

Municipal Land Framework Strathcona County

October 10, 2019



Stantec



STRATHCONA
COUNTY

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1.0 EXECUTIVE SUMMARY

As Strathcona County grows and invests in its future, a cohesive framework to guide the use, acquisition, and disposition of County Land in a timely, transparent, and strategic manner is key to success. The Municipal Land Framework aims to provide policies and processes for these decisions over the next 25 years. It aligns with Strathcona County's high-level plans and policies, ensuring that decisions about County Land contribute to the success of long-term visions for the County, including "*Becoming Canada's most livable community*".

The Municipal Land Framework is guided by seven core strategic outcomes: Efficiency, Value, Adaptability, Community, Consistency, Sustainability, and Conservation. These outcomes guide the considerations and policies found within the Framework and are weaved throughout.

The most significant component of the Municipal Land Framework are the processes regarding the use, acquisition, and disposition of land. Diagrams show the overarching process for each, and a discussion of the challenges and opportunities presented by each element follow. Policies contain the specific actions which will lead to successful land management outcomes.

In serving to guide the actions of Land Management Services and to provide transparency about the processes by which decisions are made, the Municipal Land Framework will lead to better management of land in Strathcona County. It will foster increased collaboration between County departments, ensure that the County can efficiently respond to emerging needs and changing contexts over time, and encourage the economic, social, and environmental sustainability of the County's most valuable resource, its land.

2.0 INTRODUCTION

Strathcona County, located in the heart of Alberta, is an energetic and thriving community.

As a specialized municipality, Strathcona County works cooperatively with urban and rural residents to govern as a single municipality. Proud of this distinct governance model, the County promotes and demonstrates its achievements.

A welcoming place to live, Strathcona County attracts people of all ages, cultures, and walks of life. Families thrive in this dynamic, caring, and safe community. The County strives to be a model of ecological integrity, protecting its environment and preserving its agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs, and facilities is a priority and sets the County apart.

2.1 What is a Municipal Land Framework?

The Municipal Land Framework guides decision making for the use, acquisition, and disposition of County Land for current and future operations and services over a 25-year period. The framework, and decisions that flow from it, must consider economic, social, and environmental benefits and impacts. It supports the County's Strategic Plan, as well as the Municipal Development Plan, which provide broad policies regarding the need for, amount of, and allocation of County Land.

2.2 Why do we need a Municipal Land Framework?

The Municipal Land Framework provides an important framework to guide the balancing and prioritization of demands and requirements for land that are identified by County departments, its residents, and its elected officials. Strathcona County currently owns approximately 4,600 hectares of fee simple titled land and continues to grow land holdings through lands generated from development, as set out by the *Municipal Government Act*, as well as private purchases undertaken to help address community needs.

With this large and growing land inventory, a Municipal Land Framework is necessary to guide decisions associated with the use, acquisition, and disposition of land that helps meet the needs of current residents without compromising the needs of future County residents.

Over the 25-year life of the Municipal Land Framework, land demands, uses, and holdings are expected to change. Population growth will change the amount of land holdings required by the County due to an increase in demands on municipal facilities and services and an expected larger footprint. Demographic changes and market trends will change how land will be used, including factors such as density and recreational configurations. Climate change is affecting operational and recreational uses of land as indoor and outdoor play seasons shift. Regional planning can influence land development through shared services. Maintenance and capacity of existing facilities and infrastructure will also put pressure on County Land requirements. A framework is required to manage change to avoid unintended consequences.

2.3 Benefits of the Municipal Land Framework

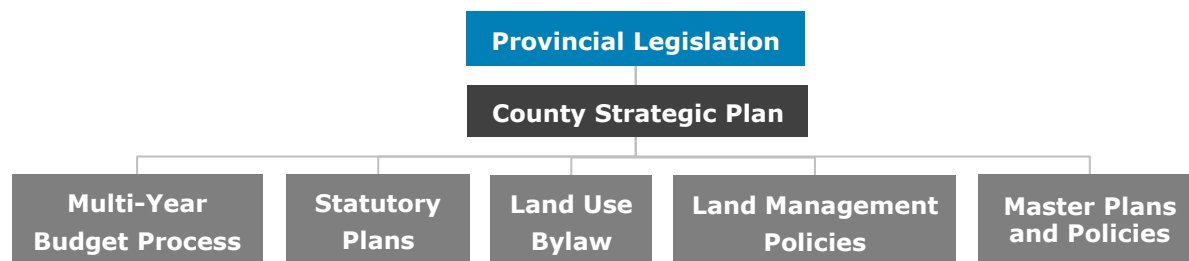
The Municipal Land Framework formalizes a process to manage, utilize, and process land assets to the highest and best use, as defined in Section 9. The four criteria that the highest and best use must meet are legal permissibility, physical possibility, financial feasibility, and maximum productivity.

The same process will be used to assess and decide on each request for the use, acquisition, and disposition of land. By including all relevant departments in the review and decision-making process, the Municipal Land Framework takes a holistic view of the County's land inventory to generate informed decisions.

The Municipal Land Framework will lead to better land management by bringing consistency to decision making and reporting, generating data to back up decisions, and providing greater transparency related to the use, acquisition, and disposition of County Land. It will also provide better clarity for County Administration and the public to understand the process for decisions related to County Land and will assist in identifying and managing the unauthorized use of County Land.

3.0 POLICY CONTEXT

3.1 Land Management Hierarchy



When determining the the use, acquisition, and disposition of County Land, there is a Land Management Hierarchy that must be followed. The process must first consider Provincial Legislation and is subsequently guided by County’s Strategic Plan. Additional County bylaws, policies, and master plans are used to inform the process.

3.2 Provincial Legislation

Provincial legislation under the *Municipal Government Act* enables the County to own and manage land. It also requires that municipalities adopt a Municipal Development Plan (statutory plan) and Land Use Bylaw. These documents address the planning and regulation of land use in a municipality.

The use, acquisition, and disposition of County Land must follow provincial acts and municipal regulations including but not limited to:

- *Municipal Government Act*
- *Expropriation Act*
- *Alberta Land Stewardship Act*
- *Water Act*
- *Public Lands Act*
- *Environmental Protection and Enhancement Act*

3.3 County Strategic Plan

The County's 2013-2030 Strategic Plan, "Becoming Canada's most livable community," includes the goals the Municipal Land Framework must support:

- Goal 1: Build strong communities to support the diverse needs of residents
- Goal 2: Manage, invest and plan for sustainable municipal infrastructure
- Goal 3: Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment
- Goal 4: Ensure effective stewardship of water, land, air and energy resources
- Goal 5: Foster collaboration through regional, community and governmental partnerships
- Goal 6: Provide facilities and services that are available and accessible to residents
- Goal 7: Provide opportunities for public engagement and communication
- Goal 8: Foster an environment for safe communities

3.4 Multi-Year Budget Process

The Multi-Year Budget Process enables departments to allocate or reallocate resources, based on each program or resource request's alignment to strategic and corporate priorities. It can also be used by the organization to set targets and determine how resources are aligned, based on priorities. All requests submitted to Land Management Services for analysis and assessment that require budget approval will first be approved through the County's multi-year budget process prior to approval of the land use or proceeding with land acquisition.

3.5 Statutory Plans

Statutory Plans include Intermunicipal Development Plans, the Municipal Development Plan, Area Concept Plans, Area Structure Plans, and Area Redevelopment Plans. These documents direct potential uses of County Land. The *Municipal Government Act* requires, among other things, that a Municipal Development Plan address future land use and development in a municipality, transportation systems, and the provision of municipal services and facilities. It may also address physical, social, and economic development as well as environmental

matters. Area Concept Plans, Area Structure Plans, and Area Redevelopment Plans provide a framework for land use, development, transportation, and utilities within a specific area of a municipality.

3.6 Land Use Bylaw

The Land Use Bylaw contains rules and regulations for the development of land in Strathcona County. It regulates the use, conservation, and development of land, habitat, buildings, and signs in pursuit of the objectives of Strathcona County's statutory plans.

3.7 Land Management Policies

Policies and directives are used when managing specific land decisions. These policies provide guidelines regarding the acquisition of land, including the acquisition of road right-of-way, the licensing and leasing of municipal land, the disposal of surplus land, encroachments, the unauthorized use of County Land and land interests, and other relevant matters.

3.8 Other County Master Plans and Policies

Additional County master plans and policies may be used to inform the process for the use, acquisition, and disposition of County Land. These may include but are not limited to:

- Agriculture Master Plan
- Recreation and Culture Plan
- Social Framework
- Transportation Systems Bylaw
- Integrated Transportation Master Plan (ITMP)
- Transit Master Plan



4.0 VISION AND STRATEGIC OUTCOMES

4.1 Vision Statement

A limited resource with diverse potential uses, County Land must be managed in a timely, transparent and strategic way in order to maximize its benefit to the County. This will be accomplished by achieving all of the following strategic outcomes when determining use, acquisition, and disposition of land.

4.2 Strategic Outcomes



Sustainability

The County shall foster resiliency and the social, economic, and environmental sustainability of its land for current and future uses.



Community

The County shall manage land to provide benefits and improvements to the County as a whole and its residents.



Efficiency

The County shall employ internal collaboration to foster efficient utilization of its land.



Value

The County shall balance competing demands to utilize its land to its highest and best use.



Conservation

The County shall ensure respectful stewardship of water, land, air, and energy resources.



Consistency

The County shall deliver efficient and consistent decisions regarding land management.



Adaptability

The County shall be open to new and innovative methods of meeting respective land needs.

4.3 Meeting Strategic Outcomes



Sustainability

Challenges

Land decisions should have a pre-determined life and be consistent with the Land Management Hierarchy. These decisions must ensure that land is resilient as uses change over time, and that economic, social, and environmental sustainability are fostered. Balancing the three elements of sustainability can be challenging and may present competing priorities. It may be difficult to measure the environmental and social benefits, but this does not make them less important than quantifiable economic benefits.

Opportunities

Land Management Services should work collaboratively on how to achieve the most sustainable use of land, as different departments will have a variety of valuable perspectives on the economic, social, and environmental elements which must be harmonized. Opportunities to foster resiliency should be encouraged, such as implementing green infrastructure, incorporating landscaping that provides ecosystem services, promoting sustainable agricultural uses, and integrating environmental areas into the community to promote recreation. Land uses which are financially self-sufficient and do not place a disproportionate burden on the future County budget also contribute to long-term sustainability. For example, a recreation facility that generates revenue with user fees is more economically sustainable. Social sustainability can be fostered by prioritizing land uses which serve those of all ages and abilities. Overall, the County should strive to meet the needs of the present without compromising the needs of future generations.

Policy

1	Land Management Services shall consider sustainability when making decisions about the management of land by striving to balance social, economic, and environmental impacts and benefits.
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Community

Challenges

It can be difficult to understand which land uses may lead to the greatest community benefits. Communities are made up of diverse populations with various interests. Decisions with respect to land should not favour one group over another.

Further, there is lack of understanding by some of the public on how to request land for uses, so only those that understand the system can have their needs met.

Opportunities

Following the priorities set out in the Municipal Development Plan will help provide consistent and predictable benefits for the community. Allowing all community members to have access to an online tool, or in-person alternative, to submit land requests will provide equitable opportunities for the community to make requests associated with the use of County Land.

The *Municipal Government Act* and County policy identifies when public consultation is required for statutory plans and Land Use Bylaw amendments. When appropriate, community input about the use of County Land may still be sought from the public even when not required as part of the planning process.

When requesting community input and making land decisions, the County shall strive to be inclusive of all members of the community, including those with minimal ability to advocate for their interests. Youth, seniors, people with disabilities, newcomers, and many other groups of community members may benefit by various uses of County Land in their neighbourhoods. Local contexts are important to consider, as different neighbourhoods will have different appetites for a variety of land uses.

Policy

2	Diverse populations shall be considered when assessing potential community benefit, including but not limited to youth, seniors, people with disabilities, newcomers, and others. Land for purposes benefitting a small group of users should be measured against the benefit it will provide to the County as a whole. Assessing the potential benefit to all segments of the population shall be completed even when certain segments may be underrepresented in public consultation.
3	In conjunction with determining highest and best use, a contextual analysis shall be completed when making land decisions to ensure that the land location considers, among other things: <ul style="list-style-type: none"> • Statutory plans; • Accessibility by the main user-base; • Regional user-base vs. local user-base; and • Impact on adjacent properties vs. community benefit.
4	An online tool, and in-person alternative, shall provide all members of the community equal access to make a request associated with the use of County Land.
5	Community input will be completed as required where it relates to the planning process for statutory plans and Land Use Bylaw amendments.
6	Where the planning process does not require consultation, community input regarding the use of County Land will be sought where Land Management Services deems it appropriate and beneficial to do so.





Efficiency

Challenges

There may be multiple interests in the same land. Departments will have to collaborate when deciding on how to most effectively use land. In addition, external parties may have interests in land that differs from County departments' plans for land use. If collaboration is lacking from the land management process, inefficient land uses and decisions may occur.

Opportunities

In some cases, the greatest efficiency may be achieved by using land to develop shared spaces which benefit multiple groups. For example, a library, school, and seniors centre may share land in a planned development. Therefore, plans must be aligned among departments, requiring collaborative discussions.

Where required as part of the planning process, public consultation will take place. Additionally, where appropriate, external consultation with stakeholders will also occur.

Planning and Development Services currently utilizes an interdepartmental referral process to enable departments the opportunity to provide input and review new statutory plans, proposed statutory plan amendments, and proposed Land Use Bylaw amendments.

Departments should utilize this referral process in order to assist in identifying future land needs for current and future County residents.

Policy

7	All impacted departments and any relevant external partners shall be consulted by Land Management Services prior to a decision on the use, acquisition, or disposition of land, to identify opportunities for collaboration.
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8	The needs of current and future residents of the County for parks, trails, open space, community services and facilities, operations, infrastructure, and school sites shall be identified and prioritized through a collaborative process. Most often, this process has been established through the referral of statutory plans and Land Use Bylaw amendments to departments from Planning and Development Services.
9	When statutory plans and Land Use Bylaw amendment referrals are sent to departments, they shall be responsible to review and respond within the given timeframe, when a potential land need has been identified.
10	Depending on the context, shared space opportunities for land shall be considered where similar goals and objectives are aligned.
11	Each department shall identify their land needs for County Land based on approved budgets and business plans.





Value

Challenges

The monetary value of land is determined by the market, but the actual value of land must also include its social and environmental value. Quantifying economic, social, and environmental value can be difficult. Measuring value may be based on the final development cost, but should also include the value of ecosystem services or benefits to a community group. To provide consistency when measuring and comparing land use opportunities, standards should be implemented.

Competing demands may cause barriers to ensuring the highest and best use of County owned land is achieved. Various groups may have different ideas on how to use land sustainably and to its highest and best use based on their interpretation of economic, social, and environmental values. In order to ensure the highest and best use of land, these values will have to be compared.

Opportunities

When determining the highest and best use for land, a sustainability perspective which reviews the economic, social, and environmental value should be taken to assist in understanding which land uses will bring the greatest benefits to the County.

Added value should be given to opportunities which enable shared resources in appropriate contexts. Opportunities that provide green infrastructure and ecosystem services should also be considered as added value. Additionally, evidence-based practices should provide the foundation which informs decisions. Data to consider may include local demographics, geographic proximity to existing uses, transportation patterns, and other quantifiable measures.

Policy

12	Land Management Services shall consider more than just the economic and monetary value of land when determining its highest and best use. Consideration shall also be given to social and environmental value.
13	Evidence and data, as available, shall be utilized as quantifiable measures of benefit and impact when considering the highest and best use for land.
14	Added value shall include opportunities that provide for shared use, green infrastructure, and ecosystem services.





Conservation

Challenges

In order to ensure respectful stewardship of water, land, air, and energy resources, conservation must be considered a valuable land use in certain situations. As climate change heightens the need for ecosystem services such as carbon sequestration, pollination, and nutrient cycling for soil fertility, conserving natural resources will become more crucial to the sustainability of the County. Preserving the agricultural heritage of the County may be challenging as demand for development increases. Determining criteria for the identification of environmentally sensitive areas can be challenging. Additionally, determining the level of protection or conservation required for a given area can be open to subjective interpretation. Processes for doing so as part of the Municipal Land Framework needs to be established.

Financial and economic considerations must also be included in discussions about conservation because when Environmental Reserve cannot be used to conserve sensitive land or legacy lands, direct purchase or other methods of acquisition may be required, as per the land acquisition process. Further, there are costs associated with remediation and reclamation that may impact the feasibility of some land uses.

Opportunities

Environmental Planning should provide tools to identify, conserve, and protect environmentally sensitive areas, those which supply ecosystem services, and valuable agricultural land. These tools should be consistent with environmental policies determined through the *Municipal Government Act*, *Municipal Development Plan*, *Alberta Land Stewardship Act*, *Water Act*, *Public Lands Act*, *Environmental Protection and Enhancement Act*, and other legislation.

The identification of environmentally sensitive areas should be completed with a set of clear criteria and advice of qualified professional. This will help ensure that environmentally sensitive areas and unique agricultural areas are conserved and protected. Examples include the protection of upland forest stands, preservation of

air quality, and protection of land surrounding water bodies through the dedication of Environmental Reserve.

Policy

15	Land Management Services shall facilitate the conservation of environmentally sensitive land based on approved budgets, business plans, and statutory plans.
16	Conservation of environmentally sensitive lands shall be determined as set out in the <i>Municipal Government Act</i> , statutory plans, and County policies. Ecosystem Services should also be utilized when determining environmental value in relation to highest and best use for the acquisition, use, and disposition of land.





Consistency

Challenges

Lack of process, policies, pre-determined criteria, and communication can lead to inconsistent decisions. There are several elements of decision making processes which may result in inconsistent and inefficient outcomes. Inconsistent decisions can be difficult to justify, are subject to criticism, and if inefficiently based, can set bad precedent for future decisions.

If decisions are made prior to having a full understanding of the costs associated with the identified land use (including servicing, development, and land requirements) through an internal review, inefficient and potentially inappropriate decisions may be made.

Finally, without a funding model in place to acquire land that supports growth, changes in priorities, and immediate or emergent needs, some opportunities may be missed.

Opportunities

A timely, transparent, and strategic land acquisition process is required to facilitate timely decision making. To promote fairness, the same process should be used for internal and external requests. The same information for evidence-based decision making is required for both internal and external requests.

Policy

17	A clear, efficient, and flexible land acquisition process shall be established and followed for both internal and external requests.
18	Land Management Services shall be the custodians of County Land and have the authority to issue decisions on the use, acquisition, and disposition of County Land.
19	Where appropriate, Land Management Services will make recommendations to Executive Team and/or Council regarding decisions on the use, acquisition, and disposition of County Land.

20	Reasons for a decision regarding the use, acquisition, and disposition of County Land shall be clearly and promptly communicated to requesting departments.
21	Evidence-based decision making shall be utilized, including a full understanding of the costs associated with the identified land use.





Adaptability

Challenges

New and innovative methods of meeting land needs may be difficult to implement due to uncertainty of outcomes or unwillingness to adapt to new ideas. It is always easier to do things the way they have been done in the past rather than doing something different that the County has not done before. Further, much County Land is located in fully developed areas, and it can be challenging to get buy in from surrounding landowners for new development, especially where a rezoning may be required.

Opportunities

In order to increase new and innovative ideas in land management, an openness is required that promotes the expression and trial of new ideas. This may include pilot projects, incentives for innovative ideas, and support from higher-level decision makers to empower projects which demonstrate innovation. Reviewing lessons learned from regional partners and other municipalities will generate opportunities for change to be incorporated based on proven success.

Policy

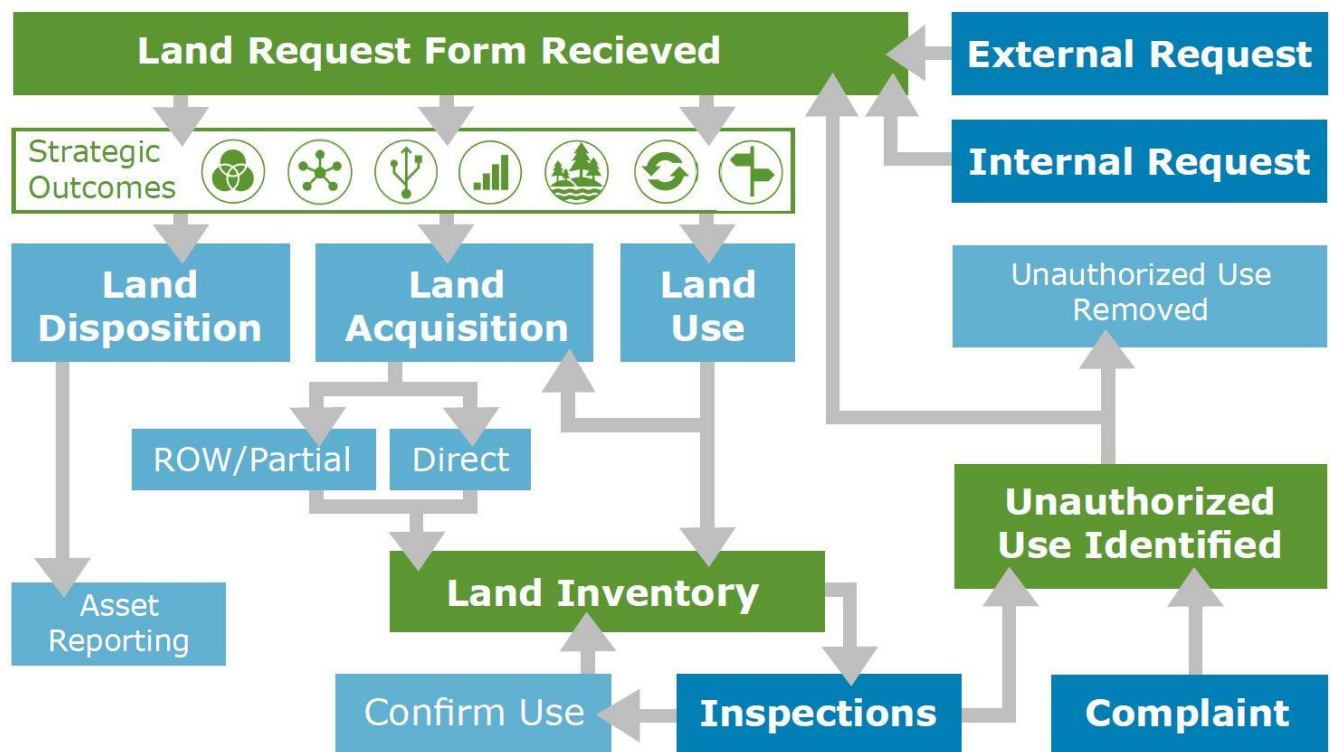
22	Pilot projects should be employed to promote the testing of innovative ideas in meeting land needs and use of land.
23	New and different methods of meeting land needs are to be considered each time land discussions occur.
24	Departments should research applying practices and lessons learned from regional partners and other municipalities.
25	Updates to Land Management Policies and this document shall be communicated to all impacted departments.
26	New funding strategies should be explored, which may include a portion of user fees at County owned facilities, land disposition, or budget surpluses.
27	The use of a capital budget program which provides immediately available funds for emergent needs should be explored.



5.0 OVERALL FRAMEWORK

The Municipal Land Framework discusses processes for the use, acquisition, and disposition of land, including processes related to the land inventory and unauthorized use. The process for Land Requests as described in Appendix A should be followed when a Land Request Form, outlined in Appendix B, is received. The following chart summarizes the processes that follow, which are elaborated upon in Sections 6, 7, and 8.

The green boxes indicate starting points in a process, while the dark blue boxes indicate points that provide an impetus for processes to begin. Light blue boxes and arrows indicate the high-level steps which may be taken in making a decision. Details descriptions of processes within the overall framework chart follow in the next three sections.



6.0 LAND USE

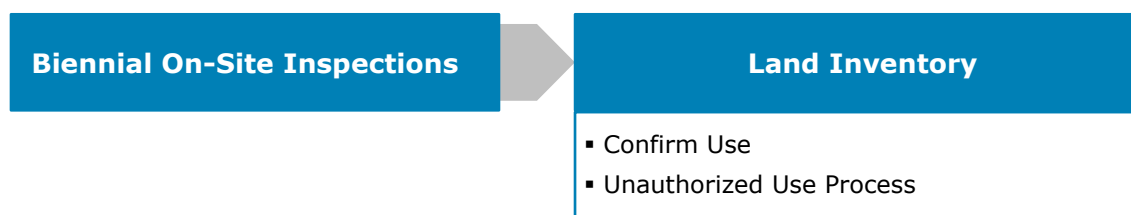
6.1 Introduction

A wide variety of land uses are required in Strathcona County, addressing the unique needs of both urban and rural residents. County Land may be used for community uses such as emergency services (i.e. fire halls, police stations), recreation centres, parks, and the preservation of agricultural heritage. It is also required for transportation and utility uses, including transit centres, roads, and utility service stations (i.e. recycle stations). County Hall and municipal offices are located on County Land as well. Due to this variety of competing uses for County Land, Strathcona County must be strategic about how the most appropriate land use is chosen. Many factors influence the suitability of land use, including budgetary restrictions, statutory plans and the Land Use Bylaw, and land status (such as environmental contamination and legal encroachments). The following section will help answer questions about the current inventory of County Land, how land use is to be determined, and the process for addressing unauthorized uses.

6.2 Land Inventory

A thorough understanding of the current County Land inventory is foundational to the Municipal Land Framework. At the time of creation of the Framework, there is a gap in understanding regarding the current land inventory. All titles for County Land are known, as included in Section 11, but an inventory of existing land uses on each of these titles is not up-to-date. An up-to-date land inventory should be completed and updated by Land Management Services. The following chart shows the Land Inventory Process.

County Land Inventory Process Diagram



The inventory can be analyzed to provide information on potential and existing land uses. In order to achieve this, Land Management Services will complete an on-site inspection of County Land every two years. The inspection will include the condition of the property, maintenance requirements for the current use, and any relevant information on easements and road right of ways. Any private unauthorized use found during on-site inspections will proceed through the Unauthorized Use process. If a County department is found to be using land in a manner that is not approved, a land use request should be submitted and go through the resolution process in order to consider the potential needs of all departments for that land prior to approval.

Annual reports regarding the land inventory will be provided to senior leadership. At the time of review for an application for a new land use, the land inventory will be key to understanding whether the request can be accommodated within existing County Land. Land Management Services will provide a report to the department making the request, identifying all pieces of existing land which may accommodate the request. If none are satisfactory, the process can continue to land acquisition. This ensures an efficient use of the existing land inventory before moving on to acquire new land.



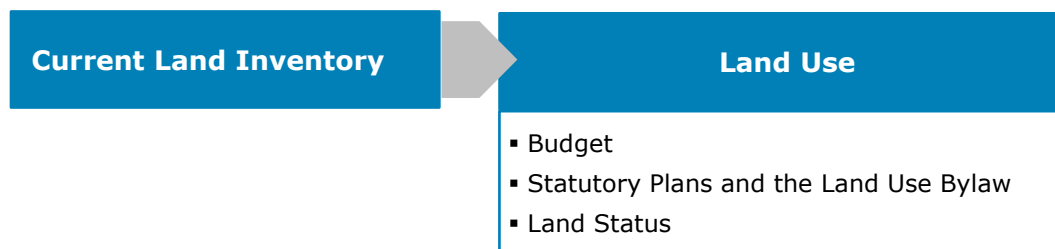
Policy

28	Land Management Services shall complete an on-site inspection of County Land every two years.
29	Land uses that have not been authorized by Land Management Services shall proceed through the Unauthorized Use of County Land process (for private uses) or through a land use request and resolution process (for County departments).

6.3 Determining Land Use

The chart below identifies the high-level process by which the County will determine the use of County Land. The land inventory will provide a basis of understanding for potential land uses, and decisions will be informed by the budget, statutory plans and the Land Use Bylaw, and land status.

County Land Use Process Diagram



6.3.1 Budget

Considerations

The multi-year budget process is used by Strathcona County in all budget and business planning processes. It is a proactive approach to managing and budgeting the County's resources based on the alignment of requests to strategic and corporate priorities. In relation to land use, the multi-year budget process is a key method to ensuring that County Land, a significant asset and resource, is used in ways which best align with departmental business plans and higher-level County strategic priorities. Each department will identify uses and functions which require land within their business plans.

Consultation with Land Management Services is required prior to the approval of business plans if a service or function that may result in a land need is identified, which provides opportunities to determine if there is a suitable site within the current inventory or if additional acquisition and budget may be required. Land use or land acquisition requests must be pre-approved in the County’s multi-year budget process before being considered.

Policy

30	Land use requests shall align with department business plans, using the multi-year budget process.
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Applicable Strategic Outcomes



Efficiency



Value



Consistency

6.3.2 Statutory Plans and the Land Use Bylaw

Considerations

Statutory plans include Area Structure Plans, Area Redevelopment Plans, Area Concept Plans, and the Municipal Development Plan. These plans direct the higher-level land use decisions for certain areas within Strathcona County. Any land use request should meet the regulations put forth in any applicable statutory plans. A plan amendment may be requested if the request does not align with a plan, but there must be a significant and justifiable reason for doing so. Statutory plans are created through community engagement processes and exist to ensure that land uses benefit the community as a whole.

When a request for a new land use is made, zoning and statutory plans in place must be reviewed to ensure the proposal is consistent with them. The purpose and intent of a statutory plan and its policies must be understood and compared against current best practices in order to determine whether an amendment to a statutory plan may be supported if it is required to facilitate a land use. If a land request requires a plan

amendment but Land Management Services and other departments to which the request is circulated find it to fit the community context, and if it aligns with the purpose and intent of the Municipal Development Plan, a statutory plan amendment may be considered.

Zoning provides clear lists of permitted and discretionary uses which may be developed on any parcel of land. Further development regulations provide parameters which will indicate whether the infrastructure (e.g. building size, parking) required for the function of a desired land use may be accommodated. Rezoning may be considered to facilitate a proposal where it is consistent with the applicable statutory plan. Determining support for discretionary uses will also be reviewed against the intent and purpose of the applicable statutory plan.

Policy

31	Rezoning of land may be used to facilitate land requests, provided it follows the applicable statutory plan.
32	Statutory plans shall be followed when determining the highest and best use of land.
33	The intent and purpose of a statutory plan should be understood, and compared against current best practices, prior to considering statutory plan amendments to facilitate a land use request.

Applicable Strategic Outcomes



Consistency



Adaptability



Community

6.3.3 Land Status

Considerations

Land status refers to the current legal, political, and environmental situation of a piece of land. To understand land status, Land Management Services will first review current agreements (i.e. leases, licenses), encroachments, and encumbrances on the

piece of land. A review of applicable legislation and policies affecting a piece of land should also be completed. The potential to change land status in order to accommodate a land use request lies in the length/strength of current legal agreements and the potential for changing land uses on and surrounding the site. These situations are site specific and will be evaluated distinctly for each case.

Land status also refers to current land use, other land requests for the piece of land, highest and best use considering the current land inventory, adjacent land use compatibility, and any political circumstances surrounding the land, such as ongoing Council discussions about its use. Land status further includes environmental sensitivity, contamination, and agricultural value considerations, which influence whether it is responsible to develop a requested land use on sensitive land.

Policy

34	A review of current land status shall be completed by the County.
35	The proposed land use is required to align with the land status of the intended parcel.
36	Consideration shall be given to the potential ease and ability of the land status to change to support the proposed land use when it is not currently aligned with the land status.

Applicable Strategic Outcomes



Adaptability



Value



Sustainability

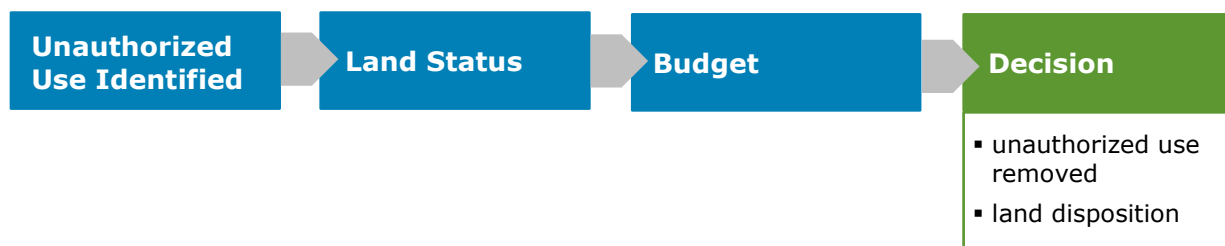


Conservation

6.4 Unauthorized Use

As the largest holder of land within Strathcona County and given the adjacent private development, County Land is often used by the public and businesses for purposes not permitted or approved by the County. The following section outlines the process for identifying and dealing with unauthorized land use.

Unauthorized Land Use Process Diagram



Considerations

If County Land is discovered as being used for purposes not approved by Land Management Services, the use is labelled unauthorized. Unauthorized use of County Land will be identified through public complaints or staff inspections. In order to verify the unauthorized use status, site inspections, site surveys, and other measures such as removal or restoration are required.

In order to remove the unauthorized use and provide enforcement services, some budget may be required. Land Management Services will take the lead on any action such as enforcement or cleanup. Following the removal of unauthorized use, the land can be added back into the land inventory for potential future land requests. This may include those conducting the unauthorized use putting in a formal request and going through the Land Use process in order to receive approval for the desired use. Internal County departments or external persons may be found to be engaging in unauthorized use. The process for addressing both situations will be the same.

The Unauthorized Use of County Property Bylaw, 8-2007, outlines the detailed procedure by which unauthorized use may be identified and removed.

Policy

37	Land Management Services shall address unauthorized use of County Land to ensure that it can be used to its highest and best use, in alignment with Bylaw 8-2007.
38	Budget for the enforcement and removal of unauthorized uses shall be addressed through County budget processes.

Applicable Strategic Outcomes



Efficiency



Value



Adaptability



Conservation





7.0 LAND ACQUISITION

7.1 Introduction

The County may acquire land for a variety of land uses to serve the community in various ways. Strathcona County typically acquires land either through dedication as a result of subdivision or by direct purchase. The *Municipal Government Act* provides that a subdivision authority may require the owner of a parcel of land that is the subject of a proposed subdivision to provide up to 10% of that land as Public Reserve Land, typically for schools, parks, recreation, and to separate areas of land that are used for different purposes. Alternatively, money in place of Public Reserve Land may be provided to the municipality. Public Utility Lots, which is land dedicated for roads and public utilities, and Environmental Reserve, which is land dedicated for environmental conservation, may also be dedicated by the developer on top of the 10% Public Reserve Land. Dedication of land is a significant means by which the County acquires land.

To avoid the restrictions on land uses from Public Reserve Land, the County can acquire land by direct purchase, for a specific purpose. Another method for acquisition is the donation of land from a private property owner. When managing County Land, it is important to understand existing land inventory, but land acquisition is also key to achieving strategic goals by continuing to grow capacity for County-provided services, facilities, and conservation.

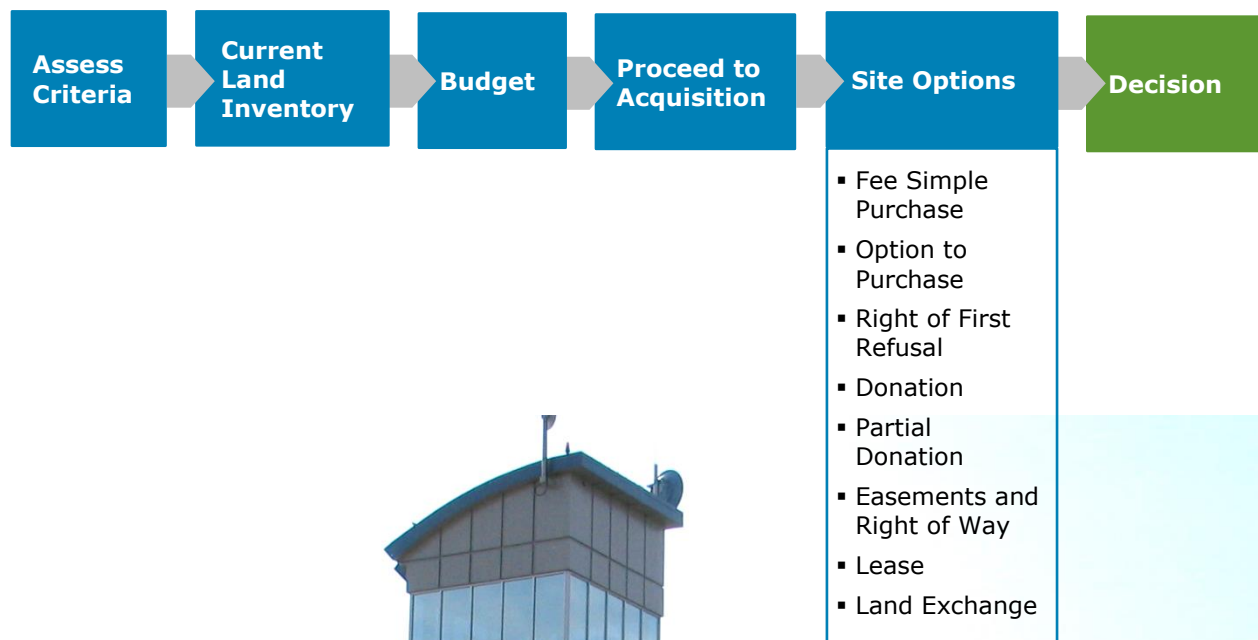
7.2 Land Inventory

Any land acquired through dedication or direct purchase will be added to the land inventory as discussed in Section 5.2. Any expenses associated with the acquisition must be reported, as directed by the Tangible Capital Assets Financial Reporting Policy (FIN-001-027). Costs which must be reported include purchase price, legal fees, survey costs, offsite levy cost (where applicable), and site preparation costs, among others.

7.3 Determining Land Acquisition

The acquisition of land to support the County and community needs can be achieved using various tools. The following sections identify tools which may be used by Land Management Services in order to meet land acquisition needs.

Land Acquisition Process Diagram



7.4 Fee Simple Land Acquisition

Fee simple land acquisition is the acquisition of land with all rights and responsibilities listed on title. The following elements describe the Land Acquisition Process to be used for fee simple land acquisition.

7.4.1 Assess Criteria

Considerations

When submitting a land use request, the department will provide criteria for the land needed for a particular function or use. Criteria may include the general location, size, potential function, and other requirements to ensure that the requested land use will be feasible. Although Land Management Services will attempt to find available land which meets all criteria, some flexibility may be required in order to ensure many options are considered. The land to be acquired must fit within plans included, reviewed and approved in the multi-year budget process.

Policy

39	All land acquisition requests shall be documented by completing a formal land acquisition request form which includes criteria for the qualities of the desired land.
40	Flexibility in criteria shall be permitted to ensure numerous options can be considered.

Applicable Strategic Outcomes



Efficiency



Value



Adaptability



Sustainability

7.4.2 Current Land Inventory

Considerations

Prior to turning to land acquisition, the criteria will be compared with the current land inventory to determine if any existing assets can be leveraged for the request.

Modifications to existing land, shared use opportunities, and other flexible solutions should be considered in order to use current assets to their highest and best use.

Policy

41	Land Management Services shall endeavour to utilize current County Land inventory first prior to proceeding to land acquisition.
42	A cost / benefit analysis should be completed to determine whether current operations and use on current County Land can be re-organized, modified, re-stacked, or new technologies employed prior to expanding onto a new parcel of land.
43	Consideration shall be given to sharing spaces with other departments currently operating on County Land, in order to use land efficiently and to its highest and best use.
44	Geographical context shall be considered, where the land need is directly related to providing access to facilities or services for County residents in a specific area.

Applicable Strategic Outcomes



Efficiency



Value



Adaptability



Sustainability

7.4.3 Budget

Considerations

In order to provide for the acquisition of land by direct purchase, budget must be available through departmental business plans, based on the multi-year planning and execution processes. Additionally, the County should explore the possibility of establishing a program as part of the annual capital budget which will ensure that funding for acquisition of properties are available for immediate or emergent needs. Land Management Services will provide a high level budget to assist the department in preparing their business plan. The Funding Strategy is discussed in full in Appendix C. In summary, the land acquisition process will require reserve funds intended specifically for the pre-approved list which can be readily accessed, to ensure that Land Management Services can act quickly to acquire a parcel of land when it becomes available if the need has been previously identified. This will ensure that land is purchased at fair market rates and borrowing is not required.

To facilitate this reserve of funds, as part of the budget process Council will pre-approve a list of Strategic Land Purposes by purpose or use rather than location. This will provide flexibility to Land Management Services while ensuring that the intentions of land acquisition align with the multi-year budget process. Annually, Council will be provided with a report detailing purchases made from the reserve, and a new list of Strategic Land Purchases will be pre-approved for the following year. This also requires an estimated dollar value of the reserve which should equal the estimated value of the pre-approved list.

In order to keep pace with growth, existing and new funding sources should be explored. This will allow the County to take advantage of land acquisition opportunities that may exist. Required funding could partially come from the disposition of land, user fees at County owned facilities such as recreation centres, golf courses, and allocated to top priorities through the annual budget.

Policy

45	The Financial and Strategic Management Division and Land Management Services shall collaborate to create a reserve account with an optimum balance specific to the strategic acquisition of land.
46	Departments shall review statutory plan and Land Use Bylaw amendment referrals and incorporate future land needs into departmental business plans as identified within these documents.
47	Departments shall request funds for land acquisition within their departmental business plans.
48	Explore funding strategies for land acquisition while considering all other corporate needs.

Applicable Strategic Outcomes



Efficiency



Value



Consistency



Adaptability



Sustainability

7.4.4 Proceed to Land Acquisition

Considerations

If no existing land within the Land Inventory will accommodate the requested land use, due to either location, size, or suitability, a land acquisition will be considered, subject to adequate budget. The Financial and Strategic Management Division will need to be involved, consulted, or collaborated with on any land acquisition matters. Land Management Services, along with the requesting department, will provide recommendations and take forward a report to Executive Team to seek formal approval. Executive Team will be the dispute resolution body in the case of conflict between departments. Council approval is required for all land acquisitions that are not part of a capital budget.

Policy

49	Land Management Services shall be responsible for determining whether, based on the criteria, current land inventory will meet the needs of the land request.
50	If a conflict arises between departments, the Executive Team shall be the dispute resolution body.

Applicable Strategic Outcomes



Efficiency



Consistency

7.4.5 Site Options

There are a variety of methods of land acquisition which may be considered. The cost, available funding, longevity, and flexibility of use would be used when considering which method to use.

- A. Fee Simple Purchase
- B. Option to Purchase
- C. Right of First Refusal
- D. Donation
- E. Partial Donation
- F. Easements and Right of Way
- G. Lease
- H. Land Exchange

Considerations

There are a variety of reasons these different methods of land acquisition may be chosen. For example, a lease may be preferable to an option to purchase if the intended use will not be permanent in the long term, and will be a more efficient use of tax dollars. Land status also impacts the preferable option for land acquisition – if the land is overly encumbered with legal encroachments or encumbrances, the ability to accommodate certain land uses may be limited. Zoning and statutory plans impact the preferable land acquisition method as well. If a property requires subdivision or rezoning in order to facilitate the requested use, ownership may be necessary.

Policy

51	Land Management Services shall determine the method of land acquisition to use based upon the requested use, current land status, available budget, and other contextual factors, with the aim of prioritizing efficiency and consistent decision making.
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Applicable Strategic Outcomes



Efficiency



Value



Consistency



Sustainability



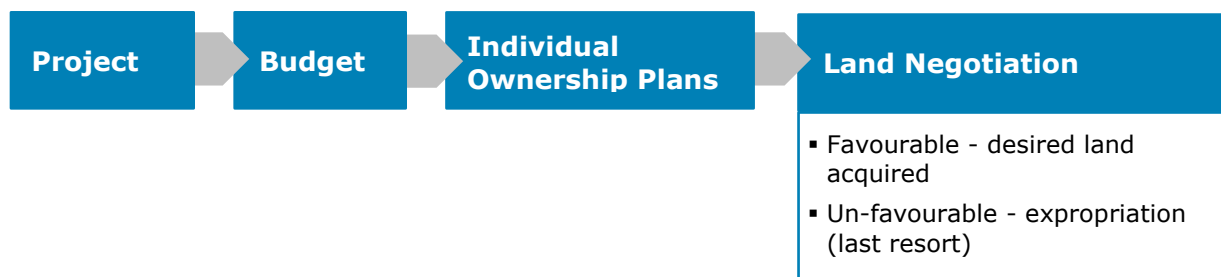
Conservation



7.5 Right-of-Way Land and Partial Land Acquisition

Rights-of-way and partial land acquisition occur when a strip of land rights is acquired for utility servicing, transportation, or other necessary County infrastructure.

Right-of-Way and Partial Land Acquisition Process Diagram



7.5.1 Project

Considerations

Some projects may require the use of land but not a full land acquisition process. A strip of land rights may be acquired to facilitate these uses, through a right-of-way acquisition or partial land acquisition. When a department identifies a project that requires right-of-way acquisition, they will arrange a meeting with Land Management Services to discuss land requirements, justification, and timing to complete the acquisition.

Policy

52	When a department identifies a project that requires right-of-way acquisition, they will arrange a meeting with Land Management Services to discuss land requirements, justification, and timing to complete the acquisition.
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Applicable Strategic Outcomes



Efficiency



Consistency

7.5.2 Budget

Considerations

A funding model must be determined to allow for right-of-way acquisitions. As with fee simple land acquisition, departments will identify right-of-way acquisitions and allocate high-level budgets within their department business plans as part of the multi-year budget process. Land Management Services will provide high level cost estimates to departments for inclusion into their budget submissions.

Policy

53	Right-of-way land acquisition shall be identified through department business plans, and funding will be determined using the multi-year budget process.
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Applicable Strategic Outcomes



7.5.3 Individual Ownership Plans

Considerations

Individual Ownership Plans are plans that outline the land requirements from private property. When determining the land to be acquired for identified projects, Individual Ownership Plans and preliminary engineering drawings must be provided to ensure that the requirements are clearly identified.

Policy

54	Departments shall provide Individual Ownership Plans and preliminary engineering drawings which detail the required right-of-way or partial land acquisition.
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Applicable Strategic Outcomes



Efficiency



Consistency



Community

7.5.4 Land Negotiation

Considerations

Land identified as needed for right-of-way will be negotiated with the landowner. Ideally, negotiation will lead to a solution that is satisfactory to both the County and landowner. If negotiations are unsuccessful, expropriation, subject to approval by Council, may be used to secure the right of way.

Policy

55	Negotiations with landowners to obtain right-of-way shall be utilized prior to expropriation, which may be used only as a last resort.
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Applicable Strategic Outcomes



Adaptability



Consistency



Community



8.0 LAND DISPOSITION

8.1 Introduction

Land disposition is the process by which the County removes land that is no longer needed from the land inventory, as identified annually. The *Municipal Government Act* allows the County to dispose of land and provides the process for a disposition. Land designated Environmental Reserve, Municipal Reserve, and Public Utility Lot must follow existing statutory documents.

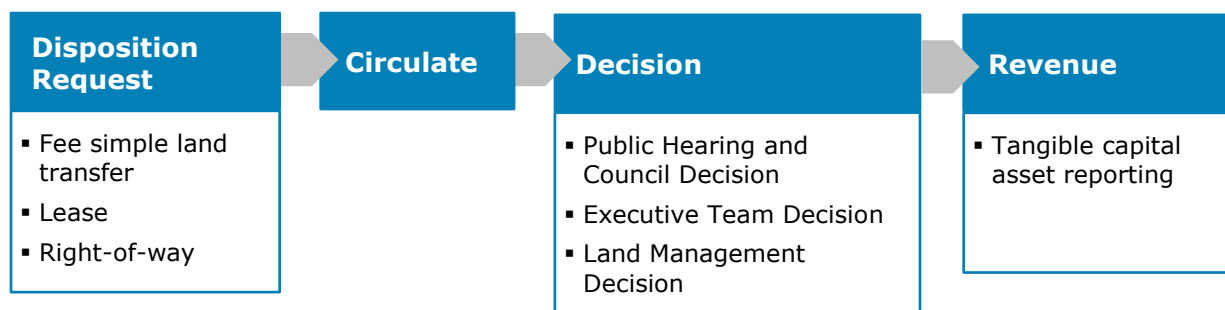
8.2 Land Inventory

Any land which is disposed of will be removed from the up-to-date land inventory, as discussed in Section 5.2. Annual reports to Council will identify surplus land which may be disposed of if no alternative use is found. Any revenue generated from disposition will be reported, as per the Tangible Capital Assets Financial Reporting Policy (FIN-001-027).

8.3 Determining Land Disposition

The land disposition process begins with a disposition request, which may include a fee simple land transfer, end of a lease, or no longer needing a right-of-way. The request may come internally or from the public and will be circulated by Land Management Services to impacted departments to seek their input on the disposition. Depending on the type of disposition, the decision will either be made by Council following a public hearing, by the Executive Team, or by Land Management Services. If revenue is gained as a result of the disposition, it will be reported.

Land Disposition Process Diagram



8.3.1 Disposition Request

Considerations

Potential future land uses should be considered before disposing of any County owned land. The policy recognizes that disposition requests can come from a variety of sources but before being executed must be reviewed to ensure that dispositions are consistent with strategic plans and statutory documents. For example, the policy on Land Management (SER-012-011) states that where possible, municipally held land that is not being used for municipal purposes shall be leased or licensed for private party utilization, and it also states that where feasible, held lands shall foster agricultural utilization. Disposition requests can come from internal clients, external request to purchase land, and/or the end of life of a County owned facility.

Policy

56	All disposition requests shall be documented by filling out a formal land disposition request form to Land Management Services.
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Applicable Strategic Outcomes



Efficiency



Consistency

8.3.2 Circulate

Considerations

Disposition requests may be internal or external. Land Management Services will assess requests prior to circulation. The purpose of circulation is to determine if there are any other corporate or departmental needs identified for the land. The circulation will include land status, zoning, and any other relevant information to assist departments with decision making. This circulation process will follow the process for Land Requests as described in Appendix A.

Policy

57	Land Management Services shall assess land disposition requests and shall circulate requests to all relevant departments.
58	If a department identifies a need for the land, discussions with all relevant department shall occur with the goal of a mutually agreed upon solution.

Applicable Strategic Outcomes



Efficiency



Consistency



Sustainability



Conservation

8.3.3 Decision

Considerations

A circulation of disposition requests amongst departments provides the opportunity to identify best value and use for land assets of the County. In the case of Public Reserve Land, a public hearing and Council decision is required.

When considering the appropriate method of disposition, Land Management Services will take into account market forces and the opportunity costs of holding onto land compared to selling in a given market condition. The long term value of land will be considered, in order to ensure that the highest and best use for land is achieved. In certain situations, disposition may allow for the highest and best use if the greatest community benefit comes from private development rather than County ownership.

Policy

59	The decision making body for land disposition shall be determined by Land Management Services based on applicable legislation and Land Management policies.
60	If a conflict arises between departments, Executive Team shall be the dispute resolution body.

Applicable Strategic Outcomes



Efficiency



Consistency



Value

8.3.4 Revenue

Considerations

When disposition of land occurs from the Land Inventory, the County will attempt to receive fair market value. Generally, revenue generated from land disposition should be allocated to a reserve for future land acquisition as a funding source. This will help to minimize the need for borrowing and contribute to the economic sustainability of land management operations.

For Public Reserve Land, disposition must be done in accordance with the *Municipal Government Act*. As per the policy Land Management (SER-012-011), if the Public Reserve Land designation is removed, and the land is intended for municipal purposes or is transferred to the General Land Inventory, the funds shall be paid from the General Land Reserve to the Public Reserve Trust.

Tangible Asset Reporting is required for the disposition of land, in accordance with the Tangible Capital Assets Financial Reporting (FIN-001-027).

Policy

61	Revenue generated from land disposition should be allocated to a reserve for future land acquisition requirements to minimize the need for borrowing.
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Applicable Strategic Outcomes



Efficiency



Adaptability



Sustainability



9.0 IMPLEMENTATION

The review and decision-making process will be coordinated by Land Management Services who will be the central point of contact for all matters associated with the management of County Land including use, acquisition, and disposition of land. These processes should focus on being timely, transparent, and strategic.

In order to keep the review process timely, the process incorporates deadlines that must be maintained to be fair to all requests. The circulation process encourages collaboration between departments to find efficiencies for land use.

The same process is used for internal and external land use requests, which removes pressure on external facing departments to decide on requests from the public and allows the County to make the best decision corporately for land use. A consistent form is used in the land use request to generate data and information to provide informed decisions.

These policies have been designed to provide a clear, consistent decision-making process which increases transparency among County departments and to the public with respect to decisions about the use, acquisition, and disposition of land. Land Management Services has the authority to address decision making pertaining to land within the approved policy and strategies.

The funding to support the implementation of the Municipal Land Framework will be secured as described in Appendix C – Funding Strategy.



10.0 DEFINITIONS

County Land: Refers to any lands owned by Strathcona County.

Donation: A voluntary transfer of land with no terms or conditions imposed on the recipient other than the program or initiative that it is to be used for. This excludes land associated with donated or contributed assets as defined in the Tangible Capital Assets Financial Reporting Policy (FIN-001-027).

Environmental Reserve: Means the definition given by the *Municipal Government Act* summarized as lands dedicated to the municipality for the protection and enhancement of the environment.

Easement/Right of Way: A legal document where land is required for an easement or a purpose incidental to the undertaking for which a right-of-way is required.

Ecosystem Services: Benefits people obtain from ecosystems. These include provisioning services such as food and water; regulating services such as regulation of floods, drought, land degradation, and disease; supporting services such as soil formation and nutrient cycling; and cultural services such as recreational, spiritual, religious and other non-material benefits.

Expropriation: Means the definition by the *Expropriation Act* summarized as the taking of land by an expropriating authority under an enactment without the consent of the owner, not including the exercise by the government of any interest, right, privilege or title referred to in the *Land Act*.

Facility: A facility that is owned or controlled by the County that is used for municipal purposes, recreation, or a social facility site.

Fee Simple Purchase: The acquisition of land with all rights and responsibilities listed on title.

General Land Inventory: All lands, or interest in lands, that are held by the County, with the exception of Public Reserve Lands.

Highest and Best Use: The reasonably probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and results in the highest value¹. The four criteria the highest and best use must meet are legal permissibility, physical possibility, financial feasibility, and maximum productivity.

Individual Ownership Plans: Plans that outline the land requirements from private property.

Land Exchange: Any transaction other than a sale that transfers land between public or private parties.

Land Use Bylaw: Means the definition given by the *Municipal Government Act*, summarized as a bylaw which may prohibit or regulate and control the use and development of land and buildings in a municipality.

Lease: Exclusive right to occupy land or facility.

Legacy Lands: All lands, or interest in lands, that are held or acquired by the County specifically to conserve their natural value and essential biological diversity and to be managed for long-term protection.

License: Non-exclusive right to occupy land or facility.

Municipal Government Act: Legislation created by the Government of Alberta which empowers municipalities in the Province of Alberta to shape their communities and regulates how municipalities must operate.

¹ The Appraisal of Real Estate, Second Canadian Edition, The Appraisal Institute of Canada (2002).

Municipal Development Plan: The statutory document required as per the Municipal Government Act, which sets out the guidelines for orderly growth and development in the County over the next 20 years and beyond, and provides a comprehensive long-term land use policy framework within which present and projected growth and development may take place.

Municipal Reserve: Means the definition given by the *Municipal Government Act* summarized as lands that may be used for a public park, a public recreation area, school board purposes or to separate areas of land that are used for different purposes.

Option to Purchase: An exclusive right to purchase land, typically at a predetermined purchase price and valid for a specified term.

Public Reserve Land: All land that is specified as municipal reserve, school reserve, municipal and school reserve, or environmental reserve, as set out in *MGA*, and all land acquired and owned by the County where the acquisition was funded by the Public Reserve Trust Account.

Public Reserve Trust Account: The funds or accounts that are used to acquire Public Reserve Lands.

Statutory Plan: Means the definition given by the *Municipal Government Act* summarized as an intermunicipal development plan, a municipal development plan, an area structure plan and an area redevelopment plan.

Sustainability: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This includes consideration of economic, social, and environmental value.


Unauthorized Use: The use of County Land, through the construction, storing, landscaping, erecting, placing, or removal of anything on, in, under, or over County Land, without the written approval of the County.

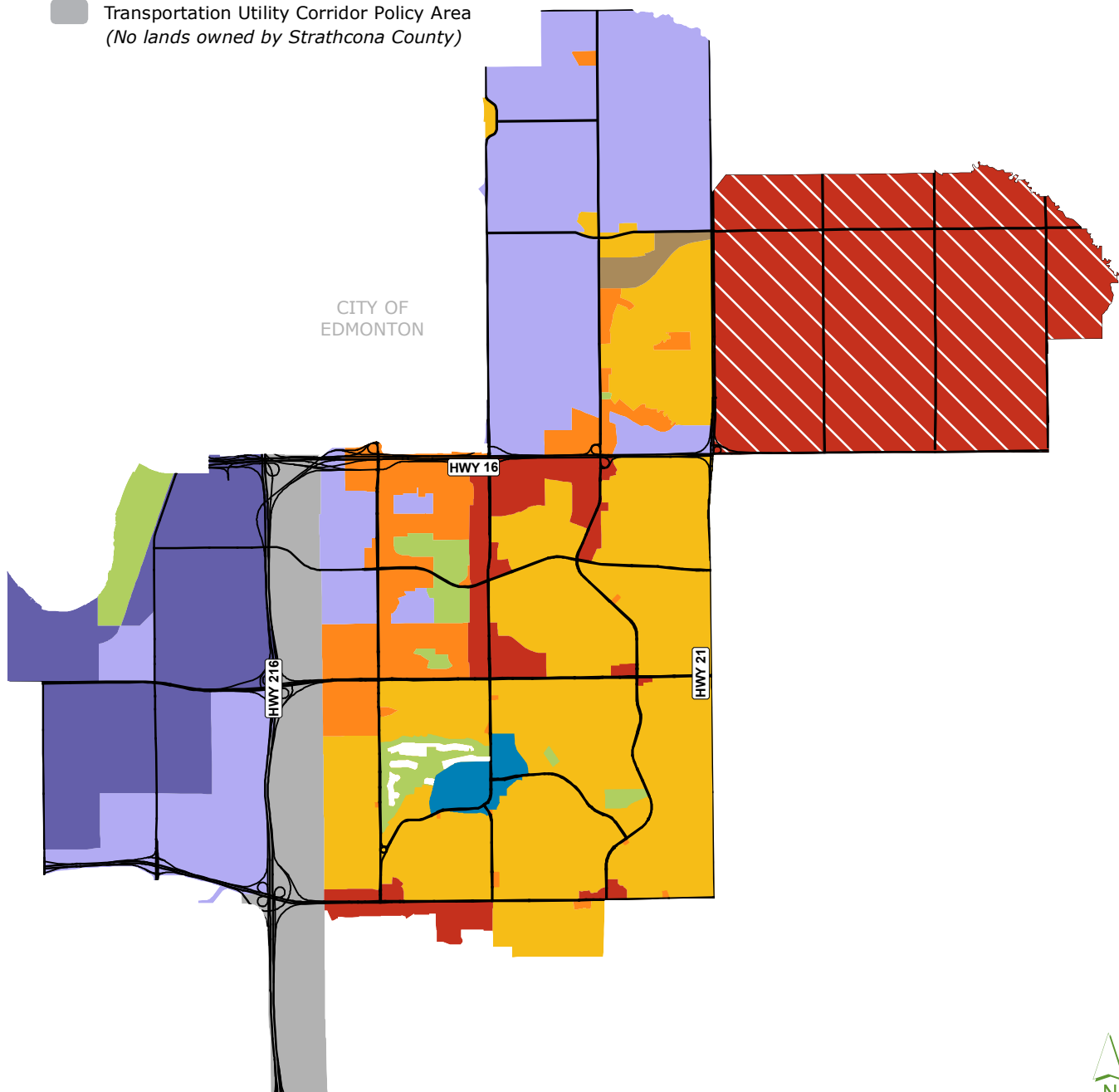
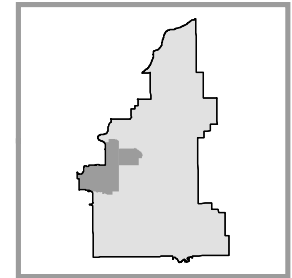


11.0 MAPS

The following set of maps shows the current inventory of County Land, including Municipal Reserve, Environmental Reserve, Public Utility Lots, and other County Land. Land area for each of these designations, broken down by policy area, are provided in hectares. Maps 1 through 10 show policy areas within the Urban Service Area, while maps 13 through 18 show policy areas within the Rural Service Area.

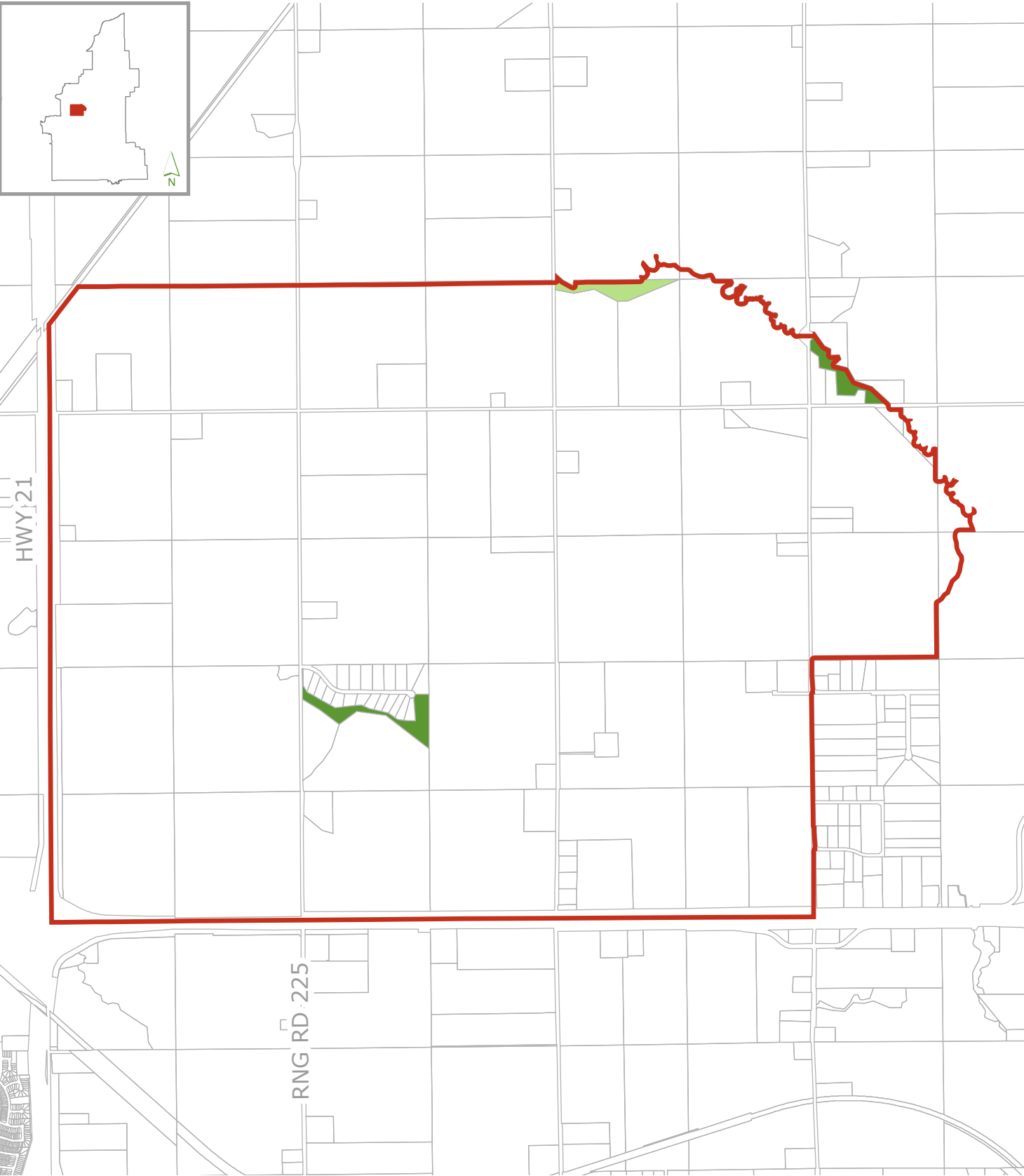
MAP 1: MUNICIPAL DEVELOPMENT PLAN 20-2017 -URBAN SERVICE AREA-

- MAP 2:  Urban Service Area - Bremner
- MAP 3:  Commercial Policy Area
- MAP 4:  Compact Development Policy Area
- MAP 5:  Heavy Industrial Policy Area
- MAP 6:  Light/Medium Industrial Policy Area
- MAP 7:  Major Public Service Policy Area
- MAP 8:  Residential Policy Area
- MAP 9:  Sherwood Park Urban Reserve Policy Area
- MAP 10:  Urban Centre Policy Area
-  Transportation Utility Corridor Policy Area
(No lands owned by Strathcona County)



MAP 2: URBAN SERVICE AREA - BREMNER

Land Area (±ha)	MR	ER	PUL	COUNTY
Urban Services Area - Bremner	12.76	9.84	0.00	0.00



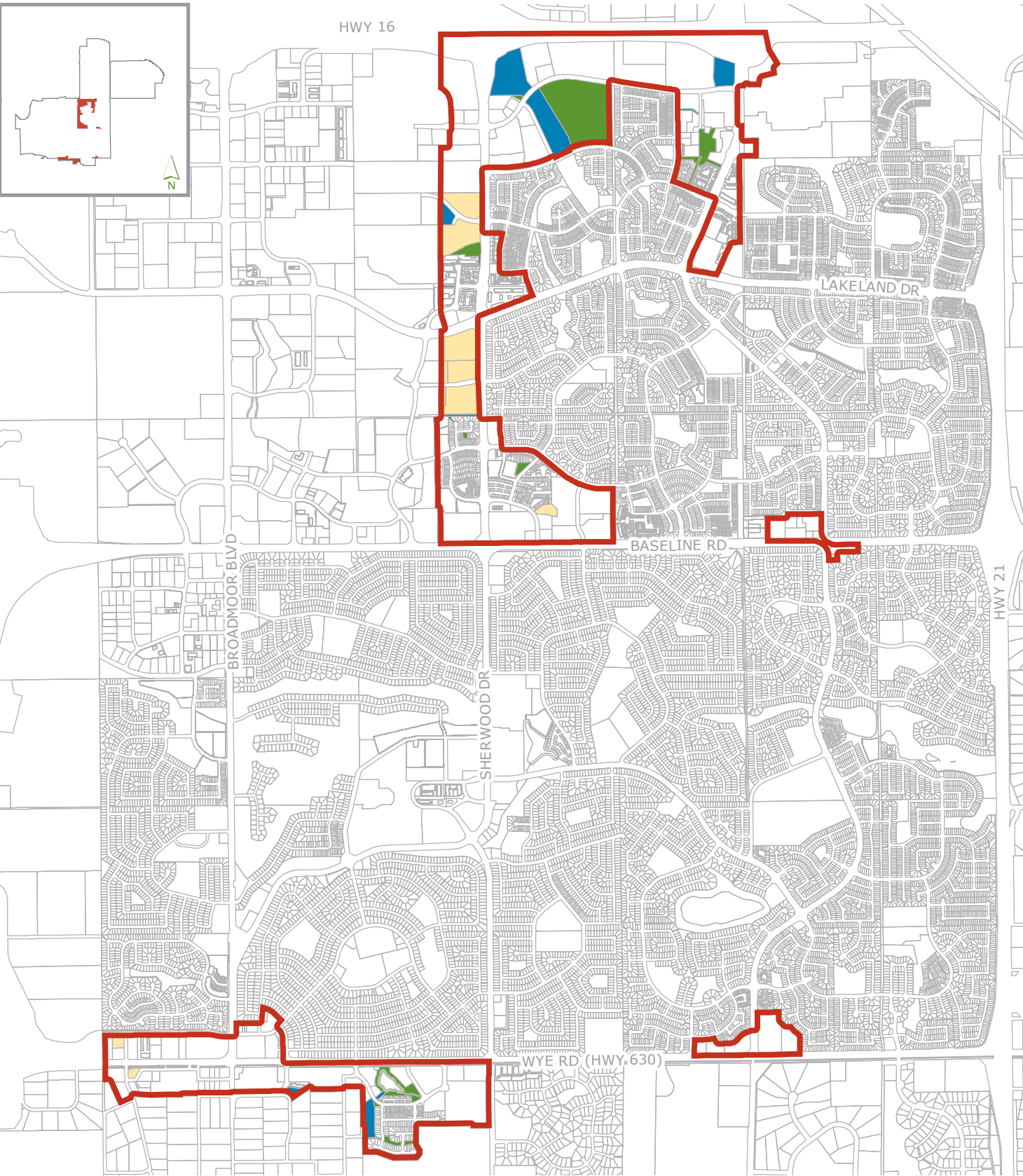
MAP 3: COMMERCIAL POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Commercial Policy Area	8.28	3.47	18.08	28.68



MAP 4: COMPACT DEVELOPMENT POLICY AREA

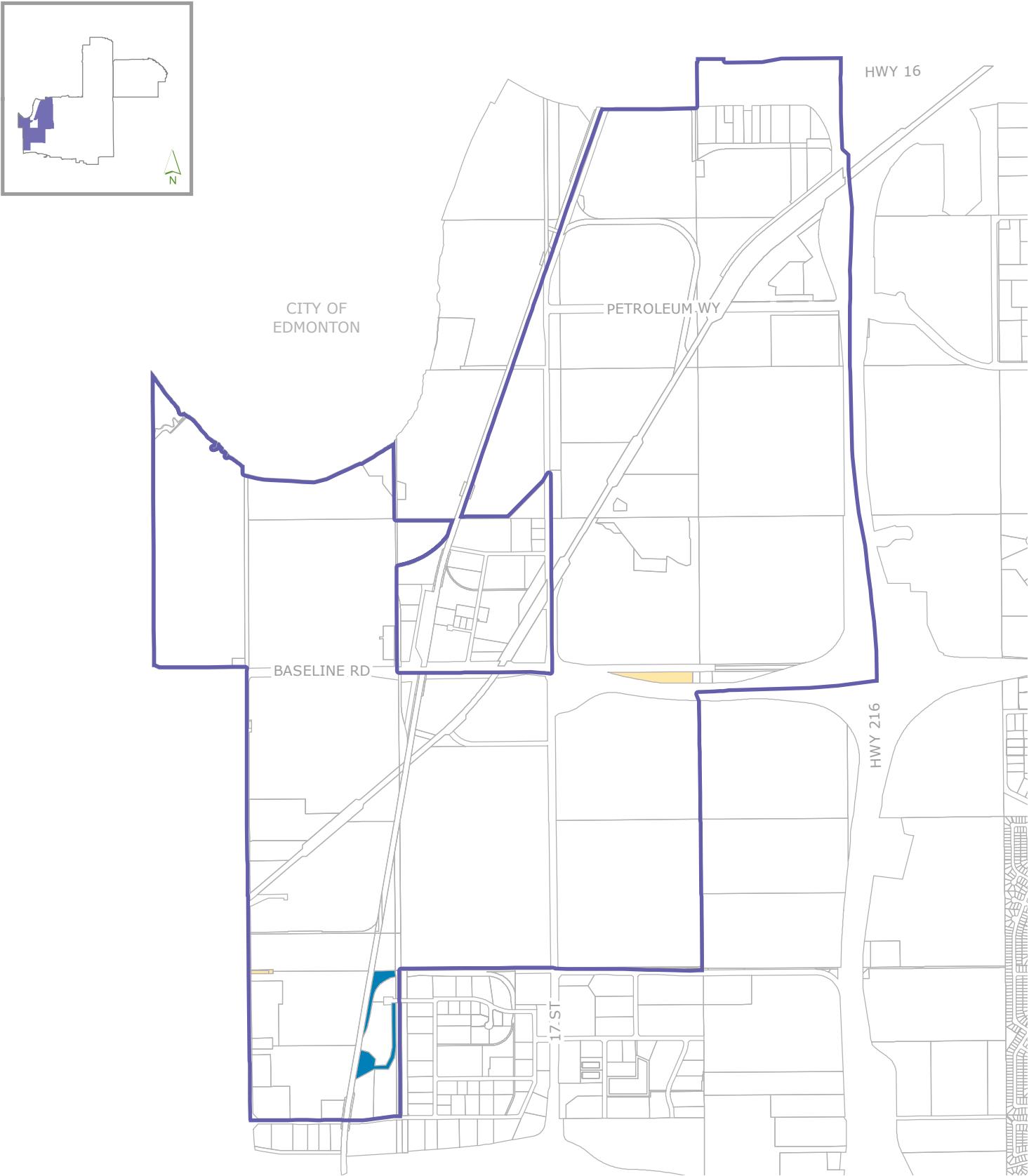
Land Area (±ha)	MR	ER	PUL	COUNTY
Compact Development Policy Area	27.17	0.58	26.60	41.78



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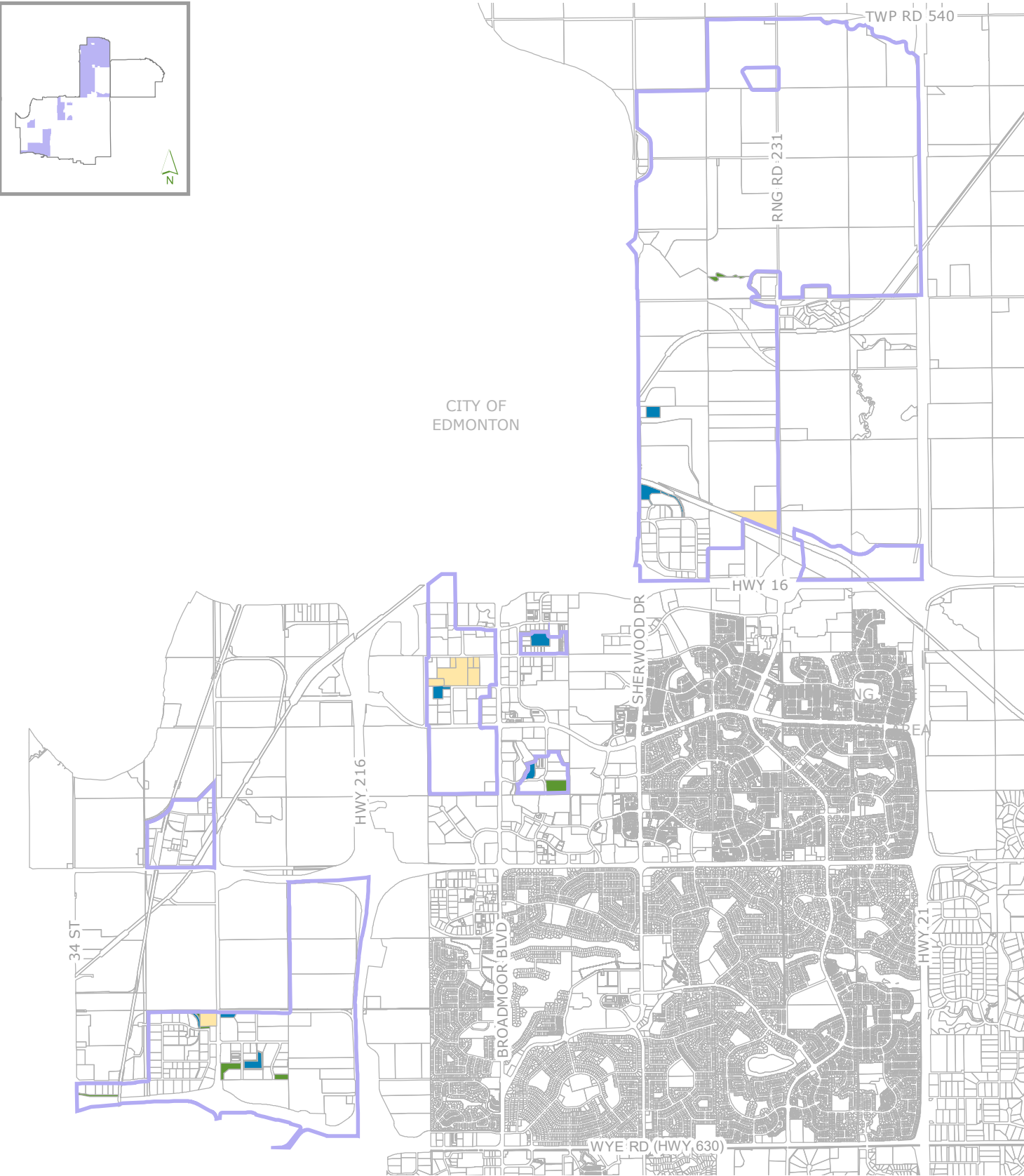
MAP 5: HEAVY INDUSTRIAL POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Heavy Industrial Policy Area	0.16	0.00	3.16	2.94



MAP 6: LIGHT/MEDIUM INDUSTRIAL POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Light/Medium Industrial Policy Area	13.09	0.00	19.68	26.28



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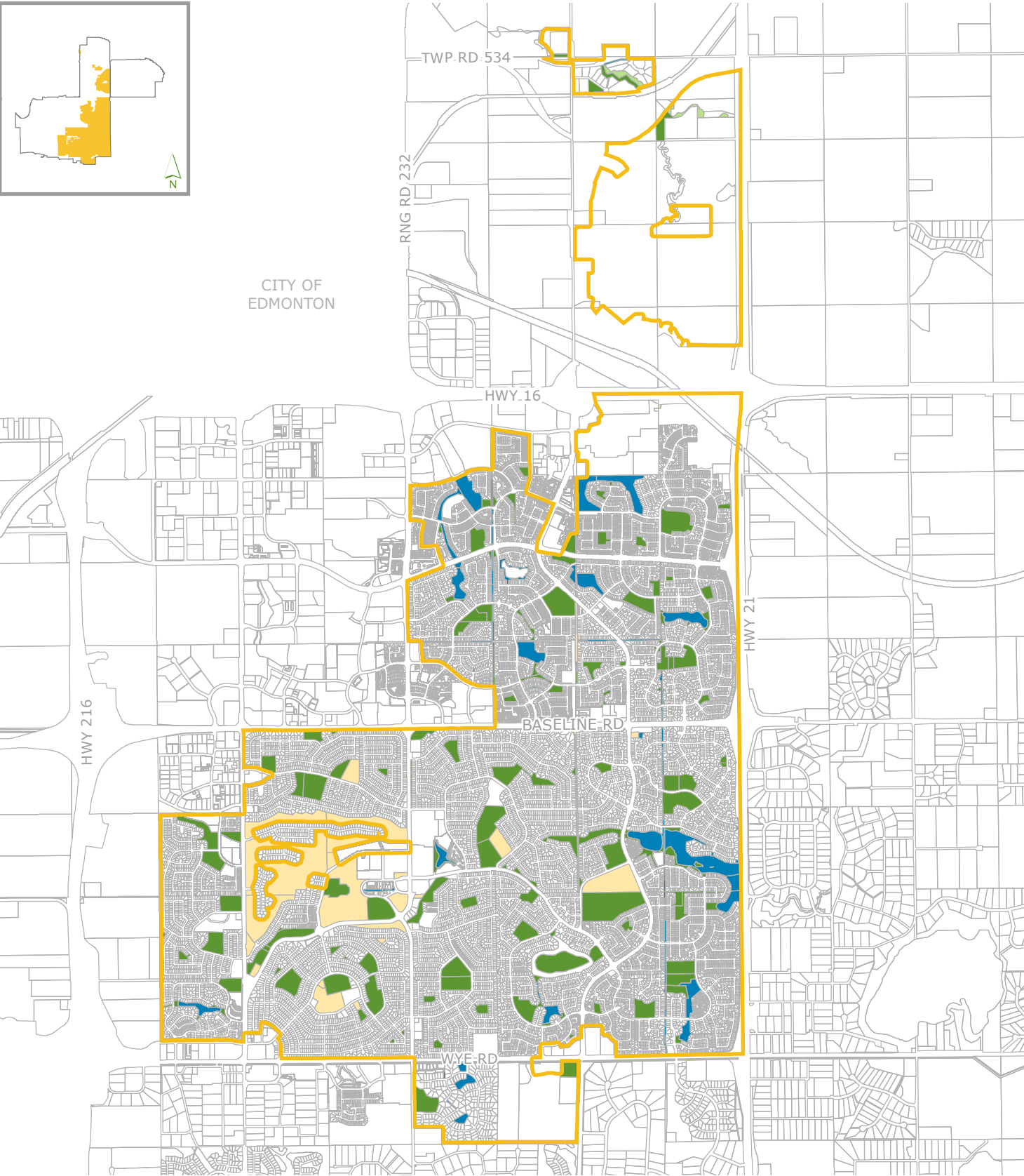
MAP 7: MAJOR PUBLIC SERVICE POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Major Public Service Policy Area	30.90	0.00	1.74	146.35



MAP 8: RESIDENTIAL POLICY AREA

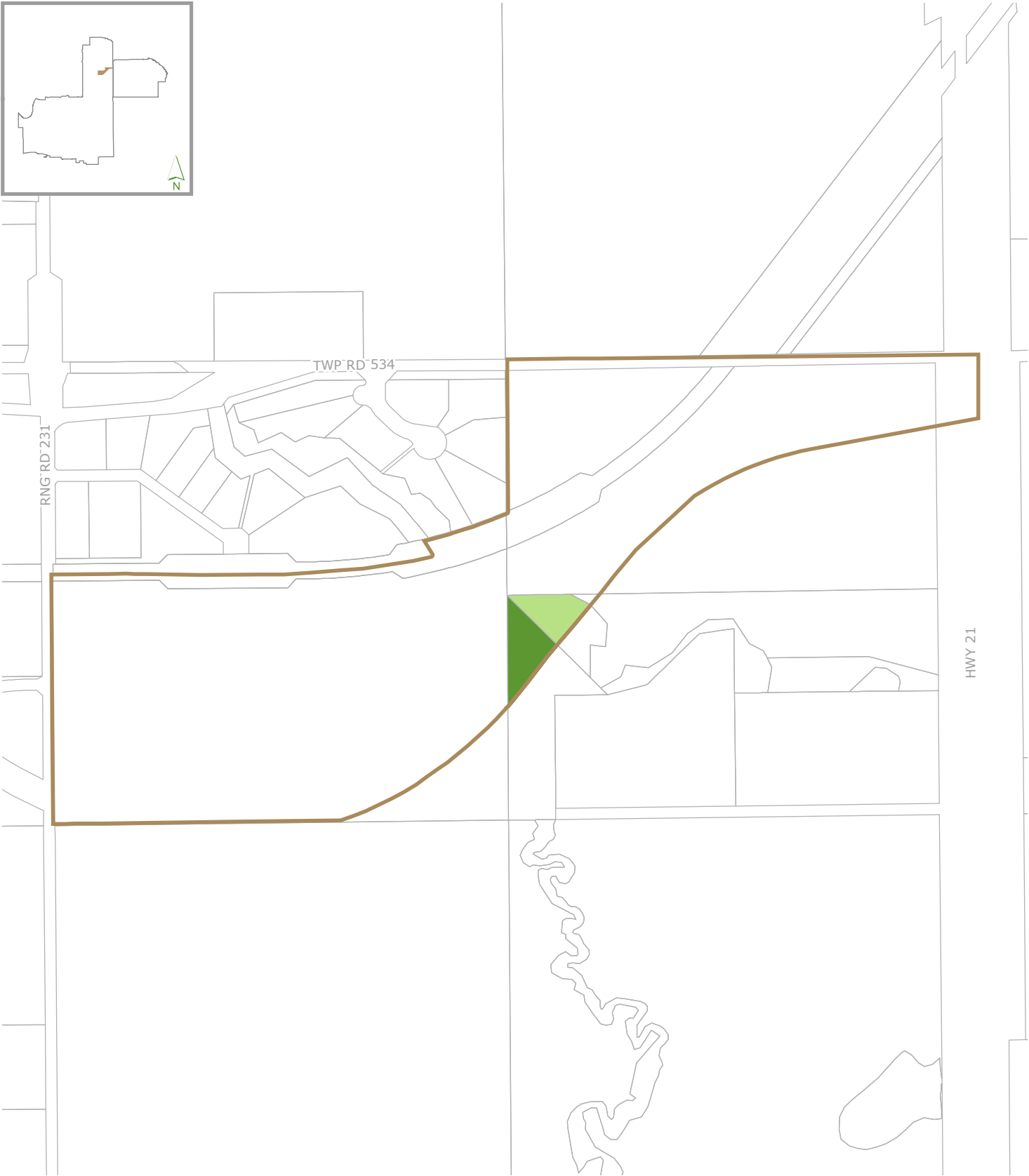
Land Area (±ha)	MR	ER	PUL	COUNTY
Residential Policy Area	249.24	1.36	92.28	121.29



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MAP 9: SHERWOOD PARK URBAN RESERVE POLICY AREA

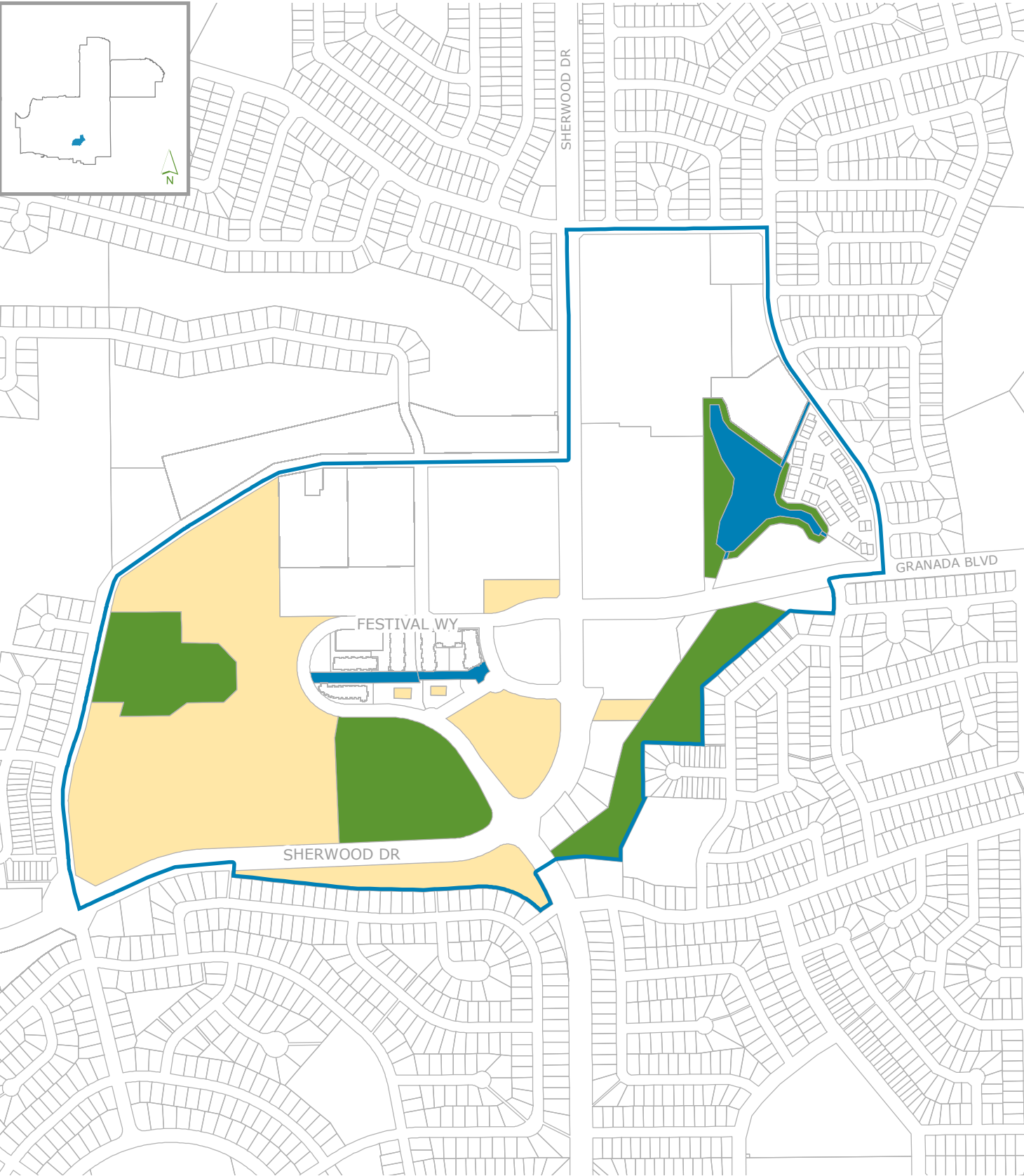
Land Area (±ha)	MR	ER	PUL	COUNTY
Sherwood Park Urban Reserve Policy Area	3.45	1.24	0.00	0.00



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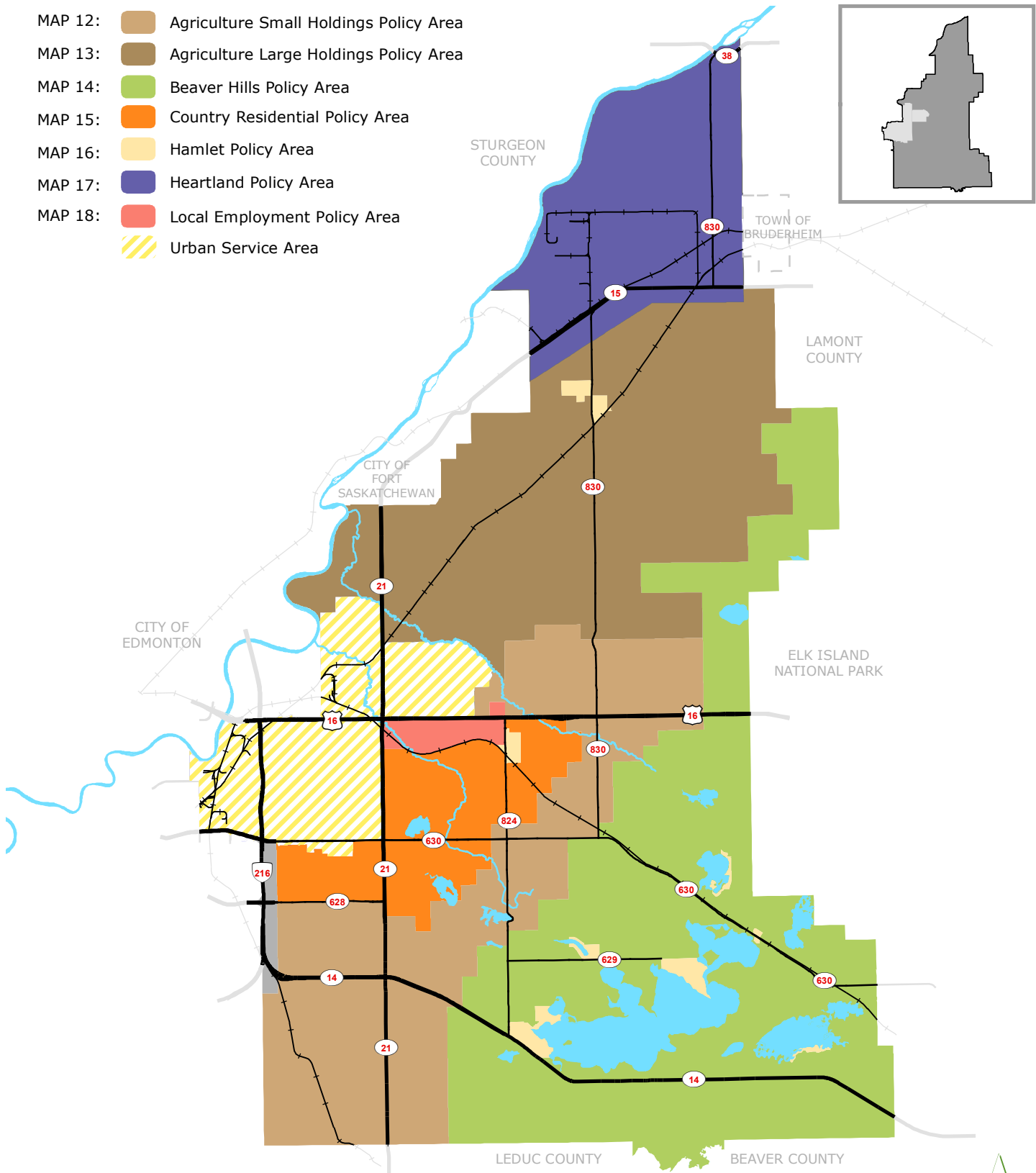
MAP 10: URBAN CENTRE POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Urban Centre Policy Area	13.91	0.00	2.41	24.51



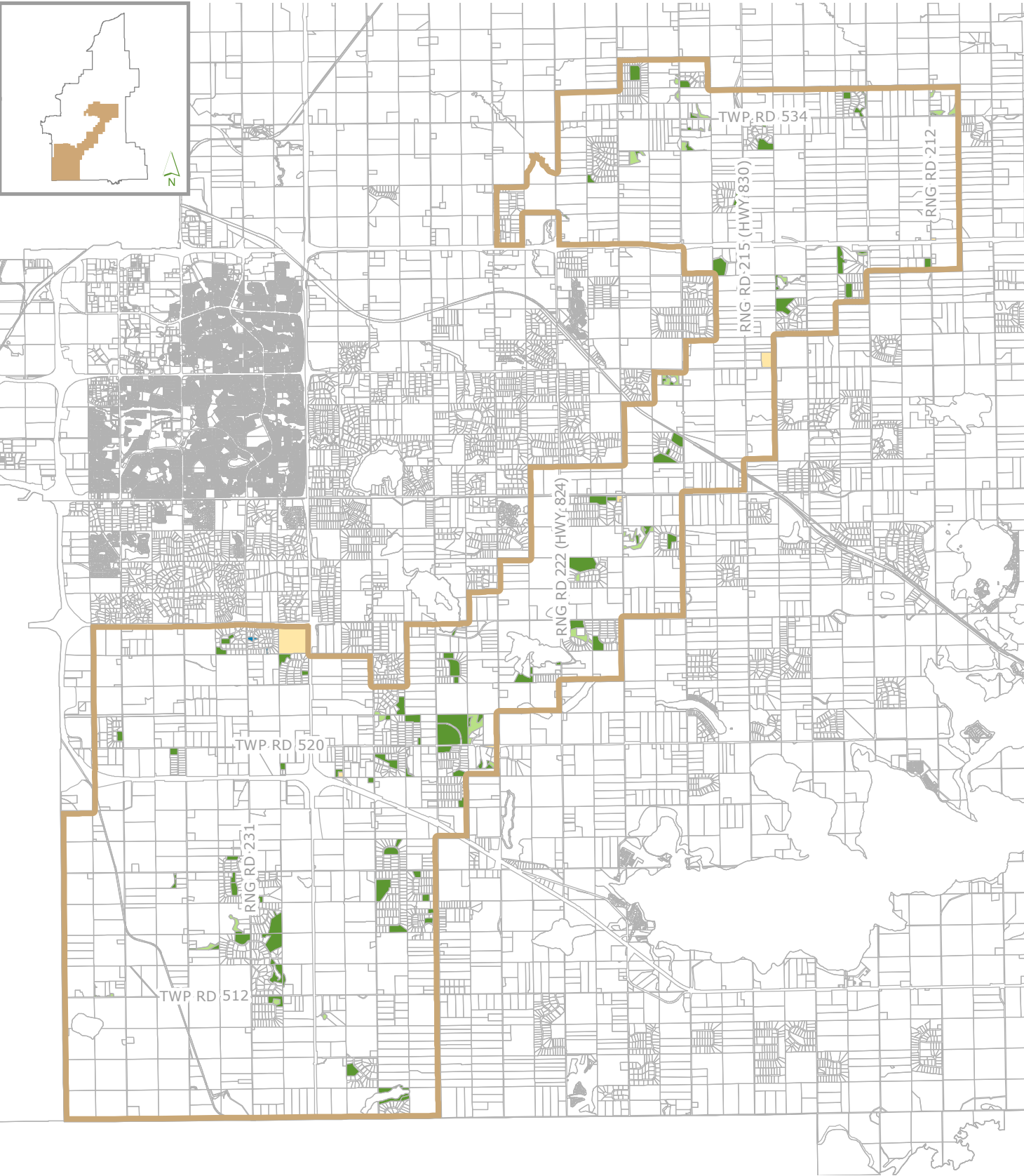
MAP 11: MUNICIPAL DEVELOPMENT PLAN 20-2017 -RURAL SERVICE AREA-

- MAP 12:  Agriculture Small Holdings Policy Area
- MAP 13:  Agriculture Large Holdings Policy Area
- MAP 14:  Beaver Hills Policy Area
- MAP 15:  Country Residential Policy Area
- MAP 16:  Hamlet Policy Area
- MAP 17:  Heartland Policy Area
- MAP 18:  Local Employment Policy Area
-  Urban Service Area



MAP 12: AGRICULTURE SMALL HOLDINGS POLICY AREA

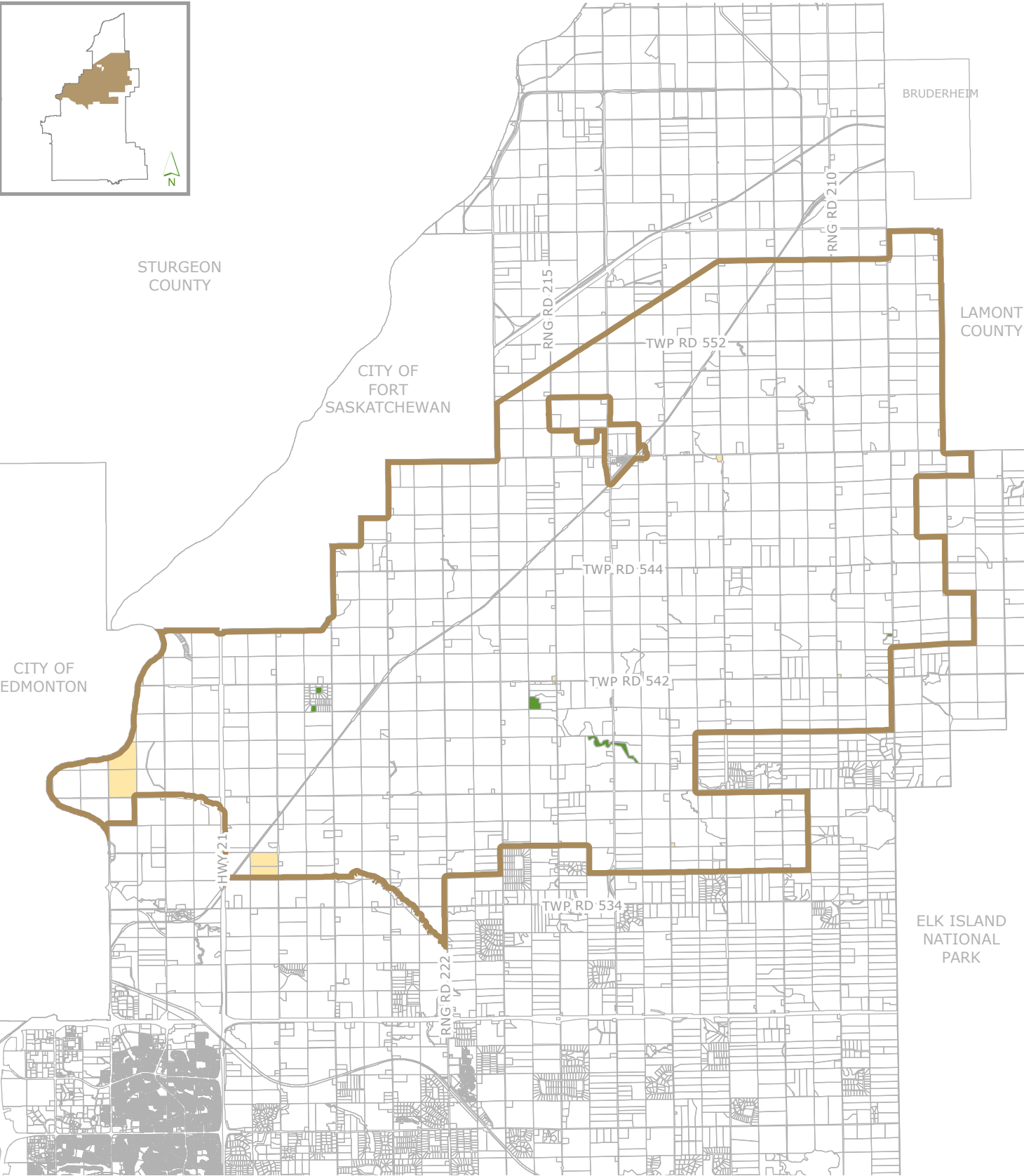
Land Area (±ha)	MR	ER	PUL	COUNTY
Agriculture Small Holdings Policy Area	639.62	117.22	3.76	146.61



Strathcona County does not guarantee the currency, completeness or accuracy of this map and it is provided without warranty or condition of any kind. Please contact Planning and Development Services for original plans.

MAP 13: AGRICULTURE LARGE HOLDINGS POLICY AREA

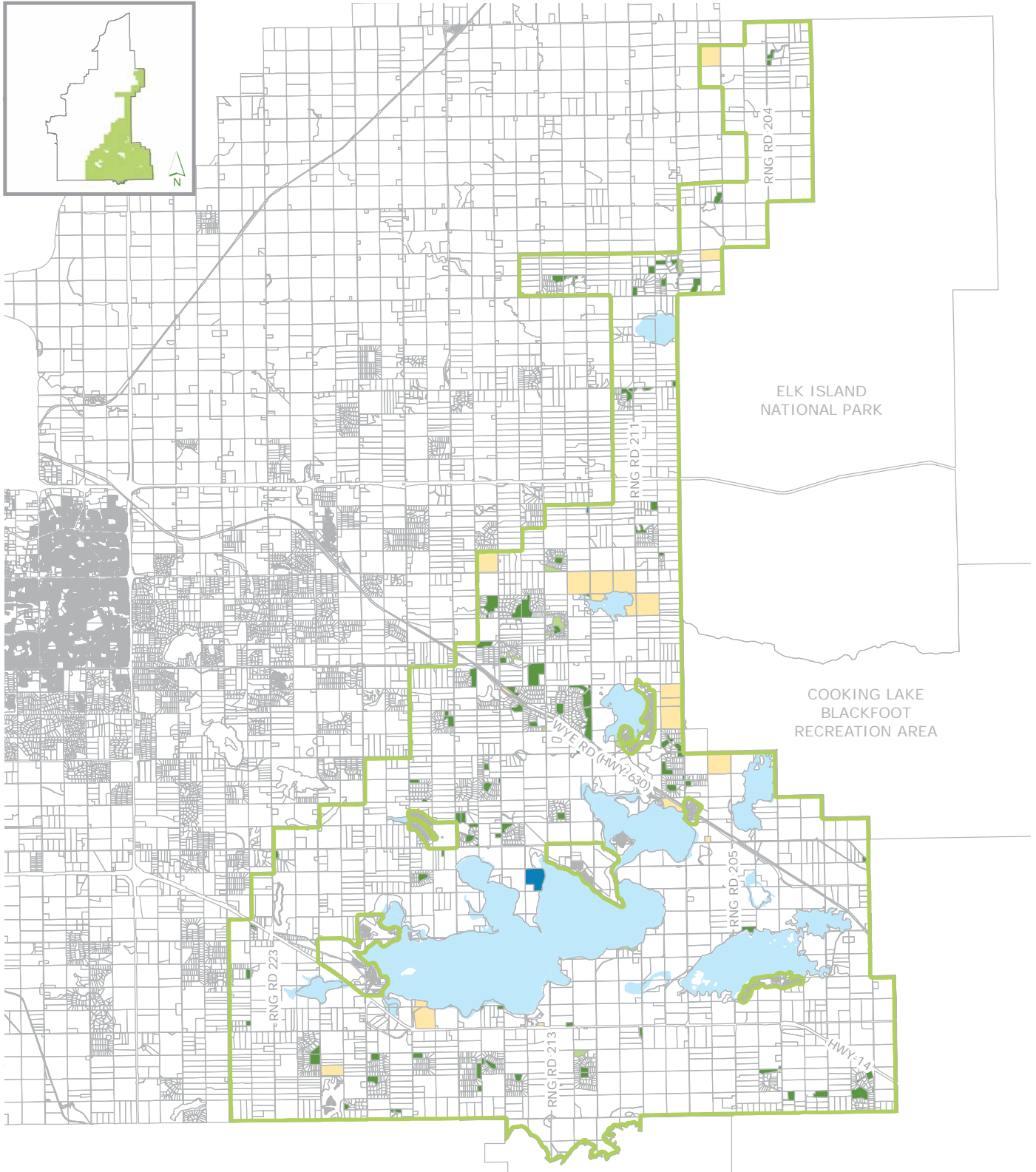
Land Area (±ha)	MR	ER	PUL	COUNTY
Agriculture Large Holdings Policy Area	45.87	16.89	15.30	375.59



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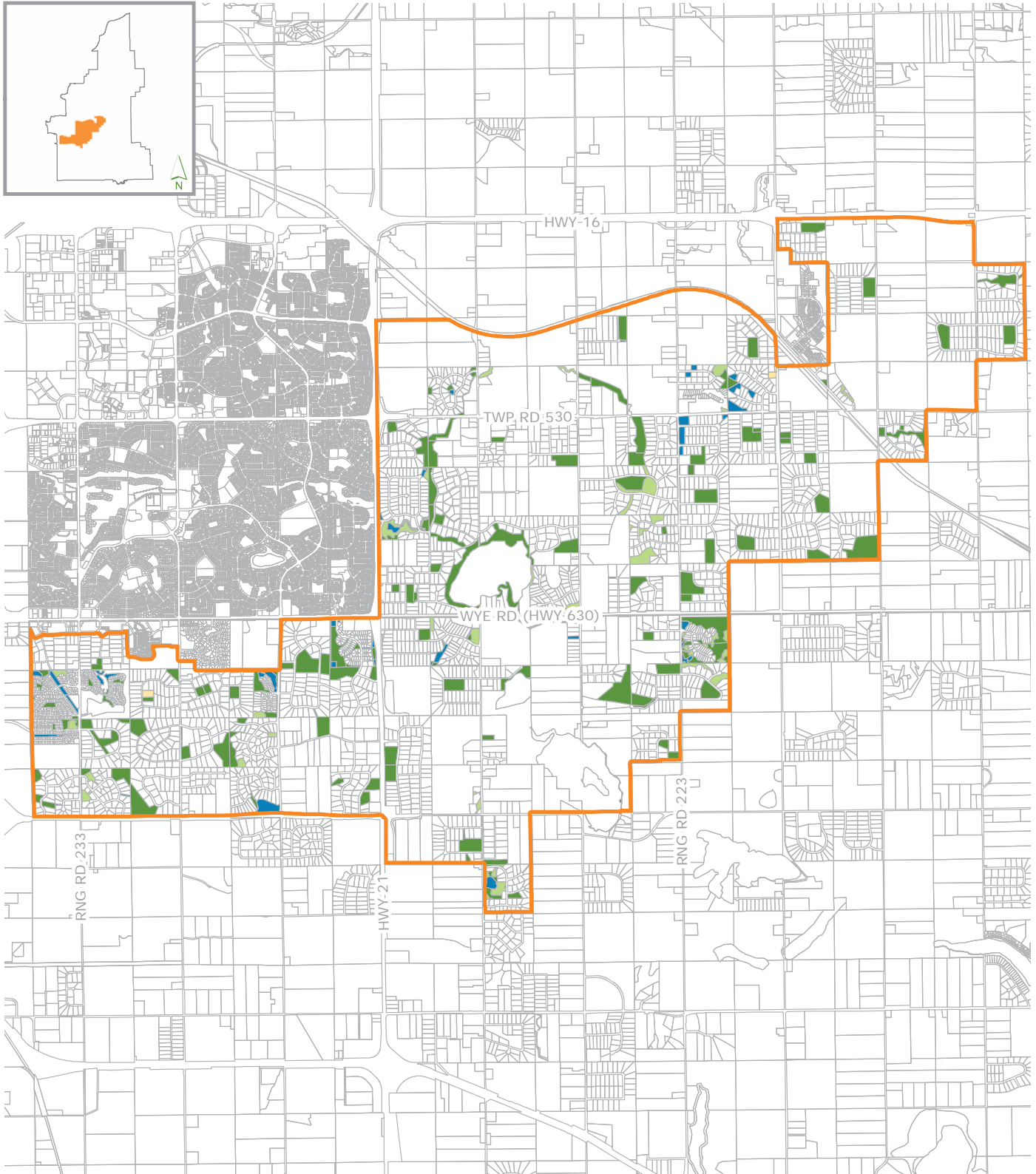
MAP 14: BEAVER HILLS POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Beaver Hills Policy Area	761.03	89.95	50.31	886.89



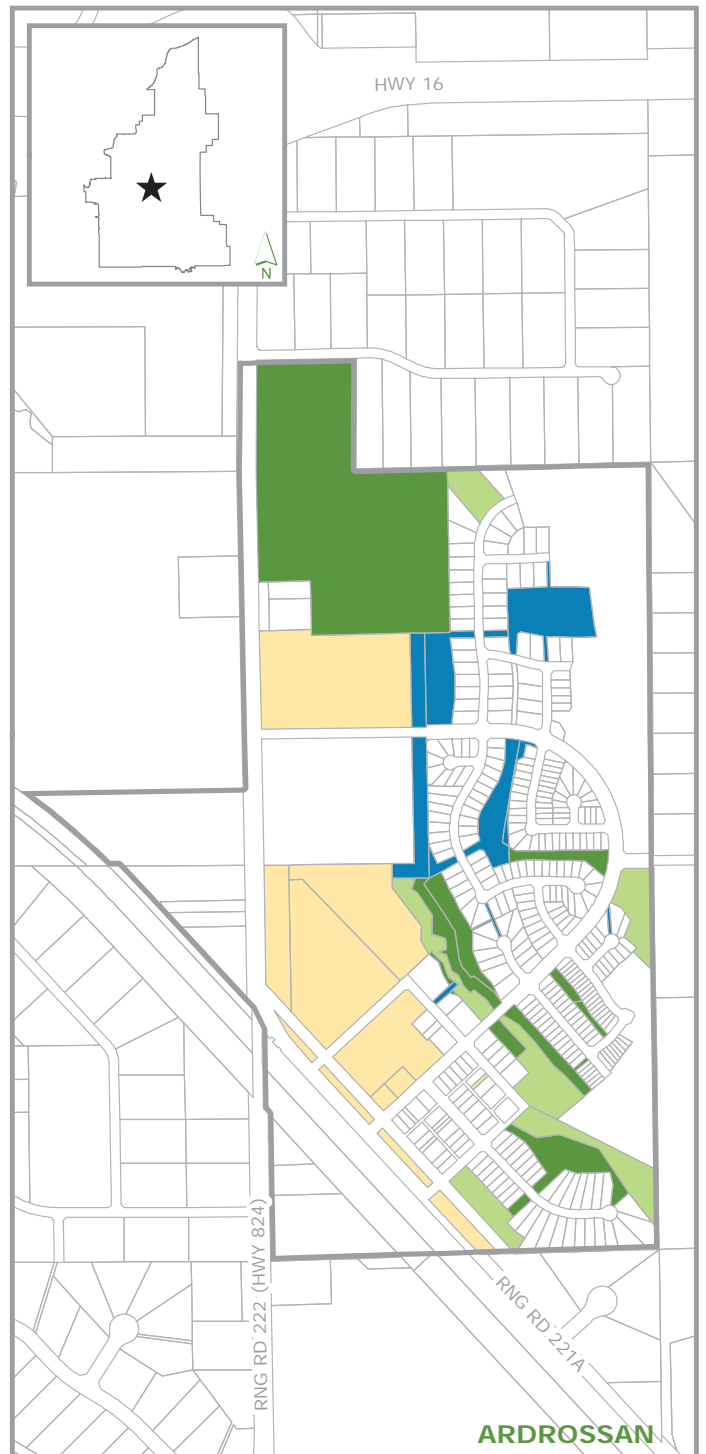
MAP 15: COUNTRY RESIDENTIAL POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Country Residential Policy Area	609.98	91.47	70.90	4.66



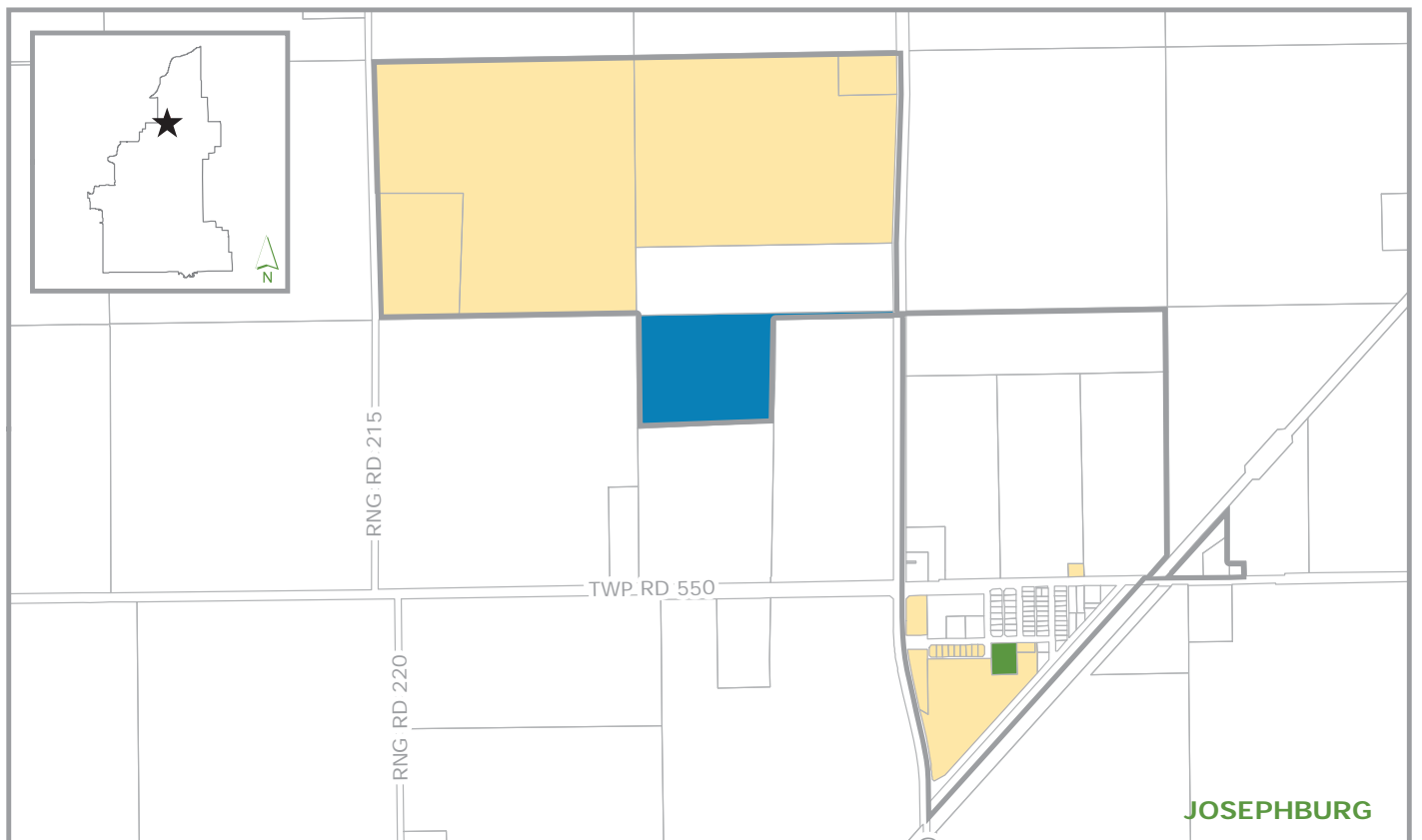
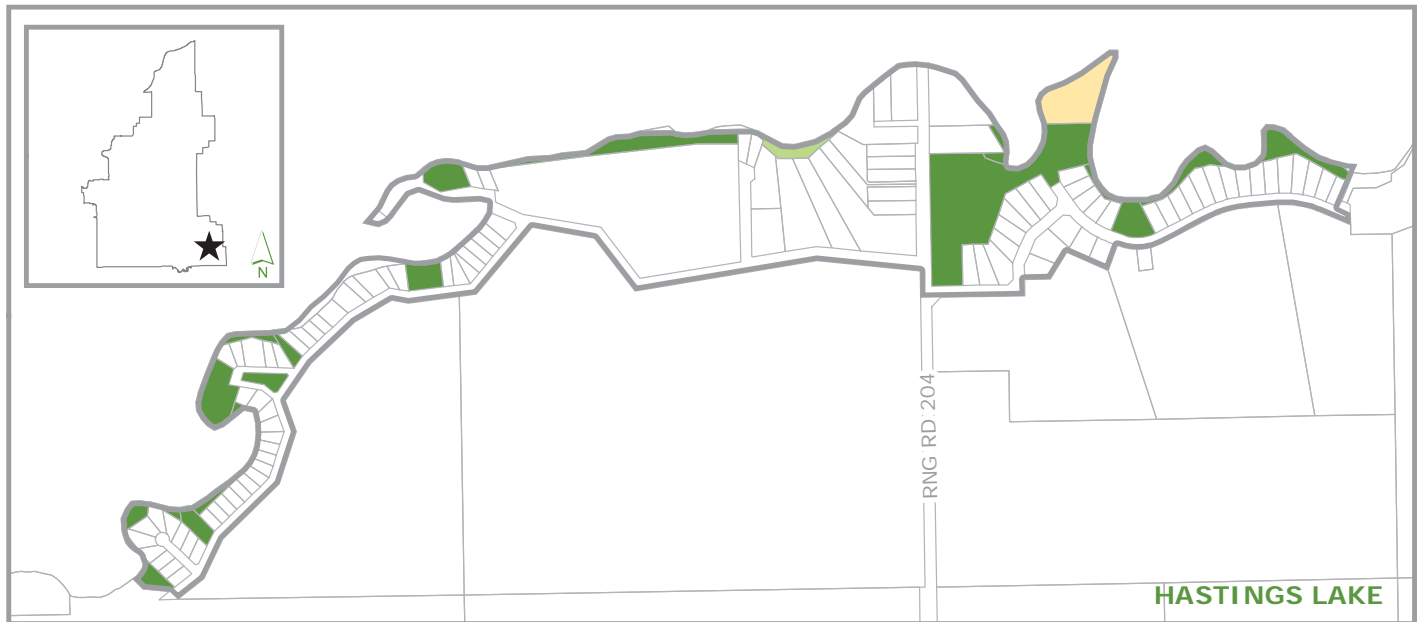
MAP 16A: HAMLET POLICY AREA -ANTLER LAKE & ARDROSSAN-

Land Area (±ha)	MR	ER	PUL	COUNTY
Antler Lake	10.28	7.10	0.00	0.12
Ardrossan	21.35	6.54	6.21	19.00



MAP16B: HAMLET POLICY AREA -HASTINGS LAKE & JOSEPHBURG-

Land Area (±ha)	MR	ER	PUL	COUNTY
Hastings Lake	8.39	0.54	0.09	1.04
Josephburg	0.77	0.00	15.30	122.47



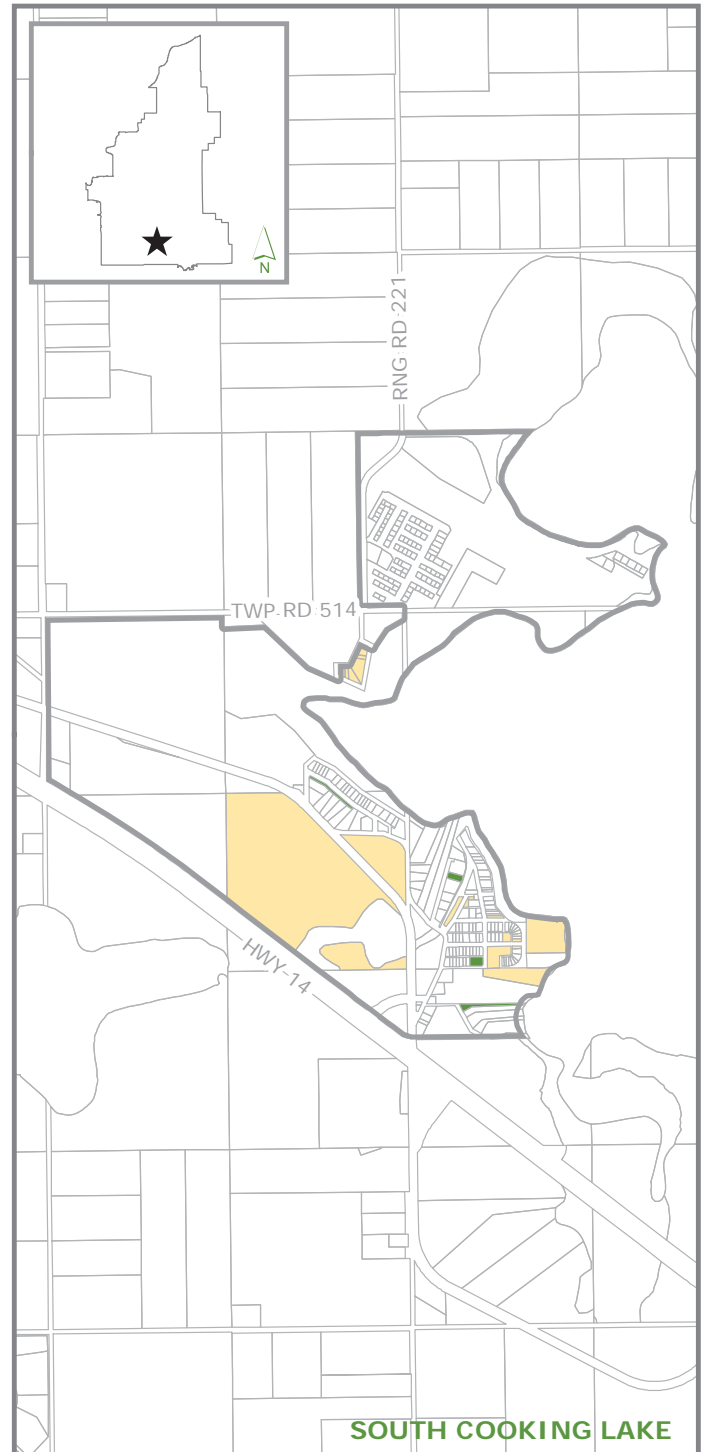
MAP 16C: HAMLET POLICY AREA -COLLINGWOOD COVE & HALF MOON LAKE-

Land Area (±ha)	MR	ER	PUL	COUNTY
Collingwood Cove	7.07	1.48	0.04	35.81
Half Moon Lake	9.53	0.00	0.03	0.00



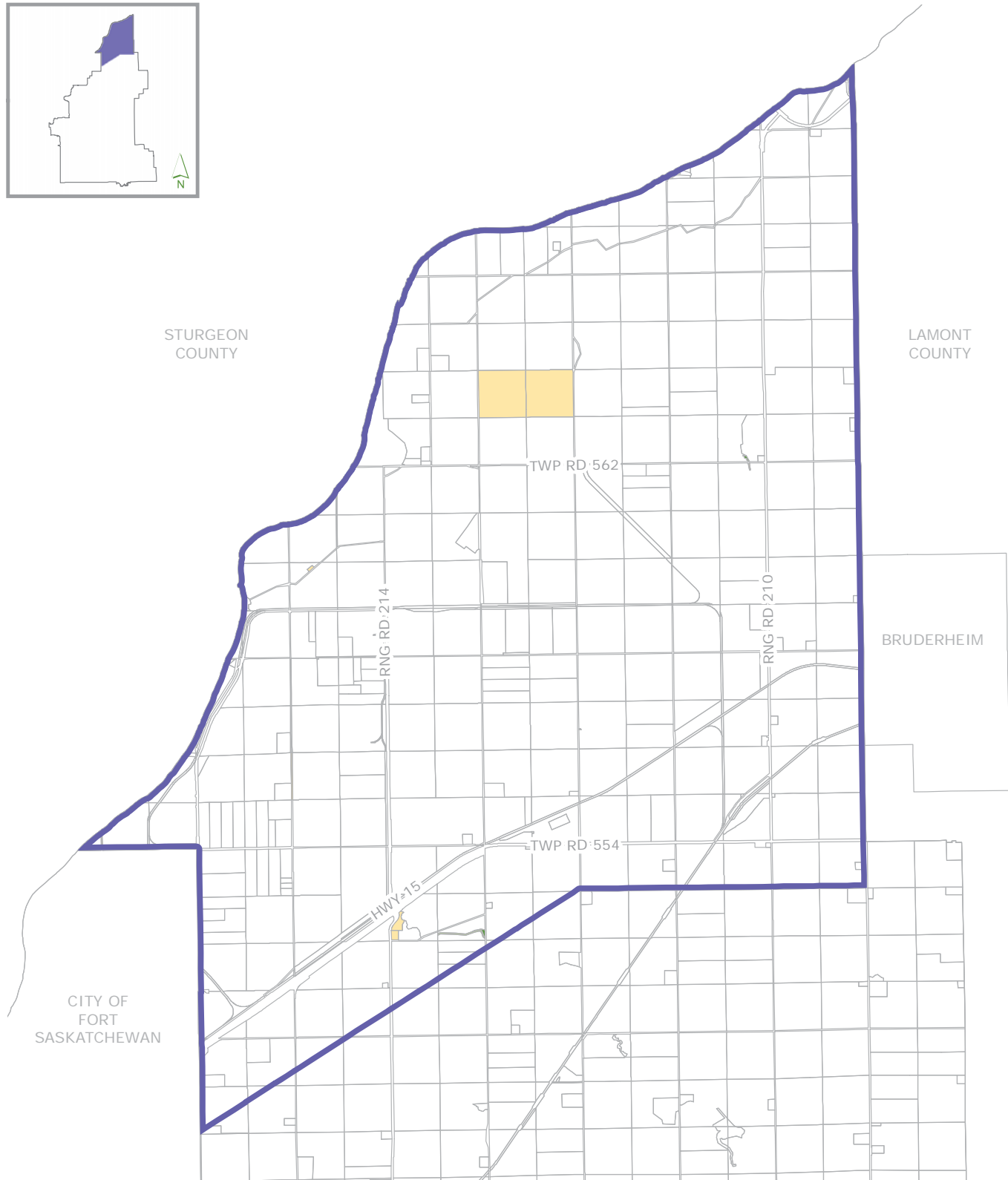
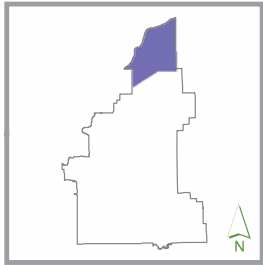
MAP 16D: HAMLET POLICY AREA -NORTH COOKING LAKE & SOUTH COOKING LAKE-

Land Area (±ha)	MR	ER	PUL	COUNTY
North Cooking Lake	0.84	0.00	0.00	9.08
South Cooking Lake	1.12	0.10	0.00	47.56



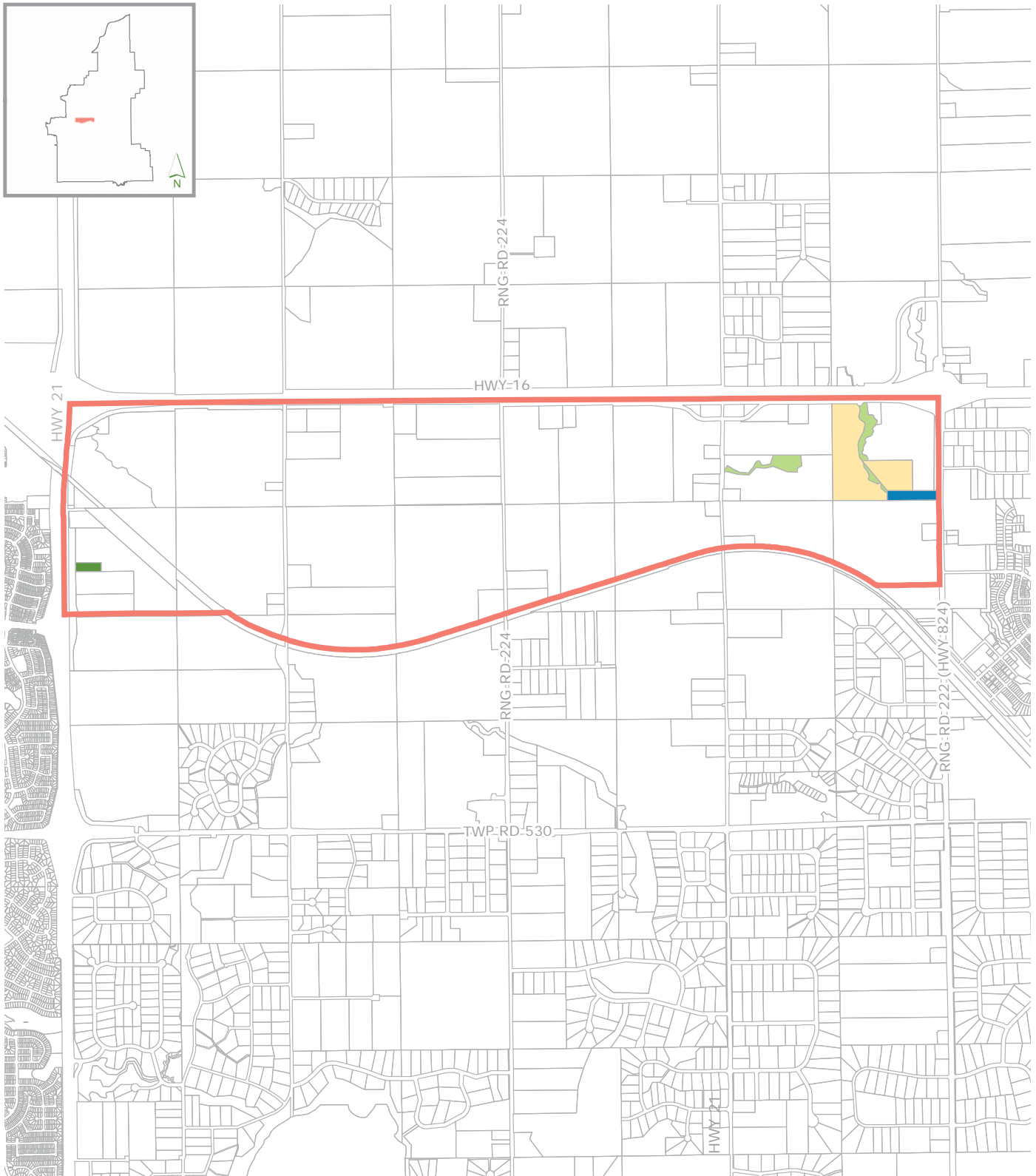
MAP 17: HEARTLAND POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Heartland Policy Area	0.60	2.15	0.00	138.00



MAP 18: LOCAL EMPLOYMENT POLICY AREA

Land Area (±ha)	MR	ER	PUL	COUNTY
Local Employment Policy Area	1.26	6.69	2.76	24.54



APPENDIX A PROCEDURES

A.1 Process for Land Requests

1. Request for Land Submitted (internal or external), application form submitted via automated email box etc.
2. All requests go to the Planning and Development Services (Land Management Services) and are circulated to the following departments, through use of the Winchester System, within 5 business days of receiving request:
 - Infrastructure & Planning Services
 - Planning & Development Services
 - Transportation & Agriculture Services
 - Transportation Planning & Engineering
 - Utilities
 - Community Services
 - Emergency Services
 - Family & Community Services
 - RCMP & Enforcement Services
 - Recreation, Parks, & Culture
 - Transit
 - Corporate Services
 - Facility Services
 - Financial & Strategic Management
 - Corporate Finance
 - Corporate Planning
3. Comments are to be provided against each applicable criterion within 20 business days of receipt of the application as part of the circulation process. Late comments will not be used in decision making.
4. For requests where significant issues or conflicts are raised, the Land Management Services will hold a meeting of all departments within 5 days of receiving circulation comments.
5. Comments reviewed by Land Management Services and decision made and communicated to all departments within 5 business days of the comment due date.

MUNICIPAL LAND FRAMEWORK

6. For external requests, Land Management Services will provide a letter to the external applicant regarding the decision made.
7. If a conflict arises from the decision issued by Land Management Services, the decision would then be referred to Senior Administration and/or Executive Team (E-Team).

APPENDIX B APPLICATION FORMS

Knowing requests may come from various sources including internal and external, a form that contains the same information should be completed for all land requests, including land acquisition, for consistency. These forms should be made available internally and externally as an email form.

The following is a general example of the information that should be requested in the form. A formal form will be created and published for land requests. The form should be revisited approximately every 5 years to ensure the questions and information remain relevant.

Information to be included in each form should be:

- Land Management Request
- Name
- Contact Information (email, phone number, address, website)
- Name of Organization (including Department)
- Provide Charitable number if applicable

Project-related information to be included:

- Preferred size
- Preferred location
- Proposed use
- Cost of land acquisition or development
- Known funding source
- Are there other funding sources, besides the known corporate sources?
- Benefits to community
- Does the land require developing or rezoning to accommodate the proposed use?
- Does the site have existing access?
- Does the proposed development consider parking?
- Is servicing required (i.e. water, sewer)?
- Duration of land use?
- What is the timeframe for site readiness?
- Does the proposed use conflict with existing uses or planned future uses?

APPENDIX C **FUNDING STRATEGY**

- Council to approve a list of pre-approved Strategic Land Purchases either by purpose or use or criteria but not by specific location.
- During the budget process, create and maintain an annual Strategic Land Program.
- Fund the annual program from the newly created land reserve with an annual contribution to the reserve being included in the operating budget.
- Through the annual program, allow Planning and Development Services and Land Management Services the flexibility to make purchases as required or as the land becomes available as long as they meet the pre-approved list from Council.
- If the land purchased is then deemed levy or utility funded, an amendment would be required
- Each new year close the prior year annual program and start with the new program.
- Working together, Planning and Development Services and Land Management Services to provide Council an annual report on the actual land purchases completed by this program.
- If there is an emergent need that does not align with the approved list or is a larger dollar value, it should be addressed as an exception with a specific Council report.
- Annually review the land inventory to ensure needs or strategies have not changed and address any land that is no longer required for strategic purposes.
- Council to annually approve the list of pre-approved Strategic Land Purchases.