Urban Agriculture Strategy

Report Purpose
To provide the Priorities Committee with the preliminary Urban Agriculture Strategy.

Council History
September 29, 2015 – Council was provided with the Implementation Strategy for the Agriculture Master Plan, outlining that the Urban Agriculture Strategy would be the first strategy to be developed.

July 19, 2016 – Council reviewed the Urban Agriculture Strategy Explore and Assess Report which included the vision for the strategy, the review of background research, legislation and best practices, and the results of the public engagement process from the first phase of strategy development.

Strategic Plan Priority Areas
Economy: Future development of agricultural endeavors and businesses in Strathcona County urban areas and hamlets
Governance: Policy recommendations to areas of urban agriculture
Social: Community building through development of urban agriculture
Culture: Community building through development of urban agriculture
Environment: Supporting and encouraging best management practices

Other Impacts
Policy: Potential recommendations for existing or creation of policy
Legislative/Legal: n/a
Interdepartmental: Planning and Development Services; Family and Community Services; Corporate Planning and Intergovernmental Affairs; Recreation, Parks and Culture; Enforcement Services; Economic Development and Tourism

Summary
Throughout the months of July-August 2016, the project team focused on the creation of a preliminary strategy (Enclosure 1) based on the results of the Explore and Assess report. This preliminary strategy contains guidelines for seven urban agriculture topic areas and identifies existing policies, bylaws and procedures that may need to be revised or created in order to support the Urban Agriculture Strategy.

The preliminary Urban Agriculture Strategy provides recommendations under the seven topic areas identified through the public engagement:

1. Community Gardens
   Community gardening is the practice of growing and raising food in a shared garden space for direct consumption. Land for these gardens can be publically or privately owned, and can be managed as individual allotment plots or as a communal effort of growing and harvesting.

Proposed actions include:

- amending the Land Use Bylaw to include a definition for community gardens
- develop a County-led community garden initiative
- allow access to public lands as areas for community gardens
- promotion and support for independent community gardens

Initiatives in community gardening would begin in 2017. A business plan initiative has been submitted in the 2017 budget cycle to address the proposed actions.

2. Public Agriculture and Edible Landscaping

Public agriculture refers to food grown in the public spaces of a town or city, and is generally used as a public or shared amenity. An example includes an urban orchard, where harvest and sharing by community members is encouraged.

Proposed actions include:

- amending the Land Use Bylaw to include a definition for public agriculture
- establish adopt-a-plot and other edible or pollinator supporting growing areas
- mapping of edible trees and shrubs
- developing an awareness campaign of edible plants

Initiatives in public agriculture and edible landscaping would begin in 2019.

3. Urban Farms

Urban farming is the commercial practice of growing and raising food within the boundaries of a city. Creativity and innovation are the norm in urban farming. Typical scales of operation range from small plot intensive farms such as shipping container production to capital intensive commercial enterprises such as warehouse gardening.

Proposed actions include:

- amending the Land Use Bylaw to include a definition for urban farms
- developing a County-supported youth farming and entrepreneurship program
- develop a campaign to promote and support urban farming

Initiatives in urban farming would begin in 2018.

4. School Agriculture Program

Urban agriculture in schools can take on different forms including, but not limited to, garden classrooms, indoor growing demonstrations, greenhouses, and in-class presentations.

Proposed actions include:

- foster growing opportunities in schools
- increase educational opportunities around urban agriculture in schools

Initiatives in school agriculture would begin in 2017. No budget implication as much of the work is currently being conducted.

5. Urban Livestock

Urban livestock includes the raising of chickens, bees, rabbits, and small breed animals in an urban setting. In some cases animals are being raised for food production such as eggs or honey. In others, animals are being kept as pets.

Proposed actions include:

- a pilot project for urban backyard chickens
- replace the current Animal Control Bylaw with new bylaws - a (revised) Animal Control Bylaw and an Alternative Pets Bylaw
- activities to increase pollinator habitat, health, and education

Initiatives in urban livestock would begin in 2017. A business plan initiative has been submitted in the 2017 budget cycle to address the proposed actions.

6. Home Gardens

Home gardens are small areas of land or raised beds used for growing food on or around a house or apartment complex. Throughout the engagement process it was identified that there are many divergent impressions around the types of home gardening allowed in Strathcona County.

Proposed actions include:

- promotion and advocacy around home gardening
- increase knowledge on programs and courses available on home gardening in the community

Initiatives in home gardening would begin in 2018.

7. Education and Coordination

Efforts in education and coordination of action will be critical in building momentum and maintaining direction for the previous topic areas.

Proposed actions include:

- stakeholder conversations of the key areas implemented through the Urban Agriculture Strategy
- ensure education continues in all of the above mentioned actions

Initiatives in education and coordination would begin in 2019.

The preliminary Urban Agriculture Strategy has been presented to the public through an online survey and three open houses.

Enclosure

1 Urban Agriculture Strategy Draft

Strathcona County Urban Agriculture Strategy

DRAFT

September 7, 2016

Presented to Strathcona County Transportation & Agriculture Services

FOR CLIENT REVIEW

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1.0 URBAN AGRICULTURE IN STRATHCONA COUNTY

The Urban Agriculture Strategy is the first of six strategies to be developed in support of the Agriculture Master Plan, approved in June 2015. The subsequent strategies to follow include: Land use and development; Governance; Food and agriculture sector development; Agri-tourism; Agriculture Master Plan Review.

2.0 DEFINING URBAN AGRICULTURE IN STRATHCONA COUNTY

Urban agriculture is the practice of cultivating food in an urban area. It can be growing fruits, herbs and vegetables, or raising animals. It's a growing trend in North America as communities look for ways to increase food security. It supports local, alternate choices to the traditional food system, and allows communities to grow niche foods

2.1 WHERE DOES THIS APPLY?

Direction from the Urban Agriculture Strategy is specific to the urban service areas of Strathcona County including Sherwood Park, Ardrossan, Josephburg, South Cooking Lake, North Cooking Lake, Antler Lake, and Hasting Lake. Although the Strategy may impact those living and working across the County, the application of specific actions will aimed at these urban centres as they have no existing policies to govern the growing, making and distributing of local food and agriculture products.

3.0 COMMUNITY ENGAGEMENT

3.1 ENGAGEMENT PROCESS

Public engagement for the Urban Agriculture Strategy took two forms. A nearly three month explore and assess phase from April 8- July 1, 2016 and a second synthesize phase from August 8-10, 2016. A total of 2253 people participated by sharing their great ideas for urban agriculture and thoughts on our proposed action areas. About 8900 ideas surfaced overall through multiple feedback collection methods, which included:

- Attendance at twelve (12) community events and businesses
- Two (2) distinct online surveys
- Six (6) open house sessions
- An idea wall at the June urban agriculture presentation
- Via e-mail
- Workshops
- Interviews

Stakeholders were informed about the process through a number of channels including:

- Project posters at community buildings including County Hall
- The project website: www.strathcona.ca/departments/transportation-and-agriculture-services/agriculture-services/agriculture-master-plan/urban-agriculture-strategy
- Twitter

- Facebook
- E-news

Overall, the engagement team spent over 85 hours in the community having face-to-face conversations. The following table shows how many participants we've had to date and the number of ideas they have collectively shared.

FEEDBACK CHANNELS AND PARTICIPATION

Feedback Channel	Participants	Ideas
Attendance at Events/Businesses	979	949
Roadshow Open Houses	45	119
Online Survey 1A	161	184
Survey 1B	1051	7456
Workshops	9	188
Interviews	10	N/A
Total	**2253**	**8896**

3.2 ENGAGEMENT OUTCOMES

PHASE 1A

The main question we asked throughout the explore and assess phase of public engagement was:

1. What are your great ideas for urban agriculture in Strathcona County

The primary themes heard in response to this question were support for community and home gardens, backyard chickens as well as bees and beekeeping. These themes indicated aspects of urban agriculture the community sees as most fitting in the Strathcona County context. Although community gardens were the most popular response, not too many people elaborated on why. The conversation around bees on the other hand was primarily reasoned with mention of colony collapse disorder and the need for bees as pollinators.

Conversations about education, awareness and access to information were all top of mind for many participant and had strong ties to other themes. Often these themes would link to other ideas about growing food, such as the importance of having connections to nature and understanding where our food comes from. Education and information tied into this because of their ability to build advocates that give momentum to initiatives trying to get off the ground. Urban chicken keeping had many comments on providing local courses and workshops for those in pursuit of such urban farming efforts.

More generally speaking, participants are keen to see this project become an opportunity for community building in Strathcona County and want to be involved in a variety of capacities.

PHASE 1B

In the second half of The Explore and Assess engagement phase we asked more specific questions, via an online survey, to capture detailed thoughts on the initial themes heard. The questions were naturally divided into three categories based on what we were hearing in phase 1A —production, processing and distribution. We called them Grow, Make and Get. The following is a breakdown of what we asked folks and how they responded in each of these food system areas.

Grow

The grow conversation was by far the most popular topic for folks, with over 2700 ideas shared.
Discussion around sustainable practice and community building were the most popular with over 200 mentions of the two combined as reasoning for having chose a particular grow option. The reasons to support sustainable practice mostly leaned toward the environmentally sustainable outcomes of growing food, with some links to social and economic sustainability outcomes, such as mental health and subsidizing household food costs. The community building piece very much overlapped with many of the other themes that emerged including focusing on local sources of food, economic advantages, and being unobtrusive to the community.Two of the most popular "other ideas" shared in the grow section included backyard beekeeping and growing more in public or civic spaces.

> *"Good for human beings spiritually. Mentally and physically. Also environmentally it makes sense. Let's get our county being current and cutting edge"*
>
> *"Way of the future, sustainability, food cost, bring communities together, better use of land and water then lawns"*

The most common arguments against urban growing in the County were around the keeping of animals and livestock. Although there has been considerable support for backyard chickens, bees and pigs, many worry the lack of responsible ownership could lead to smells, noises and other nuisances that will disturb community peace. Many misconceptions about what we meant by keeping of animals were shared in response to this question including; all chickens carry diseases and that cows and pigs would be raised for meat production.

Some responses led us to recognize there is uncertainty among folks. A number of participants expressed an unsureness to whether these production areas are feasible or appropriate in urban areas. For instance we heard that residential lots are too small, people will steal the food and animals, and that lots of people will complain about the eyesore it creates. Beyond these uncertainties we also heard many straightforward No's. No bees, no chickens, no pigs, no cows, no goats, no horses, no sheep, etc.

> *"Because of the negative impact on neighbours' allergies, chosen life style and privacy"*
>
> *"How would this be regulated and maintained? Could anyone have animals or would you be required to take courses and be mentored. Who would pay for these programs and enforce complaints?"*

Make

The processing or "make" conversation leaned heavily on the topic of composting and the environmental impacts associated. The animal husbandry piece of the conversation saw lots of comments on supporting urban bees and beekeeping with some support for backyard chickens, though more contentious overall. The colony collapse of the bee population seems to very much be at the forefront of people's minds versus chickens that are not seen to be as crucial to urbanize.

> *"Strathcona County is on the edge or agricultural lands, so there is a close tie to the practice."*

> *"Bees need all the help they can get, composting is environmentally friendly and preserves are yummy"*

The fear of inconsiderate neighbours has surfaced in almost all categories but became especially prominent when discussing the reasons why certain make ideas don't fit the Strathcona County-context. Language like unappealing, disruptive, and nuisances were used to describe the potential of keeping animals in an urban zone. Having guidelines and regulations for the keeping of animals is especially important to those feeling uncertain.

> *"Could be disruptive to neighbours if ppl don't know what their doing."*

> *"Nuisance and negative impact such as odour, waste, traffic related to sales, distribution within higher density residential development."*

Get

Local focus was by far the most popular reason people had for wanting to see our "get" ideas flourish. Discussion ranged from improved access to food and healthier food options to less cost for transporting goods and supporting local economies. Some emphasis was put on making our connection to food stronger, particularly amongst kids and young people. This was a common thread in many of the discussions but ties into the get food category because of the mandatory nature of getting food in our everyday life. We may not have to produce or process our food but everyone has to get (buy) his or her food, making it our one contact point with the products we eat.

> *"These are all great idea that would help the county eat local, healthy food. Lessen transportation costs of importing food."*

> *"All of these help support local producers and that is important to the community."*

Participants did not share a great deal on why they believe the proposed distribution ideas would not fit in the County context. The most popular themes to emerge however were around the impact it could have on the current distribution model and potential for abusing and misusing certain initiatives like public agriculture. To elaborate, participants see new distribution chains as taking demand away from existing businesses and commercial sellers while also seeing the initiative as likely to fail due to being unprofitable.

> *"Anything public is open to abuse and sabotage nothing I would like to consume"*

> *"Cost. Delivery is expensive and who would look after these gardens and who would benefit."*

PHASE 2

During the two days of interviews, focus groups, and planning on August 8 and 9, a number of changes were made to the previously presented strategy areas and their actions.

- The entire Farmer's Market strategy area was removed and will be added to the future work of the Economic Development Strategy of the Ag Master Plan.
- A new strategy area has been added called Education and Coordination.

4.0 TAKING ACTION ON URBAN AGRICULTURE

The Urban Agriculture Plan is a living document, built using a robust framework for action. The contents are a series of key steps that take Strathcona County from its current reality to its desired future of growing food, relationships and the economy. Progress in each action, as outlined in the plan's strategy areas leads to new, more long term actions. This incremental approach toward urban agriculture strategy and implementation will allow Strathcona County to work towards the realization of the long-term vision by breaking down emerging challenges into manageable pieces.

In the following pages, you'll find the urban agriculture vision, goals, strategy areas and actions. You will also find out how sustainable and resilient urban agriculture practice is achieved. You will better understand the influences affecting the future actions for urban agriculture in Strathcona, and see how the insights from community and best practice research have lead to a process of positive change.

4.1 VISION

Urban agriculture is easily accessed and seen in Strathcona County; it contributes to creating a healthy, livable community by helping to grow food, relationships, and economy in our community.

4.2 GOALS

- Build a sense of community, identity, and place;
- Bring people together;
- Connect urban and rural communities;
- Build food literacy and awareness;
- Support local economic development and entrepreneurship;
- Expand food production;
- Build shared leadership;
- Reflect Strathcona County's natural history.

4.3 STRATEGY AREAS AND ACTIONS

4.3.1 Strategy Area A: Community Gardens

Definition

Community gardening is the practice of growing and raising food in a shared garden space for direct consumption. These gardens help build community relationships, a sense of place, and healthy lifestyles while addressing food insecurity and promoting local eating. The land for these gardens can be publically or privately owned, and can be managed as individual allotment plots or as a communal effort of growing and harvesting.

In addition to allowing community members space to grow their own food, community gardens can support a wide range of activities, programs, and partnerships. Garden education, community events, and pop-up cooking classes are natural fits for community gardens. Partners in successful community gardens can range from local government and community organizations to non-profits, churches, schools, youth groups, and senior centres.

Context

Community gardens are excellent at building community and a sense of place. In Strathcona County, and especially in fast-growing Sherwood Park, opportunities for both are needed. Community gardens are relatively low-cost, low-maintenance, and high return community amenities. They are flexible, fitting into small or oddly-shaped areas, perfect for transforming Strathcona County's underutilized public spaces for multiple community benefits.

Because community gardens offer first-hand introduction to gardening and agriculture, they provide opportunities to make important connections between residents and the agricultural heritage of the County, and between multiple generations or residents.

As the Sherwood Park community grows, and more apartments and other high density housing are added to the housing mix, shared gardening spaces will increase in importance as not everyone who wants to garden will have access to a yard.

Finally, residents of the County regularly express interest in community gardens. The current system of community gardens, including public, private, and church-based gardens, is not large enough to accommodate the number of interested residents.

Actions

A.1 Amend the land use bylaw to include “Community garden” as a defined land use.

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Build food literacy and awareness;
- Expand food production.

Description

A specific land use definition for “Community Gardens” will open greater opportunities to develop community gardens by reducing potential bylaw conflict and by encouraging potential garden organizers with regulatory clarity and encouragement through planning language.

Context

As interest grows in community gardening, it is anticipated that new garden projects will emerge in different parts of Strathcona County. To support these new projects as positive additions to the County, clear planning language will be a necessary and proactive step to avoid misunderstandings and potential conflict around program activity, land use, County involvement, and purpose of new public and private gardens.

Considerations

Community Gardens should be defined as a principal land use with conditions that support community gardening as a land use suitable for all zoning districts, and should be allowed in all or most zoning districts. Common best practice conditions for community gardens include consideration for management plans, signage, hours of activity, site access, on-site sales, allowed structures, allowed livestock, and site lighting.

Also, the process of developing a community garden bylaw presents an opportunity to engage the community and develop citizen leadership. It is recommended that a process be designed that includes input from resident experts and advocates.

Future Actions

- Develop a draft land use bylaw amendment with citizen input, revise, and approve.
- Publicize the engagement process, encouraging widespread community input.
- Publicize the results of the process as promotional effort around community gardens.

A.2 A County-led community garden initiative, with the County providing public land access.

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Build food literacy and awareness;
- Expand food production;
- Build shared leadership.

Description

Create a funded program within Transportation and Agricultural Services to expand the number of public and private community gardens in Strathcona County. A staff position should be established to develop and coordinate strategic community garden priorities, and identify avenues to support all types of community gardens in the County.

Context

A number of successful community gardens exist in Strathcona County, but they are too few and too widely spaced to meet the community demand and to effectively support walkable communities. Interest in using public land for community gardens is high, and GIS analysis has shown many opportunities to co-locate new community gardens with community centres, civic buildings, and walking trails as way to combine activity offerings for more users, decrease automobile trips, and increase vibrancy of existing community centres.

Coordination and planning will be needed to expand the community garden offerings within the County and determine appropriate County support for both public and private community gardens.

Considerations

There is a large amount of public land that could support community gardens. Identifying priority public sites for new community gardens will require thoughtful planning that considers compatible co-locations, walkability, distribution, site character, and visibility (to build awareness).

Strathcona County should identify resources that could be made available to either public or private community gardens, such as unused public land, compost, water transport, and gardening instruction, and develop and share a clear list of available resources.

Successful community gardens need strong organizing and community buy-in. As the County scales up its involvement in community garden promotion, it must maintain focus on fostering strong community foundations for each garden. It is not enough to build garden boxes or simply open the gates to gardeners. The County should develop and implement a plan for community garden development that begins with community organizing and requires a certain threshold of community structure before committing physical resources to any new garden. Thresholds for community structure may consist of a number of committed members, a guiding plan or governance document, or other measures. In this way, community leadership builds over time.

Future Actions

- Use the community garden network as channel for multiple resources and programs.
- Invite experienced community gardeners to engage in additional aspects of urban agriculture, such as urban farming, food processing, or teaching others about gardening.

A.3 County promotion and support for independent community gardens

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Build food literacy and awareness;
- Expand food production;
- Build shared leadership.

Description

Invest County resources as way to support independent community garden planning, installation, and operations. Independently organized gardens add significantly to the quality of life in Strathcona County without drawing heavily on County resources. As community gardens become a higher priority for residents and for the County, the County should explore ways to support their independent development as a low-cost, high return investment in civic engagement and public health.

Context

Independent community gardens are emerging in Strathcona County, but even as excitement grows there is real risk of community gardens failing without adequate support and guidance. By offering facilitation, design, or material support to well-organized community groups, the County can help more community gardens succeed.

In particular, independent community gardens connected with nursing homes and senior centres were identified as key opportunities for County support.

Considerations

Independently organized community gardens are wonderful opportunities for the County to help support valuable community initiative and civic engagement with relatively low investment on the County's part.

A key resource that that County may be able to provide is communication capacity. Using existing communication and promotional channels, the County may help with recruitment, event promotion, or other project needs.

For additional contributions, the County should engage individual gardens to determine the highest needs for easy-to-deliver resources that can help support independently organized community gardens. These resources could include compost or mulch delivered at low or no cost, assistance with water sourcing, educational programming, or facilitation of community partnerships to support the garden's success.

Future Actions

- Develop and deliver workshops on garden organizing.
- Provide assistance or review of site designs.
- Develop do-it-yourself organizing toolkits.

4.3.2 Strategy Area B: Public Agriculture and Edible Landscaping

Definition

Public agriculture refers to food grown in the public spaces of a town or city, which is generally meant as a public or shared amenity. These can be managed by any number of diverse groups, . An excellent example is an urban orchard that requires relatively little maintenance, where harvest and sharing by community members is encouraged. Public agriculture projects take all shapes and sizes, limited only by imagination and access to public space. Successful public agriculture projects typically have the following elements:

- Projects are visible and invite interaction
- Projects have oversight and management
- Food grown is for everyone (though a point person is responsible for completing the harvest)

Edible landscaping can be thought of as a category within public agriculture, though it can extend to private land as well. In this approach, the non-edible plants of an ornamental landscape are simply replaced with edibles that are equally well suited to site conditions and landscaping needs. Fruit and nut trees, vegetables, herbs, edible flowers and shrubs with berries can be combined to create attractive designs that produce food. Where public agriculture is about filling the public realm with all manner of creative food growing projects, edible landscaping is a particular strategy that replaces ornamentals with edibles.

Public agriculture can also provide important habitat for insects, birds, and small mammals. Bees, in particular, can be supported with intentional plantings of bee-forage plants within an edible landscaping program.

Context

In Strathcona County, public agriculture represents an innovative opportunity to build a sense of place, biodiversity and bee habitat, and seasonal food sources that build food awareness and connect residents to the County's agricultural heritage.

There is a significant amount of available space for public agriculture, from transportation rights-of-way to managed ornamental landscapes, virtually any size plot can be utilized for growing some kind of edibles.

Diversity is a key principle of public agriculture. All kinds of projects fit underneath the public agriculture umbrella, from very small sidewalk planters to large roadside installations. Fostering innovative responses by all kinds of groups will be essential in developing community creativity, empowerment, and ownership of these urban agricultural spaces. In turn, a community filled with diverse food projects will itself become a tool for increased food literacy and a stronger urban-rural connection.

Actions

B.1 Amend the land use bylaw to include “Public agriculture” as a defined land use

Supported Goals

- Build a sense of community, identity, and place;
- Build food literacy and awareness;
- Expand food production.

Description

A new zoning definition that establishes an urban agriculture use around the growing of food in public places, for harvest and consumption by any member of the public. A key differentiation of this use from a Community Garden or Urban Farm is ownership; the produce grown is available to all.

Context

Currently, there is no zoning language to describe “Public Agriculture.” A definition of Public Agriculture as a new land use will be a key tool in the creation of consistent and predictable public agriculture projects that contribute to the sense of place, quality of life, and civic vibrancy of Strathcona County. Through this new definition, new projects can be developed in many areas of Strathcona County that contribute the many benefits of public agriculture, and the County can ensure that its interests are preserved.

Considerations

Conditions can be included such as low maintenance plantings, educational signage, invitations to public to participate in maintenance and harvest, and process for registering and sharing locations of projects.

Because this is an emerging land use type, a flexible approach that also includes appropriate restrictions will be needed to both foster creativity and civic engagement, as well as provide clarity on issues of public concern.

The new use should be permitted in as many different zoning districts as possible, especially in urban zoning districts, to allow for these low-cost, low-impact and high-return public uses to emerge in many different parts of the County.

Flexibility in the definition would result from a wide range of appropriate sizes and land use districts. Potential areas of public concern could include unsightliness, pest attraction, point of contact with questions, or proximity to either underground utilities or environmental hazard areas.

The zoning language may also choose to allow certain incentives or allowances for this particular use, because of its many public benefits.

Future Actions

- Design and installation of public agriculture projects.

B.2 Include edibles in regional park planning

Supported Goals

- Build a sense of community, identity, and place;
- Build food literacy and awareness;
- Expand food production;
- Build shared leadership;
- Reflect Strathcona County's natural history.

Description

Create programming statements for Regional Parks in the Municipal Development Plan and Land Use Bylaw that adds edible plantings as a planning component of Regional Parks, helping to build integrated recreational campuses.

Context

As regional parks are planned, there are many opportunities to incorporate low-cost landscape programming centred on food that help establish deep integration of community uses. From community gardens to demonstration beehives or small teaching farms, many possibilities exist. As a first step in exploring food programming in parks, edible landscaping and foraging is a good place to start.

Edible landscaping, when well-designed, provides a low-maintenance addition to the recreational value of a landscape as well as increasing the productivity of the land by providing food and biodiversity. Foraging for food can be an attractive activity bringing unique visitors to a park, and can also provide a new way for visitors of all kinds to experience their park and their natural environment in completely new ways.

Additionally, edible landscapes are quite flexible in size and shape and are effective ways to activate unused pieces of land that are oddly shaped or otherwise difficult to develop.

Considerations

Recreation and Parks should lead this action with support from Transportation and Agricultural Services and expert community voices.

The planning process should identify opportunities for edible landscapes and foraging activities at the Master Planning phase, with implementation to be carried out by either the County, community groups, or public-private partnerships.

Where possible, edible landscaping should be located near or alongside areas of high traffic, to maximize visibility and utilization of the edible resource. Additionally, signage should be placed to explain the edible project and identify plants wherever possible.

Any public foraging should be accompanied by warnings of risk in eating wild plants and clear identification of edible plants. Where risk exists of confusing edible plants with similar-looking dangerous plants, foraging should not be encouraged. In many cases, however, this risk is small and with effective signs or educational programs, risk-free foraging can be supported.

Future Actions

- Development of interactive parks programs involving perennial edibles, planting workshops, or harvesting basics.
- Community-led design and installation of perennial edible gardens, pollinator gardens, food forests, or other edible landscape projects.

B.3 Develop an Adopt-a-Plot initiative to establish edible and pollinator-supporting public orchards and food forests in public spaces, for shared public harvest.

Supported Goals

- Build a sense of community, identity, and place; Bring people together; Build food literacy and awareness; Expand food production; Build shared leadership.
- Build a sense of community, identity, and place;
- Bring people together;
- Build food literacy and awareness;
- Expand food production;

- Build shared leadership;
- Reflect Strathcona County's natural history.

Description

A new program, administered by Transportation and Agricultural Services in partnership with Recreation and Parks, linking community groups with appropriate, pre-selected public locations for public agriculture. This program could include spaces in parks, along greenway trails, or around community centers. Once linked, the community group would take on management of the site and agree to maintain the location in accordance with County needs and expectations. In this program, all harvests will be open to the public. The Adopt-a-Plot initiative should strive for visible projects that are well promoted, and work to enable interested parties to engage public spaces in proactive ways.

Context

Many types of groups could be interested in this program, including County employees, high school horticulture clubs, youth organizations, church groups, or permaculture practitioners. Local experts emphasized the combination of low maintenance, high educational potential, and opportunity for civic participation by diverse residents.

Considerations

Adopting community groups should have horticultural expertise, a mission that supports County agricultural goals, and a viable membership that will be responsible for the plot in the long term.

Creating a list of pre-approved plots throughout Strathcona County will encourage interested groups and will streamline a matching process. Pre-approved plot list should consider site access, drainage, visibility, conflict with adjacent uses or underground utilities, conflict with future development plans, wildlife patterns, and County desire to promote community projects in certain areas.

The County should create a standard agreement template to use with partner organizations, that includes a written plan to address design and installation strategies, long-term plan for maintenance, harvest plan, and community engagement plan.

County and community expertise can be combined to develop design standards and suggested plant lists can be developed to promote successful installations.

Future Actions

- Community-led and managed public agriculture projects on public land.

B.4 Mapping of edible trees and shrubs in the public realm

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Connect urban and rural communities;
- Build food literacy and awareness;
- Expand food production;
- Build shared leadership;
- Reflect Strathcona County's natural history.

Description

A collective community effort to create a shared online database of publicly-accessible edible trees and shrubs in Strathcona County.

Context

Interest was discovered among some residents in expanding the opportunity for all County residents to forage from the landscape of Strathcona County, as a way to connect to natural heritage, learn about traditional foodways, supplement their diet, and build new social opportunities. A crowdsourced map that includes locations of accessible edible plants in the County could be a learning tool, an opportunity for civic engagement, and a means to get people outside and moving.

By supporting a community-led effort to map edibles, the County could help empower many positive behaviours among people of all ages.

Considerations

Ownership of the database and its use should be considered, as this may impact liability and the ability of the owner to encourage foraging broadly.

Ownership of plants and property laws should be respected when designing the map and instructing people on its use.

Issues of safety need to be included, especially warnings about the risk of eating wild plants. Only plants that individuals are able to positively identify as safe should be consumed, and the risk must lie with the forager to determine the plant's identification and safety.

The actual map itself could be produced as a printed brochure or poster, an online resource, or both.

Future Actions

- Organized harvests followed by group canning projects.
- Donations of some harvests to the food bank.

B.5 Develop signage identifying edible plants

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Build food literacy and awareness;
- Expand food production;
- Build shared leadership;
- Reflect Strathcona County's natural history.

Description

A system of low-cost, easy to produce signs that can be located next to publicly-accessible edible plants, identifying them, their uses, natural history, and harvest tips.

Context

As an important element in any successful edible landscaping or public agriculture project, clear and informative signage are an opportunity to build continuity of the project across the County, extend the County's brand and presence as part of healthy eating and physical activity initiatives, and to enlist the energy and knowledge of community members.

Considerations

The process of creating, printing, and placing signs should be standardized, open to the public, easy, and inexpensive. Projects such as walkyourcity.org have pioneered low-cost public signage systems and may provide a template of design-it-yourself signs that could be filled out by community members, printed by the County, and installed by the community member that created it at the edible plant they want to identify.

Sign design and guidelines for locating signs should align with Strathcona County's standards.

Signs should include disclaimers about risks of eating wild plants, and links to resources for more information.

Sign content should include common and Latin names, illustrations of the plant, common uses, and particular natural and cultural history connections to Strathcona County.

Each sign should be mapped digitally as well as located physically, and this digital location should be made available to the public and to mappers of edible plants in the County.

Future Actions

- Expanding citizen-led signage programs to other County urban agriculture initiatives.
- Themed walking or biking tours developed around edible plants.

4.3.3 Strategy Area C: Urban Farms

Definition

Urban farming is the commercial practice of growing and raising food within the boundaries of a city, town or municipality where large-scale farming is less feasible or desirable than in rural areas. Urban conditions such as typically smaller available land area and diverse neighbouring land uses mean that urban farms lean towards higher per square foot productivity, less mechanization, more focus on produce and less on livestock. Of course, creativity and innovation are the norm in urban farming, and typical scales of operation range from the individual farmer on a very small plot to capital-intensive commercial enterprises that can incorporate technologically-advanced growing methods. This variety of methods and reliance on creativity are important, as urban farms can be located in all kinds of challenging spaces: on relatively small urban lots, on rooftops, in transportation rights-of-way, in greenhouses or even indoors and in shipping containers.

Some urban farms are built exclusively for education, training or re-entry programs. Many are built to improve food access in a specific community or to continue traditional culinary cultures. Many are for-profit ventures, relying on innovative business models and farming methods to make urban farming financially viable. For others, food justice is the reason to develop urban farms in their communities, which means improving access to fresh food for economically disadvantaged communities.

Context

Urban farming will be vital for bringing agricultural heritage and value for farmland into the urban portions of Strathcona County. With more farmers and local farm customers in Sherwood Park, a greater awareness of agriculture and its importance in Strathcona County should result.

Small-scale, entrepreneurial urban farmers add energy to the local economy, add vitality to local farmers markets, and serve as urban ambassadors for local food. As new urban farmers succeed, they may grow into the next generation of small or medium sized diversified farmers in rural areas of the County, helping maintain a portion of the County's rural agricultural economy.

Urban farming, as part of a growing local food movement, naturally attracts a young, creative class to a community. Attracting this demographic through urban farming opportunities or incentives could add diversity to the County's current professional class, and increase local entrepreneurship. Without looking too far afield, Strathcona County's current youthful demographic may see urban farming as an outlet for local creativity that can foster an innovative spirit and sense of community among local youth.

Actions

C.1 Add urban farming definitions to the land use bylaw

Supported Goals

- Build a sense of community, identity, and place;
- Connect urban and rural communities;
- Support local economic development and entrepreneurship;
- Expand food productions

Description

An urban farming use category that provides regulation and allowance for diverse types and scales of commercial growing within the urban service areas of Strathcona County.

Context

Local comments on urban agriculture suggested that streamlining the start-up process and eliminating potential red tape or other barriers would lead to greater interest developing in urban farming. Land use opportunities can present an invitation to new ideas and new investment. Through staff collaboration among key Departments, urban farm definitions will be a proactive measure to allow and attract appropriate outdoor, greenhouse, indoor, or rooftop farm operations to the urban service areas of the County.

Many jurisdictions across Canada have explored and added urban agriculture zoning language, including the recent changes in Edmonton, where urban agriculture definitions were added to the Zoning Bylaw in 2016.

Considerations

A number of different subtypes for urban agriculture such as ‘Urban Farm,’ ‘Hydroponic/Aquaponic Farm,’ ‘Rooftop Farm,’ and ‘Market Garden’ can be developed to allow flexibility of commercial uses based on underlying zoning districts. Each type can expect different types of traffic, visibility, and intensity of activity, and these characteristics can be incorporated into responsible zoning district use regulations.

Work with community members through an ad-hoc task force to outline the needs and approach to urban agriculture zoning.

As with any zoning activity, care must be taken to minimize potential for nuisance, public safety hazard, or conflict with other uses. In the case of urban farms, land use conditions can be included to govern farm size, type, allowance of various structures, hours of activity, allowance of animals, and site management plans in different zoning districts.

Future Actions

- Promote the new land use definition in the community.
- Support start-up urban farmers through partnerships or incentives.

C.2 Develop a County-supported youth farming and entrepreneurship program with a place-making urban focus

Supported Goals

- Build a sense of community, identity, and place;

- Build food literacy and awareness;
- Expand food production;
- Support local economic development and entrepreneurship;

Description

A new program coordinated by Transportation and Agricultural Services to introduce youth to the activities and opportunities of urban agriculture, with the goal of empowering entrepreneurial spirit, increasing knowledge of agriculture and food, and fostering healthy behaviours.

Context

Young people are a relatively large demographic in Strathcona County. Including young people not only as participants in urban agriculture but actually as leaders in new agricultural ventures will seed the conditions for generational change around food literacy, understanding and interest in farming, and the overall vibrancy of Strathcona County as a place. This is a key demographic to engage. Building on the success of school-based collaborations by Transportation and Agricultural Services, new efforts could extend to other youth organizations as potential partners.

The urban areas of Strathcona County are relatively low in community character and tend to miss an intimate sense of place. A youth urban farm centre, with gardens, retail markets, hydroponic growing as well as public art and other activity could help create a vibrant place that reflects creativity, innovation, and positive energy within the urban service areas of the County.

Considerations

Partnering with youth organizations with clear missions and strategic plans will help maximize long-term impact, ability to connect with County youth, and overall success of the program.

Partnering with farmers markets or other existing urban food initiatives may smooth a start-up phase by helping identify multi-use sites, shared costs, and increased traffic to future events and entrepreneurial activities.

Work to develop leadership and creativity among youth. Use multiple aspects of the urban food system, such as growing, processing, and selling food at markets to engage youth in planning, design, and making.

Establish a primary space to host activities and serve as a canvas for urban agriculture activities. Elements such as gardens, converted shipping containers, market sheds, kitchens, and gathering areas can be creatively configured to make an energetic, unique public space that also serves the educational and developmental needs of County youth.

Future Actions

- Urban Incubator Farm to provide growing space and technical support to start-up urban farmers.

C.3 Develop a campaign to promote and support urban farming in Strathcona County

Supported Goals

- Connect urban and rural communities;
- Build food literacy and awareness;
- Support local economic development and entrepreneurship;
- Expand food production.

Description

An information campaign to educate residents and potential urban farmers about the possibilities surrounding urban farming in Strathcona County.

Context

During the first phase of engagement, there was a relatively small level of interest and/or knowledge about urban farming. In the initial implementation of this strategy, an important foundational step is to build an understanding about this aspect of urban agriculture.

Small-scale, entrepreneurial urban farmers add energy to the local economy, add vitality to local farmers markets, and serve as urban ambassadors for local food. As new urban farmers succeed, they may grow into the next generation of small or medium sized diversified farmers in rural areas of the County, helping maintain a portion of the County's rural agricultural economy. This aligns with other areas of the Agriculture Master Plan.

Considerations

An information campaign could capitalize on assets in the region, including existing youth and school groups, the University of Alberta Faculty of Agricultural, Life & Environmental Sciences. It could also bring in external experts with deeper experience in urban farming.

The information campaign should be provided and distributed through a variety of channels - speakers series, online videos, toolkits and best practice reviews.

A successful information campaign to increase urban farming activity should be designed in conjunction with supportive efforts such as clear land use bylaw around urban farming, access to resources, and expanding local food markets, so that the new interest and energy developed is effectively fostered into viable urban farms.

Future Actions

- Engage interested individuals or groups about where the opportunities and barriers are for urban farming in the County.

4.3.4 Strategy Area D: School Agriculture Program

Definition

Urban agriculture in schools comes in the form of garden classrooms, indoor growing demonstrations, shared-use community gardens, horticultural training gardens or greenhouses, tech-enabled vertical growing hydroponics and aquaponics systems, and many other variations.

Among these types, different age groups and curricula can be engaged and lesson plans can be designed to minimize added teacher effort while maximizing learning outcomes. In addition to learning outcomes, of course, garden-based education can reduce behaviour problems, improve healthy food choices, increase physical activity among students, and actually lead to new entrepreneurial energy.

Context

School-based agriculture initiatives are a strength of the County, with a number of existing school agriculture initiatives in the County, from elementary to high schools.
Because of the relatively large youth population in Strathcona County, a robust urban agriculture strategy will need to connect with this population and capitalize on the creativity, energy and potential influence of youth. School based programs are effective at introducing a new generation to farming and agriculture, and creating the conditions for new ideas and energy around agriculture.

It is also expected that children, once excited about gardening, will carry that excitement home. As Strathcona County begins supporting different aspects of urban agriculture, the excitement of children and the resulting engagement of entire families will help bring residents to urban agriculture efforts such as community gardens, urban farms, and farmers markets.

Actions

D.1 Foster growing opportunities at every school in the County

Supported Goals

- Bring people together;
- Build food literacy and awareness;
- Expand food production.

Description

Work with existing school garden leaders and the ongoing support from Transportation and Agricultural Services to compile a set of best practices and toolkit for starting new school gardens. Focus on replicating the bright spots of successful school gardens, and expanding existing momentum to reach all schools.

Context

School gardens have been implemented successfully at many schools in the County already. With the many demonstrated benefits that accompany school gardens, this action should be seen as a ‘quick win’ of simply adding resources to expand a successful model. The ongoing efforts of Transportation and Agricultural Services should be continued and expanded to junior and senior high schools.

Considerations

Different kinds of gardens and different curricula can have different learning outcomes, and can foster different kinds of experiences. When looking for best practices and bright spot programs, be sure to assess the garden's outcomes in order to replicate the kinds of gardens for the desired outcomes.

The costs of garden installation and management should be considered as part of creating a replicable model, in order to match resource levels with new programs.

Different grade levels will benefit from different types of gardens and the different types of instruction that they afford. Pay close attention to grade-level-appropriate garden spaces and curriculum.

Future Actions

- Networks of garden educators that share knowledge, resources, and progress.

D.2 Increase educational opportunities around urban agriculture, technology and entrepreneurship in schools

Supported Goals

- Connect urban and rural communities;
- Build food literacy and awareness;
- Support local economic development and entrepreneurship;
- Build shared leadership.

Description

Build results-based experiential education programs that combine multiple learning areas around a core of hands-on urban agriculture projects.

Context

As part of the effort to engage Strathcona County youth in urban agriculture, school curricula can be implemented that lean on agriculture, technology, and entrepreneurship to build creative and innovative educational experiences.
Considerations

As with any new educational program, participation and leadership from teachers and administrators is vital to success.

Use successful existing models as templates for new programs, to be adapted by Strathcona County teachers, administration, and partners such as local businesses, local growers, or Transportation and Agricultural Services.

The school system itself needs further exploration in terms of staff interest, current offerings, and potential alignments between existing programs and new classes related to urban agriculture.

Future Actions

- Develop school-based urban farming enterprises.
- Develop academic concentrations or vocational programs built around urban agriculture, technology, and entrepreneurship.

4.3.5 Strategy Area E: Urban Livestock - Chickens, Pets, Bees

Definition

Urban livestock includes the raising of chickens, bees, rabbits, and animals such as small-breed pigs and goats. With so many different kinds of animals that can be kept for so many different purposes, the topic of urban livestock is complex. In some cases animals are used to produce food, such as eggs or honey. In some cases the animal is the food, such as rabbits or non-laying chickens. In other cases an agricultural animal bred for small size is being cared for as a pet, with no food production purpose at all.

With each type of animal different considerations come into play to create safe, nuisance-free, and humane conditions for each animal to be kept in an urban environment. Even with the best intentions, it is sometimes not appropriate for every type of animal to be kept in every urban location. Types of neighbourhoods, key issues for residents, and planning goals all must be considered alongside health and safety concerns when making decisions to introduce livestock into urban areas.

Context

Residents of Strathcona County expressed a wide difference of opinions on this subject, perhaps reflecting the complexity of the subject. There was a great deal of support for backyard chickens, but also substantial concern. Similarly, many people expressed interest in bees, but many others expressed concerns over keeping bees in urban neighbourhoods. Beekeeping is a generally safe practice, with successful beehives kept in urban spaces in many Canadian communities. This does not, however, mean that beekeeping should be allowed everywhere, especially where such a large number of voices have concerns, without careful consideration. Many of the concerns over beekeeping centred on hives in close proximity to children and houses, and worry over stings and allergic responses.

Keeping of any urban animals, including livestock, is an individual decision with potential impact on neighbours, especially in dense residential neighbourhoods. Potential negative impacts can be lessened through thoughtful policy and responsible animal keeping. Many benefits result from keeping different kinds of animals, from companionship to nourishment. In examples across the country, effective policies are opening the doors for urban livestock and their benefits. Not all jurisdictions have adopted policies allowing all kinds of animals, however.

The approach of this strategy area is not to advocate for one side or the other, but to find incremental steps forward that minimize negative impacts, offer avenues for involvement and learning, while developing experience-based local knowledge for the County to inform future animal policy and practice.

Actions

E.1 Pilot project for urban backyard chickens

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Connect urban and rural communities;
- Build food literacy and awareness;
- Expand food production.

Description

A limited scope urban chicken program with close oversight and periodic review of performance and outcomes, used to evaluate the possibility of broad allowances to keep chickens in Strathcona County's urban service areas. Chickens kept in low-density zoning districts, acreages and rural areas would not be subject to the pilot project.

Context

Urban chicken keeping is growing trend across Canada, and enthusiasm around the issue has been noted in Strathcona County. At the same time that interest in chickens is high, however, there is also significant concern among residents about negative impacts of urban chicken keeping. Concerns include animal welfare with untrained owners, noise, pest attraction, manure runoff, and spread of untreated poultry disease to commercial flocks. In other municipalities, notably in Edmonton, pilot projects have proved useful as ways to trial new chicken policies before full enactment.

Considerations

Any chicken policies would be governed by a revised Animal Control Bylaw, and would include different allowances and requirements for chicken keeping based on zoning districts.
For lots where current Animal Control Bylaw allows chicken keeping, no rule changes are suggested. This pilot project would apply to urban zoning districts where urban livestock are currently prohibited.

Suggested details of pilot project: Each pilot project chicken keeper should register with the County; no more than 4 hens allowed, no roosters; hens should be minimum of 5 months old and be sourced from a regulated hatchery; owners need to complete a course on chicken health and management; coops need to be inspected and offer protection from extreme temperatures and from predators; particular fully-flighted breeds should be avoided or prohibited; neighbors should be informed; potential biosecurity issues of disease reaching commercial chicken flocks should be addressed by limiting household pet interactions with backyard chickens, excluding wild birds and other animals from coop area, and requiring a simple biosecurity checklist for participants.

Pilot project participants should receive resource list for certified breeders, area veterinarians, and other resources.

Future Actions

- Review and assess the outcomes of this backyard chicken pilot program. Based on the review, decide on further implementation.

E.2 Replace current Animal Control Bylaw with new separate bylaws: revised Animal Control (for livestock) and Alternative Pets

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Connect urban and rural communities;
- Build food literacy and awareness;
- Reflect Strathcona County's natural history.

Description

Two separate bylaws are proposed to replace two existing bylaws, to better clarify the complex issues of keeping animals in urban settings.

The revised Animal Control Bylaw would maintain oversight for all agricultural animals in the County, including urban backyard chickens by way of a new pilot project. The new Alternative Pets Bylaw would create a new class of animals that include exotic pets as well as animals that are traditionally kept as agricultural livestock, but have been bred as pets and whose owners intend to keep them solely as pets, deriving no food or other animal product from them.

These proposed bylaws are envisioned to provide flexible, comprehensive, and up-to-date regulations for domestic animals throughout the County.

Context

This action is a proposed solution to a complicated set of regulatory needs: updating the Animal Control Bylaw to allow for limited urban livestock for agricultural purpose and finding a productive resolution to the issue of small livestock being kept solely as pets. The Animal Control Bylaw is due for revision, creating an opportunity for an integrated revision that takes a strategic approach to creating updated rules that respond to the changing desires and concerns for Strathcona County residents.

Considerations

The Wildlife Act, the Alberta Agricultural Pests Act, and other related federal and provincial regulations should be seen as the key starting point in developing language in these updated and new bylaws. The updated and new bylaws should not duplicate or confuse issues presented in existing applicable law.

Clear definitions of “Agricultural Animals” and “Pets” will be essential to the application of these bylaws. It is suggested that any animal that produces any physical product for human consumption or use be classified as “agricultural” and thus regulated by the Animal Control Bylaw. Any animal that is kept purely as a pet, regardless of species, will be regulated by the Alternative Pets Bylaw. However, following higher jurisdictional authority, no animals that are regulated by the Wildlife Act or Agricultural Pests Act will be included as allowed animals.

Pets that don’t spend time outdoors should not be included in these bylaws.

The Animal Control Bylaw should largely remain intact, with the following key changes: add clarity around its oversight of “agricultural” animals; add language allowing a backyard chicken pilot project in the urban service areas.

The Alternative Pets Bylaw should require alternative pet owners to register their animals.

The Alternative Pets Bylaw should include and govern “Exotic Pets.”

The Alternative Pets Bylaw should ensure that pet owners receive a list of comprehensive animal care resources, such as veterinarians and registered breeders in and near Strathcona County.

The Alternative Pets Bylaw will need to include restrictions on allowed animals to protect public health and welfare and public and private property. Prohibitions on animal species and breeds should be applied based on size, potential safety threat if an animal escapes, level of noise an animal produces, amount of waste an animal produces, and potential threat to commercial agriculture through disease vectors. It may be useful to consider the example of a large dog as a standard of acceptability on many of these criteria.

The Alternative Pets Bylaw should also require, at the discretion of the reviewing official, a site management plan describing as needed the animal’s space allotment, confinement materials and construction, direction of slope, manure handling practices, location of immediate neighbours, and biosecurity precautions.

In certain instances, there may be overlap between bylaws for single species, based on whether the animal is kept for agricultural purposes or as a pet. For instance, rabbits can be raised as meat animals or as pets. Depending on the stated intention of the owner and observed care and use of the animals, the animals would be governed by either the Animal Control Bylaw or the Pets Bylaw but not by both. In the event that an owner claims the animals as both pets and agricultural animals, or claims them as pets but uses them for agricultural purposes (such as chickens for eggs or pygmy goat for milk), the rules in the Animal Control Bylaw would take precedence.

Essentially, the keeping of pets in Strathcona County should be expanded in scope, while the keeping of agricultural livestock should remain more closely regulated.

Future Actions

- Periodic review and revision of bylaws to ensure their efficacy.

E.3 Bee Healthy Strathcona County: Revise planting guidelines to incorporate pollinator habitat into ornamental landscapes.

Supported Goals

- Build a sense of community, identity, and place;
- Connect urban and rural communities;
- Build food literacy and awareness.

Description

Revise the plant lists and planting guides that are used by crews maintaining Strathcona County's ornamental landscaping. This can create a significant amount of new habitat and forage for insects and birds in the County. Native plants and non-invasive exotics that are low-maintenance, attractive, and productive for insects and birds can be added to planting lists and design guidelines.

Context

Ornamental landscapes are managed throughout Strathcona County, and are typically managed as aesthetic resources only. By introducing the idea of pollinator and bird habitat into the planting strategy, a virtually no cost change can result in transformation of many County landscapes into high performance integrated fabrics of sustainable biodiversity and beauty.

Considerations

Care should be taken to avoid plants that may attract pests.

Different planted areas are used for perennial and annual plants. Both types of plantings should be included in these revisions.

Design standards should be taken into account, and maintaining County aesthetic standards should be a priority.

Similar to the recommended edible landscaping program, a series of signage in key locations can highlight the presence of these plantings and inform the community about their benefits.

Future Actions

- Continued dialogue about positive impacts Strathcona County can have on local bee populations.
- Locating of demonstration beehives in or near large plantings of pollinator friendly plants.

E.4 Bee Healthy Strathcona County: Beehives installed as demonstration projects in lower-traffic areas

Supported Goals

- Bring people together;
- Connect urban and rural communities;
- Build food literacy and awareness;
- Support local economic development and entrepreneurship;
- Expand food production;
- Reflect Strathcona County's natural history.

Description

A limited number of beehives, placed and managed by experienced beekeepers, located at select sites in the urban service area as demonstration projects to provide education about bees and beekeeping, honey sales to support educational programming, and increased dialogue about bees and the threats facing them.

Context

While the reactions to backyard beekeeping were mixed and somewhat polarized, the concern about bees in general and the need to support healthy bee populations tended towards consensus, with support for overall strategies to support bee health in County policy. Strathcona County residents are interested in helping healthy bees.

The demonstration project proposed here is designed to increase bee education, support bee colonies, and introduce new groups to the many issues around bees, while avoiding residents' concerns about beehives located throughout residential neighbourhoods or in close proximity to high traffic areas and people with bee allergies.

Considerations

Demonstration hive project should be developed in partnership with a professional beekeeper.
Hives should be located in clusters of 2 to 6 hives per location.

Locations should be away from high traffic areas, allow for group access for education, and should include a fenced or other barrier to prevent people from coming into contact with the hives without permission.

Frequent educational programming should be offered for all ages, and should be led by the beekeeper of the hives visited.

Honey produced should be sold to offset installation and educational costs.

Demonstration hive locations could be on public or private property (as Apiculture Bylaw allows), on grade or on accessible rooftops. To the greatest extent possible, demonstration hive locations should be universally accessible by people of all ability levels.

Future Actions

- Expanded honey production under a collective label of Strathcona urban beekeepers.
- Continued dialogue about positive impacts Strathcona County can have on local bee populations.

E.5 Bee Healthy Strathcona County: Amend Apiculture Bylaw to allow demonstration beehives in additional land use districts

Supported Goals

- Connect urban and rural communities;
- Build food literacy and awareness;
- Support local economic development and entrepreneurship;
- Expand food production.

Description

Review and revise the current Apiculture Bylaw to increase opportunities for urban beekeeping, beekeeping education, and the demonstration of responsible beekeeping in urban areas. This bylaw change would allow demonstration beehives (see E.4) in the urban service area of Strathcona County, limiting the number and location of beehives, and allow for hives as demonstration projects that can be used to safely explore the inclusion of beehives in the urban service areas.

Context

While the reactions to backyard beekeeping were mixed and somewhat polarized, the concern about bees in general and the need to support healthy bee populations tended towards consensus, with support for overall strategies to support bee health in County policy. Strathcona County residents are interested in helping healthy bees.

This proposed action is designed to encourage County policies that support bee health and public awareness, without introducing beehives to backyards, residential districts, or high traffic areas.

The current Apiculture Bylaw effectively restricts beekeeping from the urban service areas by limiting permissible zoning districts. Allowing beekeeping in select urban districts will increase educational opportunities around the overall importance of bees and their current crisis, and will improve the ability of local beekeepers to take advantage of existing and proposed bee forage plants in the urban service areas.

Considerations

This proposal is not meant to allow beekeeping in residential districts. Instead, the intention is to allow responsible beekeeping on low traffic industrial, institutional, or civic sites within the urban service areas.

Conditions should apply to new beekeeping operations within the urban service area, such as: all hives to be sited by or under supervision of a professional beekeeper; hives’ primary use will be educational and demonstration, and secondary use can be sale of honey; all urban hive sites and urban beekeepers must register with the County.

Future Actions

- Review and revise Apiculture Bylaw as needed.

4.3.6 Strategy Area F: Home Gardens

Definition

A home garden is a small area of land or raised bed used for growing food on or around a house or apartment complex. A home garden is typically planted and maintained by a single person or family. Home gardens can be located anywhere on a lot, depending on allowances by local bylaws or neighbourhood ordinances.

Maintaining a home garden is an important aspect of urban agriculture, providing a close, daily connection to the act of growing food. Home gardens are vital in creating a full spectrum of food system participation and food literacy, and can also help a family increase its fruit and vegetable consumption, leading to better public health.

Context

As part of a complete urban agriculture strategy for Strathcona County, home gardens should be recognized as a critical layer in a healthy urban agriculture system. Home gardens allow people of all ages easy access to the experience of gardening. In family settings, in particular, a home garden provides a unique platform to share values about food, create new food memories, and learn about the ways food ties us together. Additionally, home gardens provide a way for neighbours to create stronger connections, building critical social fabric. By intentionally supporting home gardens and gardeners, Strathcona County is laying the foundation for greater participation in urban agriculture in the future.

Actions

F.1 Promotion and advocacy around residential gardening opportunities

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Build food literacy and awareness;
- Expand food production.

Description

An informational campaign to make clear to Strathcona County residents what and where they are allowed to grow or raise on residential properties in different zoning districts in the County.

Context

Through the engagement process it was clear that many residents had interest in home gardening, but at the same time many had divergent impressions around what kind of home gardening was allowed in the County. In particular, many believed that front yard gardens were prohibited, while County codes do not, in fact, include such a restriction. By providing clear information on what gardening is allowed, more residents should be excited to begin or enlarge their gardens.

Considerations

Local garden supply centres may be enthusiastic partners in either sharing information or sponsoring a program that encourages home gardens.

An effective campaign will utilize multiple media channels to reach a diverse audience.
The information shared should be clear and encouraging, and also should explain the constraints or limits to responsible home gardening are.

Placement of home garden information can occur in alignment with other initiatives in this document, such as community gardens, edible landscaping or school projects.

Future Actions

- Measurement project looking at number and size of home gardens over time, before and after informational campaign.

F.2 Share programs and courses on home gardening across the community.

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Connect urban and rural communities;
- Build food literacy and awareness;
- Expand food production.

Description

Create a central resource of all garden programs, classes, and workshops in Strathcona County and the Capital Region. Make this list public, and share broadly.

Context

Interest in home gardening is growing, and the activity provides many benefits. By linking the full range of resources available for home gardening to new or curious home gardeners, more people should engage in this activity.

A number of garden businesses are already connecting to the Strathcona County gardening community in educational and charitable ways. Where possible, these business outreach efforts should be encouraged, expanded, and treated as a network of resources and expertise that can be grown and strengthened.

Gardening resources as diverse as compost, horticultural education, and promotional capacity exist in County departments.

Garden resources also exist in schools, churches, and senior centres..

Existing community gardens are especially strong community-based repositories of gardening wisdom.

All of these resources could ultimately be networked together to build a robust web of inspiration and support for Strathcona County gardeners.

Considerations

Creative outreach and research will be needed to develop a thorough and user-friendly list of garden resources.

Garden-related businesses should be seen as potential partners. A resource that lists their activities should be seen as a mutually-beneficial effort between garden businesses, gardeners, and the County.

Once created, update the resource list at least annually, and share through as many channels as possible.

Future Actions

- Expansion of garden groups and gardening efforts into a County-wide gardening network to address technical, policy, and community issues around gardening.

4.3.7 Strategy Area G: Education and Coordination

Definition

As implementation of these strategy areas begin, public and private Strathcona County resources will move towards the actions described above. As this begins, efforts in education and coordination of action will be critical in building momentum, maintaining direction, and realizing a full return on these invested resources. Well conceived efforts in education and coordination will cross all of the other strategy areas, tying people, expertise, and investment together into Strathcona County-specific urban agriculture, food system, and community results.

Education efforts include work with all ages, in many different settings, about all kinds of urban agriculture areas. Many of the actions above call for education in one way or another. Within this overall strategy, education includes any sharing of knowledge, in formal classrooms or in passing conversations at a chokecherry bush along a park trail.

Coordination refers to the act of linking energy and information together. In thinking about the multi-layered system of a new urban agriculture strategy, bringing individuals and teams into productive, collaborative relationships will be essential as a way to capture the full potential of each new project.

Context

In many large and small ways, education and coordination already exist around urban agriculture in the County. Education occurs at gardening workshops at Salisbury Greenhouse, and at Bev Facey High School. Coordination occurs when Transportation and Agricultural Services reaches out to community garden leaders to check in on needs and offer County resources such as wood chips in response, or when a resident mobilizes public support around a particular urban agriculture issue.

The purpose of education in the setting of this strategy is to explore more educational opportunities for all, in both active and passive ways, and to achieve new levels of awareness of food and agriculture for all residents of the County.

The purpose of coordination in this context is to pull efforts together, build community and social connections along the way, and create opportunities for important dialogue around all aspects of agriculture, to keep the entire Agricultural Master Plan moving forward.

The two areas work in conjunction, of course, and they provide essential connectivity between the big ideas uncovered through community engagement. In thinking about the Grow, Make, and Get of urban agriculture, it is clear that these three aspects of urban agriculture must be coordinated, and that pulling each of the areas along to its full potential will require education, coordinated education, so that everyone who is interested can take part.

Actions

G.1 Structured stakeholder conversations on key implementation areas of the Urban Agriculture Strategy.

Supported Goals

- Build a sense of community, identity, and place;
- Bring people together;
- Connect urban and rural communities;
- Build food literacy and awareness;
- Build shared leadership.

Description

Invite diverse urban agriculture stakeholders into facilitated working group to continue dialogue started in this strategy process, and to become an informal advisory body for urban agriculture projects and policy.

Context

During the engagement phase of this strategy, many diverse urban agriculture stakeholders were brought together to work collaboratively on particular questions of policy and action. The new and existing relationships that this process supported represent high value social capital that can be captured for effective community input, network building, and coordination. By pulling these stakeholders back together in facilitated dialogue, the potential of this social and civic capital can be realized.

Future phases of the Agriculture Master Plan are likely to recommend creation of a food policy council for Strathcona County. By pulling urban agriculture stakeholders together now, the foundations for smart choices about council formation can be placed, and future leaders of Strathcona County’s agriculture sector may be identified and developed.

Considerations

Community dialogues and networks are successful if they are supported by a central backbone entity that helps pull people together, facilitates communication, reaches out to gather resources, and maintains a vision and purpose behind the network. This open-ended dialogue will have much greater eventual impact if well facilitated and supported. The County is best placed to play this coordinating role.

Future Actions

- Develop Food Policy Council for Strathcona County.

G.2 Education in all actions.

Supported Goals

- Bring people together;
- Build food literacy and awareness;
- Support local economic development and entrepreneurship;
- Expand food production;
- Build shared leadership;
- Reflect Strathcona County's natural history.

Description

Create a metric of achieving at least one educational goal in each action included in this strategy.

Context

Sharing knowledge will be essential in strengthening the connection Strathcona County residents have to food, to farmland, and to the rural history and urbanizing present of this place. Many residents commented on the importance of education in building urban agriculture, and threading this through the implementation of the whole strategy will provide an integrated and inclusive attention to urban agriculture education.

Considerations

There are different kinds of education that would be part of this action. This would include general awareness, opportunities for involvement, and skill development.

Pre-existing communication channels, such as the urban agriculture e-news mailing list and the County's social media accounts, provide a good foundation to distribute educational information.

An annual, coordinated approach to the educational component of urban agriculture will generate more impact than an ad hoc approach.

Future Actions

- Evaluate educational metrics at the conclusion of the 3-year implementation cycle, re-evaluate and adjust for the next implementation cycle.

5.0 NEXT STEPS AND REVIEW PROCESS

This draft plan is the focus of a second phase of community engagement. During September 2016, the community will be asked to provide their thoughts on all key elements of the draft plan, including vision, goals, strategies and actions. This input will then be considered and a revised and final strategy will be prepared for presentation to Council for approval in late November.

The intended structure of the strategy is that the actions found within this document are achievable within 3 years. Upon the end of a 3-year cycle of action, the County can evaluate successes and lessons learned and then create a new 3-year cycle of actions. In this way, there is a continual process of action, reflection and adaptation in order to grow urban agriculture in Strathcona County over time.

REPORT FOR INFORMATION

2016 RCMP and Enforcement Services Mid-Year Statistical Report

Report Purpose

To provide the Priorities Committee with statistics from RCMP and Enforcement Services for January till June 2016.

Council History

The RCMP provides statistics to Council semi-annually.

Strategic Plan Priority Areas

Economy: n/a
Governance: n/a
Social: Increase the safety of our residents and their property
Culture: n/a
Environment: n/a

Other Impacts

Policy: Municipal Policy SER-010-002 Strathcona County Constable and Bylaw Services Procedures.
Legislative/Legal: The RCMP is governed by the RCMP Act and legislated by the Provincial Police Service Agreement. Peace Officers act under the authority of the Alberta Police Act.
Interdepartmental: n/a

Summary

The statistical report provides a six year comparison of statistical figures for the RCMP and a three year comparison figures for Strathcona County Enforcement Services.

Enclosure

1. 2016 RCMP and Enforcement Services Mid-Year Statistical Report (Document: 9272996).

Author: Beth Leatherdale, Operations Officer, RCMP and Enforcement Services
Director(s): Beth Leatherdale (Acting), Officer in Charge, RCMP and Enforcement Services
Associate Commissioner: Gord Johnston, Community Services Division
Lead Department: RCMP and Enforcement Services

2016

Mid-Year Statistical *Report*

Royal Canadian Mounted Police & Strathcona County Enforcement Services

Superintendent Gary Peck
Officer in Charge
Strathcona County Detachment
September 27, 2016

Document: 9272996

2016

Introduction

The following statistical overview provides insight into the duties and activities performed by members of the Strathcona County RCMP and Enforcement Services between January 1st and June 30th, 2016. As per Council's request, the attached figures represent the total number of actual calls to service as opposed to reported calls to service in Strathcona County. This report does not include assistance files or the multitude of unfounded complaints that require RCMP involvement. Similarly, you will find a statistical summary of the contributions of Strathcona County Enforcement Services during this period.

In keeping with Council's vision, Strathcona County RCMP and Enforcement Services remain committed to becoming Canada's most livable community. Our goal is to preserve the peace, uphold the law and provide a safe community for all Strathcona County residents

The past six months have presented numerous challenges as the effects of an economic downturn are realized. In response, and to increase efficiency of services, we have entered into partnerships with Strathcona County Family and Community Services, Parole and Probation. With support of Council, we have also implemented the Electronic Voice Entry unit which allows members more time on the road to respond to complaints and address public safety. It is initiatives such as these, and other ongoing initiatives, that will allow us to fulfill Council's vision as we commit our efforts to ensuring a safe and healthy Strathcona County.

Yours in policing,

Supt. G. (Gary) Peck
Officer in Charge
Strathcona County Detachment

Criminal Code Traffic Offences

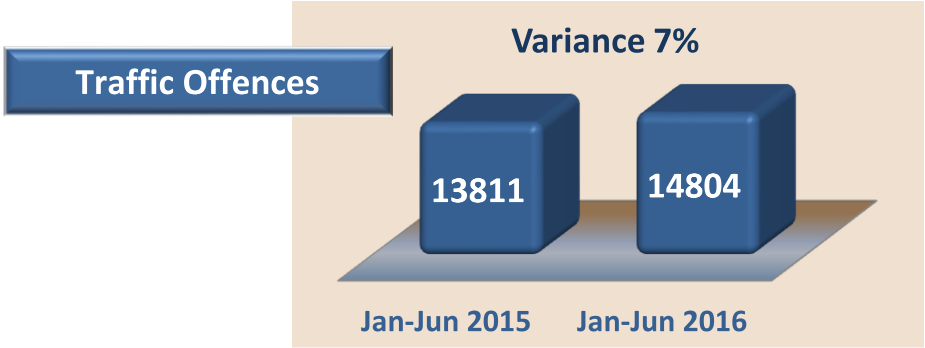
							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
Impaired Operation Offences	655	772	862	837	879	858	426	350
Dangerous Operation of M.V.	33	26	22	28	39	57	24	31
Other Criminal Code	67	58	57	55	51	89	37	13
Total	755	856	941	920	969	1004	487	394

Traffic Collisions

							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
Fatal	4	7	7	5	5	5	3	2
Injury	432	497	462	571	573	600	330	293
Reportable Property Damage	2831	2581	2512	2669	2678	2576	1331	1150
Non-Reportable Prop. Damage	335	364	422	487	349	338	184	151
Total	3602	3449	3403	3727	3605	3519	1848	1596

Traffic Offences - Provincial

							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
RCMP Traffic Tickets	16275	20985	26010	24768	22267	22245	11476	12814



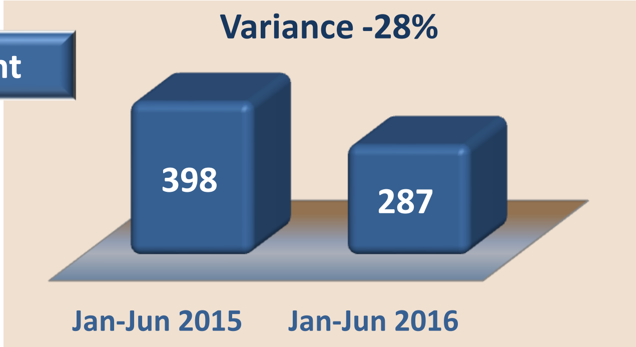
Automated Traffic Enforcement

							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
Photo Radar Tickets Issued	17513	40916	29196	0	0	0	0	0
I.S.D. Speed Tickets Issued	7490	7126	6993	5183	4441	10581	2936	6437
I.S.D. Red Light Tickets Issued	1098	605	478	626	760	990	439	350
Total	26101	48647	36667	5809	5201	11571	3375	6787

Drug Enforcement

							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015	2016
							Jan-Jun	Jan-Jun
Trafficking	81	82	130	90	136	120	75	47
Production	6	4	5	6	3	4	3	2
Possession	362	427	405	416	543	586	320	238
Export or Import Drugs	4	1	1	0	1	0	0	0
Total	453	514	541	512	683	710	398	287

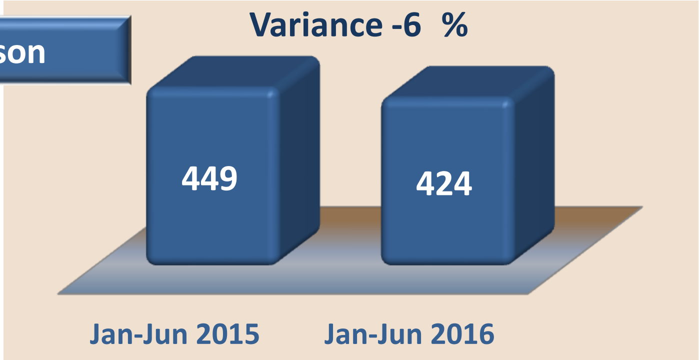
Drug Enforcement


Variance -28%

Crimes Against Person

							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015	2016
							Jan-Jun	Jan-Jun
Person Crime Related to Death	0	1	2	2	2	3	1	2
Robbery, Threats, Harassment	317	332	331	343	344	357	160	177
Kidnapping/Hostage/Abduction	7	8	3	6	7	10	3	4
Assaults	443	454	402	388	414	493	240	205
Sexual Offences	49	50	56	54	70	79	45	36
Total	816	845	794	793	837	942	449	424

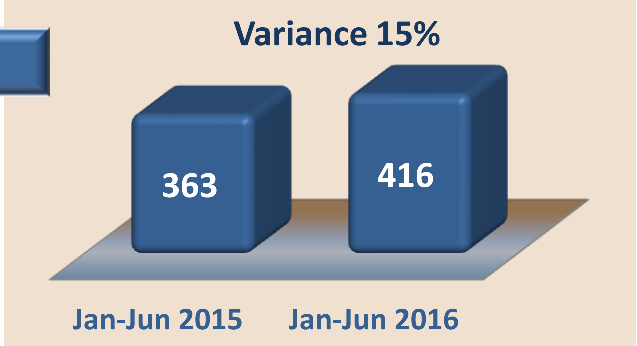
Crimes Against Person


Variance -6 %

Domestic Violence

							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
Family and Domestic Violence	414	545	728	760	714	840	363	416

Domestic Violence

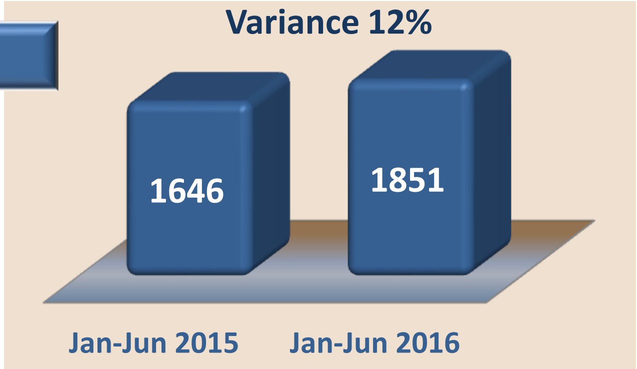

Variance 15%

Property Crimes

							Mid-Year	
	2010	2011	2012	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
Break and Enter	378	264	348	343	291	457	202	220
*Theft of Motor Vehicle	148	158	161	187	195	209	104	102
Theft Over $5000	54	38	55	50	43	47	27	20
Theft Under $5000	1609	1230	1434	1251	1196	1362	618	672
Possession of Stolen Goods	113	118	192	212	250	291	140	126
Fraud	240	222	247	273	341	392	155	235
Arson	59	37	34	32	29	29	18	22
Mischief	1119	834	894	700	697	842	382	454
Total	3720	2901	3365	3048	3042	3629	1646	1851

*Between 2006 and 2010, Thefts of Motor Vehicle were included in the Theft Over $5,000 or Theft Under $5,000 until 2011.

Property Crimes

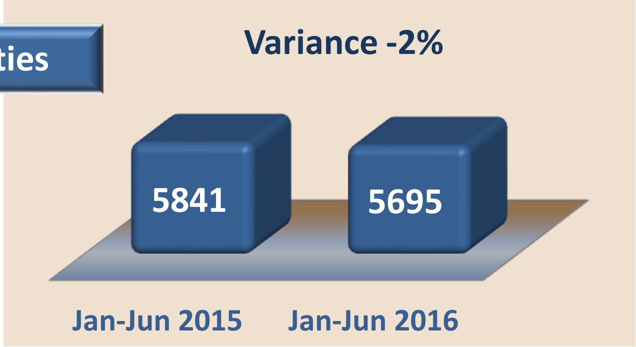

Variance 12%

Common Police Activities

	2010	2011	2012	2013	2014	2015	Mid-Year 2015 Jan-Jun	Mid-Year 2016 Jan-Jun
Index Checks (Criminal Record)	9617	8092	7551	7827	7489	7611	3800	3564
Fingerprints for General Public	577	834	810	524	742	964	437	431
Abandoned Vehicles	239	241	172	166	126	118	59	64
Suspicious Persons	672	601	560	595	614	767	350	489
Animal Calls	122	124	108	97	84	111	62	57
False Alarms	1822	1620	1832	1837	1728	1719	846	788
Items Lost or Found	541	516	526	612	649	639	287	302
*TOTAL	15212	15422	14491	13004	13090	1244	5841	5695

*Total includes other Common Police Activities that are not listed.

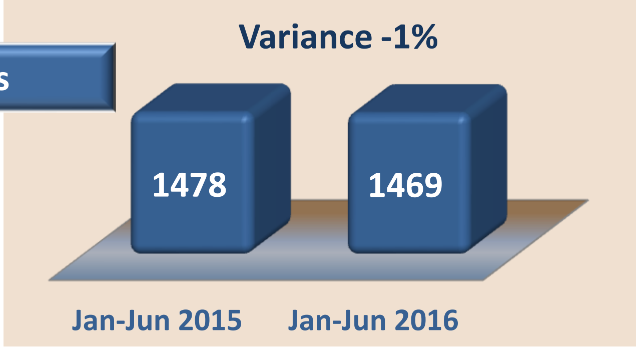
Common Police Activities



Provincial Statutes (Excluding Traffic)

	2010	2011	2012	2013	2014	2015	Mid-Year 2015 Jan-Jun	Mid-Year 2016 Jan-Jun
All Provincial Statutes (Excl.Traffic)	2223	1958	1788	1669	1777	1792	1478	1469

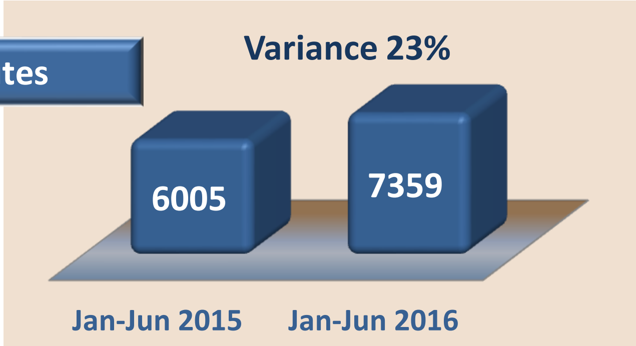
Provincial Statutes



Enforcement Services Bylaw/Statutes

				Mid-Year	
	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
Off Highway Vehicle	264	306	163	103	111
Unsightly Premises	257	225	199	109	164
Debris on Roadway	136	84	78	33	32
Commercial Vehicle Inspections	208	222	236	126	131
Alarm Response	255	228	256	110	206
Noise	366	370	343	178	250
Warrant Processing	429	625	962	193	410
Dog Control	2637	2433	2664	1386	1403
Parking Complaints	3221	2459	2986	1141	1204
Other Provincial and Bylaw	3122	4443	4507	2626	3448
TOTAL	10895	11395	12394	6005	7359

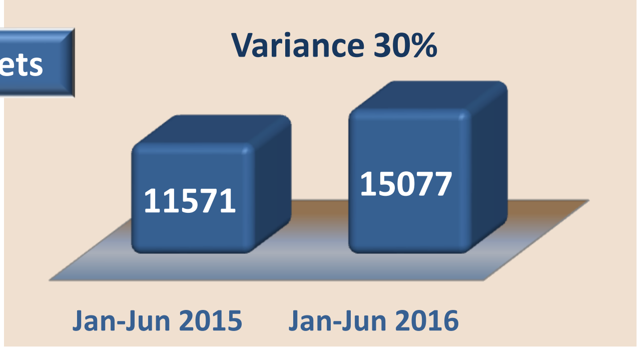
Bylaw and Statutes



Enforcement Services - Traffic Tickets

				Mid-Year	
	2013	2014	2015	2015 Jan-Jun	2016 Jan-Jun
Traffic Unit	17238	16657	19398	8638	11722
General Duty Unit	7742	7695	7028	2933	3355
TOTAL	24980	24352	26426	11571	15077

Traffic Violation Tickets



Conclusion

The statistical report covers many areas of policing in Strathcona County. All variances are being monitored and assessed on a continual basis. In the first six months of 2016 we have managed 13,700 calls for service. We continue to experience an increase in mental health related calls and are working with our community partner agencies to provide a collaborative service delivery. The opening of the Anthony Henday construction will see an increase of 60,000 vehicles traveling through our county per day and we are adjusting our traffic plan to accommodate the challenges this will bring. Crimes of opportunity are increasing, including the growing number of fraud and internet based crimes, and we are exploring new policing strategies to target these offences. We are committed to remain one of the safest communities in Alberta. Working with our community leaders, we remain dedicated to providing the highest quality of service to the citizens of Strathcona County through dynamic leadership, education, and advanced technology. Whether it is our general duty members, bylaw enforcement officers, investigators from our plain-clothes unit or from any other section at Strathcona County Detachment, we will meet every challenge created by our growing and vital community. I look forward to presenting the annual report in the spring.

Proudly Serving
Strathcona County

Priorities Committee Meeting_Oct18_2016

Ward 6 Councillor Report

Elected Official: Linton Delainey
Time Period: June 16, 2016 to September 22, 2016

Boards and Committees:

July 4	Governance Advisory Committee Meeting
July 12	Priorities Committee Meeting
July 20	Governance Advisory Committee Meeting
September 7	Governance Advisory Committee Meeting
September 16	Edmonton Salutes Committee Meeting and Reynolds Alberta Museum Tour
September 20	Priorities Committee Meeting
September 22	Governance Advisory Committee Meeting with Boards and Committee Chairs

County Business:

June 16	Strathcona County Human Resources Office Open House
June 18	FireSmart Community Recognition Ceremony
June 21	Council Meeting
June 27	Council and Chief Administrative Officer Meeting
June 28	Bus Tour of the Northwest Upgrader Redwater Facility
June 29	Capital Region Board Growth Plan Update 2.0 Task Force Meeting
July 5	Council Meeting
July 6	Meeting with Capital Planning & Construction and Transportation & Agriculture Services Employees
July 8	Meeting with MLA Estefania Cortes-Vargas and Residents
July 11	Tour of Emerald Hills Leisure Centre and Glen Allan Recreation Complex
July 13	Resident Meeting
July 13	Pre-Capital Region Board Meeting
July 14	Capital Region Board Meeting
July 14	Aspen Plaza Ground Breaking Event
July 18	Council and Chief Administrative Officer Meeting
July 19	Meeting with Communities in Bloom Judges
July 21	Lamont and Bruderheim Committee Meeting
July 28	Meeting with Mayor Carr
July 28	Meeting with Planning and Development Services Manager
August 9	Meeting with Planning and Development Services Director
August 18	Capital Region Board Growth Plan Update 2.0 Task Force Meeting
September 6	Council and Chief Administrative Officer Meeting
September 8	Alberta Health Services and Capital Region Board Hosted Breakfast
September 8	Capital Region Board Meeting
September 12	Meeting with Planning & Developmental Services and Transportation & Agriculture Service Employees
September 13	Council Meeting
September 17	Emerald Hills Sports Pavilion and Artificial Turf Grand Opening Event
September 19	Meeting with Transportation and Agriculture Services Director
September 21	Council and Chief Administrative Officer Meeting
September 21	Meeting with Recreation, Park and Culture Director

Professional Development:

June 30	Resources for Building a Welcoming and Inclusive Community Webinar
July 28	Alberta Association of Municipal Districts and Counties on the Modernized Municipal Government Act Webinar
September 15	ReEnvision Housing Symposium

County Functions and Events:

June 16	Sherwood Park & District Chamber of Commerce Breakfast
June 16	SAFFRON Presents Community Conversations
June 18	Ardrossan Parade and Float Judging
June 18	Ardrossan Show Home Open House
June 19	Wye String Ensemble Year-End Concert
June 22	Sherwood Park & District Chamber of Commerce BBQ and Open House
June 27	Boys and Girls Club of Strathcona County BBQ
July 1	Canada Day Pancake Breakfast
July 1	Canada Day Parade
July 1	Canada Day Special Guest and Sponsor Reception
July 7	Hydrogen Production Facility Grand Opening
July 14	Subdivision and Development Appeal Board Meeting
August 11	Miracle Treat Day
August 18	Strathcona in Bloom Volunteer Appreciation Dinner
August 20	South Cooking Lake Pancake Breakfast
August 20	South Cooking Lake Trail Days and Parade
August 24	Executive Estates Resident BBQ
September 6	Ground Breaking Ceremony and Reception for the Market
September 7	Fort Saskatchewan Chamber of Commerce Luncheon
September 9	Beaver Hills Biodiversity Trail Grand Opening
September 14	Boys and Girls Club of Strathcona County Open House
September 15	Tri-Municipal Mayors’ Leadership Prayer Breakfast
September 17	Food 4 Food
September 19	Sherwood Park 55+ Club Monthly Potluck
September 21	Grand Opening of Volker Stevin Building
September 21	Sherwood Park & District Chamber of Commerce Luncheon
September 22	Sherwood Park & District Chamber of Commerce Breakfast
September 22	Sconadale Summit Area Structure Plan Public Open House

Priorities Committee Meeting_Oct18_2016

REPORT FOR INFORMATION

Councillor Riddell Councillor Report

Report Purpose

To inform Council on updates from meetings and committees Councillor Riddell has attended.

Enclosure

1 October 18, 2016 Councillor Report Councillor Bonnie Riddell

Councillor Riddell Priorities Committee Councillor Report – October 18, 2016

BACKGROUND: As per Bylaw 46-2015 (A Bylaw of Strathcona County to Establish the Committees of Council) states under 6.1 that: "Councillors appointed to a Committee by Council shall be responsible to keep Council informed as to Committee activities.
Also, policy number GOV-001-019 (County Representation on External Boards/Committees/Commissions) states the following under Guideline #3: "Each Elected Representative so selected shall ensure that a report of the authority's activities is presented to Council as often as is reasonable but no less than semi-annually".
It is with these 2 governance documents in mind that I submit the following report on the some of the activities of committees I sit on that might be of interest to council.

1) Community Living Advisory Committee (CLAC):
The CLAC Committee was formed under the Social and Cultural Pillars of Council's Strategic Plan and was officially established under Bylaw 46-2015 effective January 1, 2016.

Currently there are 8 voting members who represent diverse ages, interests, experiences and backgrounds. Both Councillor Anderson and myself have been appointed to this committee as Council advisors.

The Committee itself provides a mechanism for direct input and interaction between Council and the citizens of Strathcona County. The Committee provides strategic policy advise relating to the municipal functions of a livable community by providing feedback on related policies and plans and review and make recommendations regarding fundamental community needs.

The Committee, although fairly new, have been active on a number of fronts and have participated in many meetings and presentations, the details of which will be shared with Council during the annual reporting of this Committee to Council by the Chair. They have also positioned themselves to have an active and important role to the update of the Social Sustainability Framework Renewal project and will be sharing with you how they hope to accomplish this important task.

2) AAMDC Zone 5:
I attended the Regular Meeting of this Association on September 23, 2016 as a representative from Strathcona County and to present on our behalf the proposed resolution in regards to the Norther Gateway Pipelines for consideration. The assembly voted unanimously to support this resolution going forward to the AAMDC Fall Conference this November.

3) Capital Region Northeast Water Services Commission (CRNWSC):
The Capital Region Water Commission has a long history going back to its inception in 1967. Currently, the following members now make up the Board: City of Fort Saskatchewan, Towns of Redwater, Gibbons and Bon Accord and the Counties of Sturgeon and Strathcona.

As per their Bylaw, 2 members from Strathcona County are appointed and have voting privileges. Those members currently are Councillor Bidzinski and myself.
At the Commission meeting held on September 28, 2016, the Commission supported Strathcona County`s desire to exist from the Management Contract through a negotiated Termination Agreement. The Commission also accepted a new Management Contract from a private vendor who will continue with the management of the regional water system.
The Commission also had preliminary discussions on the proposed capital funding structure to the 5 year capital plan and during their budget deliberations on December 2nd will approve the rates that Strathcona County can expect to see in the upcoming years.

Councillor Bidzinski River Valley Alliance Update

Report Purpose

To provide Council an update on the River Valley Alliance, on items discussed at the October 2, 2016 meeting.

Summary

River Valley Alliance Report - October 2, 2016

- Park Naming/Branding:
    - On hold until more public participation is finalized. Board acknowledged that naming process should not be governed by any one municipality.

- Next Phase Capital Projects 2017-2022
    - Capital Program circulated to member municipalities. Approved as presented (subject to change by municipal councils) at June 15, 2016, meeting.

- RVA Board Planning Retreat: a success with good participation and the sharing of a vast amount of information.

- Business Plan for 2016 -2020 approved by the board

- Strathcona County Funding Extension: RVA’s total Contribution of $584,000 for trail extension in Strathcona County to Fort Saskatchewan was approved by the Board.

- Finance Update: Operating Budgets as forecasted.
  Capital Budget – Slightly underspent
  Municipal Annual Granting Contributions:
    - Contributions beginning in 2017:

Edmonton	$120,000
Other 6 partners	$20,000 each (x6)
Total	$240,000