

leadership • cooperation • respect

Common Bonds Agreement

Intermunicipal Cooperation Plan and Protocols

Strathcona County ↔ City of Fort Saskatchewan



leadership • cooperation • respect



Common Bonds Agreement

East entrance to downtown



Strathcona County Community Centre

Reaching an Agreement

Why have an agreement?

The City of Fort Saskatchewan and Strathcona County share a 22.9 km. boundary along the southern and eastern edge of the City and the northwest portion of the County. This border has specific political, administrative and jurisdictional implications but, despite it, both municipalities have a desire to serve the best interests of the people in the region.

Historically the boundary region has been primarily agricultural with residents utilizing the services offered in both municipalities depending on their needs. Increasing growth pressures in both the County and the City led to the need for bilateral annexation. To this end a Boundary Accord was reached in 2001 seeking “to ensure the long-term stability of their respective boundaries to better provide long range planning, fiscal management and delivery of services...” (Boundary Accord, 2001). In addition, both municipalities agreed to work with each other to “prepare an Intermunicipal Communications Protocol and further define the criteria for moving through the stages of the intermunicipal issue resolution process.” (Boundary Accord, 2001)



Current growth in the region is changing the dynamic of this interaction again and emphasizes the need to address matters jointly affecting the region. Although autonomous in their decision-making, each Council, administration and corresponding staff must consider the connections between them, identify their common interests and address the impacts of actions and implications of decisions with their neighbour.

Shared sub-regional economies

Together, the municipalities are part of Alberta's Industrial Heartland, an area of 582 square kilometres that attracts major industries to the biggest industrial base in Western Canada. The commercial services sector and social infrastructure of both municipalities have grown as a result of industrial and residential expansion.

It has been identified that upon this foundation opportunities to cooperate may be realized. By

working together, both municipalities can rise above boundaries and politics for the prosperity of people in the region.



At Fort Saskatchewan Rotary Amphitheatre

Impacting actions

As growth and development pressures increase, the effects on each municipality's ability to provide the necessary services for residents in the region are impacted. Development in either municipality may create the need for road improvements, land use revisions, servicing arrangements and services provided in the other municipality.

Being proactive in identifying the possible impacts, utilizing joint planning and sharing visions for the region will allow for more orderly development and reduce the risk of having an adverse influence on the other.

Common interests

Working together, Strathcona County and the City of Fort Saskatchewan have an opportunity to expand their common interests through joint advocacy in the region. The same is true of joint responses to regional, provincial and federal matters that affect both the County and City's intermunicipal boundaries and their ability to provide services efficiently and judiciously for residents of the region.

Building on areas of opportunity

At various degrees of depth and intensity Fort Saskatchewan and Strathcona County have already achieved considerable cooperation and valuable interaction. The development of Intermunicipal Cooperation Protocols should at minimum maintain these communications but ideally will enhance and build on them.

Some examples where the municipalities currently have developed a high level of interaction and cooperation are FCSS, library systems, emergency services and economic development. These areas should be not only be identified and maintained but showcased and built on as illustrative of the advantages of a cooperative relationship.

In other areas some cooperative arrangements exist however the necessity for extensive interactions or ongoing communication is not always necessary. Examples of this are corporate services and servicing arrangements such as the County providing sewer clean out to City residents. This does not mean periodic communication is not necessary; rather both municipalities are satisfied with the level of communication and cooperation in these areas.

There are some areas in which increased cooperative efforts will significantly benefit the region and reduce the likelihood of conflict between the municipalities. Some are not areas of contention, but provide opportunities to show increased leadership. However, in some cases it is possible that issues could arise if proactive measures are not taken. It is in these areas where the agreement defines a pathway to encourage interaction and creates occasion where cooperation may be mutually beneficial. A current inventory of these opportunities include:

- predictable framework for development
- planning for growth
- roads
- coordination and expansion of transit services
- providing a diversity of services: i.e. recreation
- water quality in river valley
- facilities sharing
- utilities and waste management

Fort Saskatchewan



Strathcona County looking toward Fort Saskatchewan, at Trans Canada Yellowhead Highway 16 and Highway 21

What does the agreement do?

The intermunicipal agreement is not only about addressing the actual issues at hand. It also establishes principles and process to direct the communication around these issues. The agreement is driven by three main purposes:

1. Defines joint philosophy and principles

- **Being descriptive rather than prescriptive:** Rather than prescribing rules, establish an environment that promotes the principles of cooperation, collaboration and interaction.
- **Commit to solving issues at their closest point of origin:** When issues or matters of opportunity arise, give the responsibility to address them to the people directly involved and with the greatest knowledge of the issues.
- **Need open/transparent “personal” relationship:** The municipalities desire that each level and department of the organizations

Shell Scotford, Strathcona County



Dow Canada, Fort Saskatchewan

knows its counterpart and is able to have communication that is open and frank so important matters are not left unaddressed.

- **Recognizing differences:** Increased cooperation and communication does not mean, “being the same”. Rather they should create understanding including recognizing differences and the rationale for each other’s perspective.
- **Continuity:** Encouraging a standard of interaction that will outlast political change.
- **Change the culture of interaction:** The agreement is focused on increasing dialogue and understanding throughout the two municipalities; political, administrative and operational.
- **Respect:** Acknowledgement and consideration of the other even when differences exist.
- **Autonomy:** Each municipality understands and maintains its responsibility to make decisions in the best interest of its residents.
- **Encourage opportunity for communication/interaction/dialogue:** Without creating rules, the protocols should encourage communication and dialogue to give opportunity to express and exchange information. In this way, achievements, challenges and differences can be understood quickly to avoid the development of misconception.
- **Learning:** Need to understand the rationale behind not agreeing.

2. Commits to consultation and cooperation

Strathcona County and the City of Fort Saskatchewan intend to work together to formalize and enhance the working relationship between the two municipalities through the development of a guiding protocol. Creating this protocol will formalize, streamline and help to advance areas of intermunicipal interest. This includes addressing growth pressures with a common understanding, relating transportation needs, as well as developing common solutions or responses to broader issues that affect the joint boundaries.

3. Defines how problems will be solved

Cooperation, collaboration and a commitment to communication are not the same as seeing all matters the same way. In particular, in maintaining the unique identity, culture and autonomy of each municipality, it is likely there will be instances of differences in values, goals, beliefs and perspectives. In these instances there is a need to address problems in a predictable and efficient way to achieve an outcome or decision. In cases where differences remain, there has to be understanding of the basis of those disparities so the municipalities can continue to work together well.

Who manages the agreement and makes it work?

- a. **Role of Council:** Each Council retains the ability and responsibility to make decisions on behalf of its residents. By signing on to the agreement each Council is showing direction to their administration and staff by recognizing the cumulative value of the two municipalities dovetailing their interests. A commitment to increased cooperation from Councils will drive the need for increased communication at the administrative and staff levels. The Mayors' abundant interactions will be at the forefront of this relationship and they will be responsible for showing the leadership as champions for the elected officials.
- b. **Role of Intermunicipal Relations Committee:** The Intermunicipal Relations Committee will take on a more robust and expanded role based upon the agreement. The need for establishing a formal joint entity to provide guidance and direction on key areas of intermunicipal interest can be met through this existing committee with some broader membership and mandate.
- c. **Role of administration:** Administration will be the conduit through which the agreement is executed and is made durable. Administration brings continuity to the

relationship between the municipalities and has the ability to initiate communication on an as needed basis. Although operational staff may interact more frequently, administration is responsible for the big picture. Specific positions in each municipality will be designated as "Champions" of the agreement. Their knowledge of each other's municipality, structure and personnel is significant. All intermunicipal information will flow through and be managed by these Champions.

- d. **Role of staff:** Staff at all levels will be responsible to ensure the principles of the agreement are carried out operationally. This means that staff will work with their municipal counterparts to address issues that arise within the scope of their authority and mandate. Staff will also raise issues and be accountable for informing the appropriate levels of authority about matters that require attention for the mutual benefit of both municipalities.

Strathcona County Communities in Bloom



Fort Saskatchewan Downtown Fall Festival



Living out the Agreement: The Protocols

Building Intermunicipal Relationship Protocol

Both municipalities recognize a joint commitment to build a working relationship between Strathcona County and the City of Fort Saskatchewan. That involves assuring that each municipality's elected officials, senior staff and operational staff understand the other municipality.

Because departmental divisions and responsibilities in Strathcona County and the City of Fort Saskatchewan are not always fully aligned, each municipality will assure that all managers, directors and other senior staff are kept aware about the function of their counterparts in the other municipality. Understanding of and coordination with their counterpart will be regarded as a core competency for all senior staff. To accomplish this both municipalities will:

1. Include a commitment to intermunicipal cooperation at all levels of the organization through orientation sessions and job descriptions.
 - a. Each municipality will assure that newly elected officials and new staff receives, as part of their orientation, information about cooperation and collaboration between the municipalities. This should include specific information relevant to an area of operation that describes in operational terms the collaborative arrangements that affect specific staff.
 - b. Councillors will be asked to review this protocol upon election and commit to their understanding of its intention. Furthermore, all Council will, at various times, be asked to participate in the Intermunicipal Relations Committee to further their exposure to the issues between the municipalities.
 - c. All senior staff will have an appropriate level of understanding of the other municipality included in their job description. This includes meeting with their counterparts at least once each year.



Station #4 Heartland Hall, Strathcona County

2. Each municipality agrees to keep the other informed of its vision as it is projected and changed from time to time. Both municipalities will seek to align their visions in areas where there may be collaborative or cooperative opportunity. The municipalities will set their visions with regard to the general benefit of the region and its inhabitants and industries.
3. Each municipality agrees to include the other in its celebrations and ceremonies, engaging officials or staff at the appropriate level.



CN Station, Fort Saskatchewan

Cooperation and Consultation Protocol

Both municipalities recognize a joint desire to create and action opportunities for increased cooperation and intermunicipal consultation in the joint interest of Strathcona County and the City of Fort Saskatchewan. Both municipalities also acknowledge that they are legislatively separate and have distinct interests and cultures.

Champions

In addition to the role of elected officials supporting this protocol, the municipalities agree to designate (at least) one “Consultation and Cooperation Champion” from each municipality. The Champion for Strathcona County will be the Director of Corporate Planning and Intergovernmental Affairs and for the City of Fort Saskatchewan the General Manager of Planning and Strategic Initiatives. A co-champion may also be designated. The Champions’ responsibilities include:

1. advancing, as one of the core competencies of their respective job responsibilities, intermunicipal cooperation and consultation between the municipalities;
2. management of the business of the Intermunicipal Relations Committee;
3. safe-keeping of the Common Notes of intermunicipal meetings;
4. process management of the Problem Solving Protocol.

To further the communication and opportunity for strategic and proactive action a number of committees will either be stimulated or created.

Committees

Intermunicipal Relations Committee

The municipalities will create an Intermunicipal Relations Committee (IMRC). The Intermunicipal Relations Committee will meet not less than four times per year. The Intermunicipal Relations Committee has responsibility to identify specific opportunities (programs, services, assets, initiatives, and strategies) for cooperation and collaboration and to action those opportunities. The IMRC will be composed of the following:

- Mayor and one Councillor from each municipality
- One additional Councillor from each municipality as a rotating position at each meeting
- City Manager, City of Fort Saskatchewan
- Chief Commissioner, Strathcona County
- General Manager of Planning and Strategic Initiatives, City of Fort Saskatchewan
- Associate Commissioner, Infrastructure and Planning Services, Strathcona County
- General Manager, Engineering and Public Works, City of Fort Saskatchewan
- Director of Corporate Planning and Intergovernmental Affairs, Strathcona County

Senior Administration Committee

At a senior staff level, a Senior Administration Committee will be established. The Senior Administration Committee serves the IMRC and has responsibility to identify administrative areas where increased cooperation is desired. Where the desire for cooperation is identified, the Senior Administration Committee will assemble the appropriate personnel and ensure meeting of a Technical Group to support the cooperative opportunity. This committee is also responsible for specific operational areas, maintaining managers' knowledge of and interaction with municipal counterparts and committing to managerial meetings at least once per year. The Senior Administration Committee meets a minimum of twice per year. Composition of this committee includes;

City of Fort Saskatchewan

- City Manager
- General Manager, Planning & Strategic Initiatives
- General Manager, Public Works and Engineering
- General Manager, Corporate Services
- General Manager, Community and Protective Services

Strathcona County

- Chief Commissioner
- Associate Commissioner, Infrastructure & Planning Services
- Associate Commissioner, Corporate Services
- Associate Commissioner, Community Services
- Director, Corporate Planning & Intergovernmental Affairs



Rural Strathcona County

Technical Group(s)

The Technical Group is a standing group in the specific area of Planning and Development. Due to the ongoing need for strategic and proactive interaction due to the number of issues that arise from this department, this Group meets on a quarterly basis. This group identifies issues emerging in each municipality and between both municipalities in Planning and Development, creates a prioritized plan for directing the matters through the coming year, and creates working groups with terms of reference for addressing identified issues. Additional “Technical Groups” may also be created for a specific time period as a response to a need for particular cooperation opportunities. Composition of this Technical Group will include:

Strathcona County

- Director, Planning and Development Services
- Deputy Director, Land Use and Policy Planning Services (PDS)
- Manager, Transportation Planning (CPC)
- Manager, Public Works (TAS)
- Manager, Water and Wastewater Services (Utilities)
- Director, Corporate Planning and Intergovernmental Affairs

City of Fort Saskatchewan

- General Manager, Planning & Strategic Initiatives
- Director, Planning & Development
- Senior Development Planner
- General Manager, Engineering & Public Works
- Director of Engineering Services
- Director of Public Works

Common Notes

To promote a consistent and shared flow of information from intermunicipal meetings a set of common notes will be established. The common notes will be confidential and regarded as privileged until released by mutual consent of the Mayors. To generate the common notes, the following steps will be respected:

1. When any intermunicipal discussion or meeting occurs, the parties will take notes and make decisions about reporting out of information.
2. In the case of each such meeting, one municipality will be designated the “host” municipality and be responsible for generating the original notes from that meeting, including action points, information requests and points of circulation.
3. Once the host circulates the original notes, the other municipality must either sign off on the notes, sign off the notes with comments or edit the notes for further comment and recirculation.
4. Once signed off by both municipalities, the notes will be circulated at levels of the organization normally required by reporting relationships.
5. All common intermunicipal notes will be shared by and stored with both Consultation and Cooperation Champions and the Mayors offices.
6. Copies of the Common Notes will be regarded by both municipalities as the authoritative record of the discussion or meeting and, once released by mutual consent of the Mayors, may be shared with other staff and with the public.



1875 - 1885 North-West Mounted Police, Fort Saskatchewan

Communication

Either prior to or after meetings of the Capital Region Board or Alberta's Industrial Heartland Association, designates from both municipalities to those organizations will meet to consider their views on any matters on agendas for those meetings.

Both municipalities will co-ordinate press releases on common public information through elected officials and the Consultation and Cooperation Champions.

Problem Resolution Protocol

Both Strathcona County and the City of Fort Saskatchewan recognize the need for a joint understanding about how to address conflict when either municipality is of the opinion that an obligation of the other under an agreement has been breached. Both municipalities want to resolve problems:

- at the earliest opportunity and at the point closest to where problems originate;
- in a swift, inexpensive and uncomplicated way;
- using a clear procedural pathway to a solution;
- to maintain a smooth working relationship even when disagreement survives.

It is acknowledged that the processes in this protocol are in addition to, and do not replace, processes and remedies provided in legislation or under existing agreements between the municipalities.

If an elected official, administrator or any staff person from either municipality thinks an obligation under an agreement between the municipalities has been breached, the matter should be brought to the attention of the Consultation and Cooperation Champion.

The Champion will inform their municipality's CAO of the complaint, will investigate it and, if it appears that a breach occurred, the matter will be brought to the attention of the other municipality's Consultation and Cooperation Champion.

Once that has happened, the matter may be resolved directly between the municipalities through informal problem solving discussions.

If the problem identified is not resolved through informal discussions, the municipalities agree to address it using the following processes. The municipalities have identified the attributes of a mediated process, (facilitated negotiation), as a preferential process to be encouraged. The municipalities may, by agreement, proceed directly to mediation without first exhausting an unassisted negotiation process.

1. First, ***through negotiation***: The municipalities will identify the appropriate personnel who are knowledgeable about the issue and those staff will work to find a mutually acceptable solution through negotiation.

Those in the negotiation will negotiate in *good faith* to find a solution.

Those in the negotiation will seek an *integrated outcome* in the decisions they make. An integrated outcome is one in which the parties elect to work together, integrating their resources, originality and expertise.

Those in the negotiation will attempt to craft a solution to the identified issue by seeking to advance the interests of all in the negotiation rather than by simply advancing their individual positions. The parties will fully explore the issue with a view to seeking an outcome that accommodates, rather than compromises, the interests of all concerned.

In that regard, negotiators will seek to:

- a. clearly articulate their interests and the interests of their municipality;
- b. understand the interests of other negotiators whether or not they are in agreement with them; and,
- c. identify solutions that meet the interests of the other municipality as well as those of their own.

2. Next, ***through mediation:*** If the issue cannot be resolved through negotiation, the municipalities will find a mutually acceptable mediator. For assistance finding an acceptable mediator, the municipalities may consult the Municipal Dispute Resolution Services at Alberta Municipal Affairs or may consult the Alberta Arbitration and Mediation Society. Mediation is a process of assisted negotiation in which the municipalities retain power over the substantive outcome of the negotiation and the mediator facilitates the process.

The mediator will be responsible for the governance of the mediation process.

3. Next, ***through final proposal arbitration:*** If the issue cannot be resolved through mediation, the municipalities will have the matter resolved by final proposal arbitration using a single arbitrator.

In final proposal arbitration, the arbitrator must conduct the proceedings on the basis of a review of written documents and written submissions *only*, and must determine each issue by selecting one of the final written proposals submitted by either of the municipalities respecting that issue; no written reasons are to be provided by the arbitrator.

If the municipalities can agree upon a mutually acceptable arbitrator, arbitration will proceed using that arbitrator. If they cannot agree on a mutually acceptable arbitrator, each municipality will produce a list of three candidate arbitrators. In the event there is agreement on an arbitrator evident from the candidate lists, arbitration will proceed using that arbitrator. If a mutually agreeable arbitrator is not found, Alberta Arbitration and Mediation Society will make the selection of an appropriate practitioner.

Subject to the above definition of final proposal arbitration, the arbitrator will be governed by principles of natural justice and fairness and may make rules and procedures (including reasonable time limits), as the arbitrator shall see fit.

Legacy Park, Fort Saskatchewan



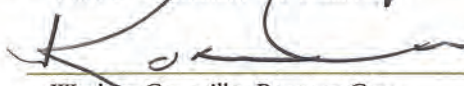
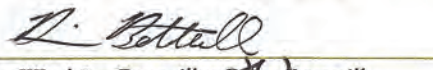
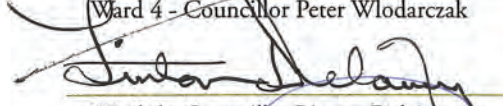
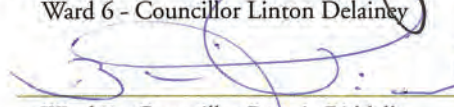
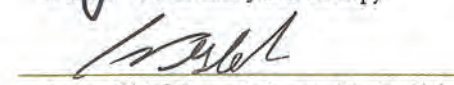
Broadmoor Lake Park, Strathcona County

Common Bonds

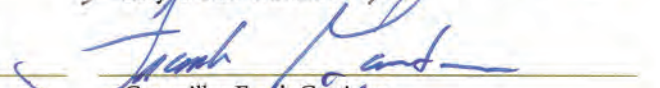
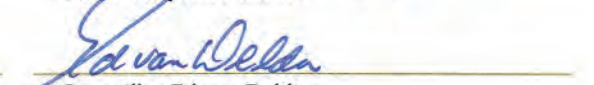
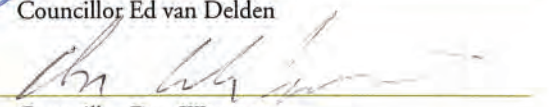
The development of an Intermunicipal Cooperation Plan and Protocols is about more than geography and sharing a common border. Acknowledgement that the actions of one municipality affect its neighbour, shared economic drivers and common public interests that define the character of the region are the catalysts for these protocols. The protocols are designed to capitalize on the qualities of both Strathcona County and the City of Fort Saskatchewan. They also form a foundation for future discussions, supporting working together towards regional prosperity for their citizens and demonstrating leadership in cooperation for their regional partners. Anchored in consultation, dialogue and discussion, the protocols promote acceptance and understanding while recognizing the value of a defined problem resolving process when necessary. The Common Bonds Agreement will be of value to the region and an example for municipalities throughout Alberta.

Acknowledgement

Strathcona County


Mayor Linda Osinchuk
Ward 1 - Councillor Vic Bidzinski
Ward 2 - Councillor Roxanne Carr
Ward 3 - Councillor Brian Botterill
Ward 4 - Councillor Peter Wlodarczak
Ward 6 - Councillor Linton Delainey
Ward 7 - Councillor Bonnie Riddell
Ward 8 - Councillor Jason Gariepy
Acting Chief Commissioner - Kevin Glebe

City of Fort Saskatchewan


Mayor Gale Katchur
Councillor Frank Garritsen
Councillor Stew Hennig
Councillor Tom Hutchison
Councillor John Mather
Councillor Ed van Delden
Councillor Don Westman
City Manager - Kelly Kloss

Signed this 27th day of June, 2012 — in the City of Fort Saskatchewan, Province of Alberta —
in the presence of The Honourable Doug Griffiths, Minister of Alberta Municipal Affairs.

Millennium Place, Strathcona County



Dow Centennial Centre, Fort Saskatchewan



Schedule “1”

Growth Planning Framework

Shared growth planning for the sub-region of Fort Saskatchewan/Strathcona County

An appendix to the Common Bonds Agreement

September 11, 2018

DEFINITIONS

Average Household Size: The average amount of people assumed to occupy a dwelling unit.

Assumed Land Percentages: The assumed percentage of developable land that will be utilized by a type of land use (including commercial, institutional, municipal reserve, public utility, and residential).

Current Land Supply: The amount of years until the land within a municipality's boundaries is fully developed.

Expansion Lands: The amount of gross land necessary beyond one municipality's current boundaries necessary to return a municipality to the Optimum Land Supply amount.

Forecasted Additional Population: The amount of additional people forecasted to reside within the municipality in a set period.

Forecasted Growth Rate: The average growth rate forecasted to be maintained for many years into the future.

Indicators: a set review period for assessing growth against the triggers.

Intermunicipal Relations Committee (IMRC): A committee consisting of representatives from both municipalities established through the Common Bonds Agreement with the responsibility of identifying specific opportunities for cooperation and collaboration and to action those opportunities.

Land Supply: The amount of years until an area of land is fully developed.

Minimum Land Supply Threshold: The agreed upon minimum Land Supply amount that should be available within a municipality.

Optimum Land Supply: The amount of land a municipality's Current Land Supply within their jurisdiction should be returned, once a trigger is met.

Processes: The actions necessary to restore the municipality's Land Supply to an agreed upon amount after it has been concluded that the triggers have been met.

Short-Term Growth Rate: The average actual growth rate from recent years.

Triggers: an assessment to determine when the process to prepare for growth should be initiated.

1.0 PURPOSE

1.1: Growth Planning Framework Purpose

The City of Fort Saskatchewan and Strathcona County recognize the need to prepare for growth as a sub-region. Although autonomous in decision making, both municipalities must consider the connections between each other, identifying common interests and addressing the impacts of actions and implications of decisions with their neighbour (Common Bonds Agreement, 2012).

We share a common responsibility to provide quality communities and excellent service, not just for today's residents but for future residents as well. As such, both municipalities have agreed to jointly and proactively assess how we can best serve our residents and prepare for growth as representatives of our sub-region.

Following the 2001 annexation discussions, the municipalities entered a Boundary Accord agreement. The agreement included a condition that neither Fort Saskatchewan or Strathcona County would "initiate or support any action or proceeding to annex lands within the boundaries of [the other municipality] or seek amalgamation with [the other municipality] during the term of this agreement, from the effective date of January 2, 2002 to December 31, 2031, unless mutually agreed to by both parties". Through the 2014 – 2018 discussions, the municipalities have mutually agreed to initiate the process to annex lands and to engage in discussion of how collaborative approaches to growth, delivery of services and governance of the region may be enhanced and realized. This agreement was reached in the hope of replacing the 2031 date with an improved methodology to prepare for growth which would consider the unpredictable fluctuations associated with growth.

This Growth Planning Framework has been created as an appendix of the Common Bonds Agreement. In 2012, the municipalities entered the Common Bonds Agreement as an intermunicipal cooperation agreement to strengthen the positive relationship between the two municipalities. Under the direction of this Agreement, joint philosophies and principles were defined which led to the development of agreed upon method for calculating growth needs.

This Framework is intended to define the commitment and the process for ensuring each other's goals, objectives, and needs are never a surprise to the other. Through those discussions, representatives from both municipalities can identify current circumstances that influence decisions, analyze if growth triggers have been met, and establish action when necessary. The attachments following the Framework are intended to document the discussions of the day.

The representatives at the table at the time of this Framework's development were committed to representing the best interests of the region. They recognized that growth goes beyond jurisdictions and good representation relies upon communication and collaboration. This Framework is intended to continue that work and to maintain a shared commitment to accommodating our regional success.

2.0 BACKGROUND

2.1 Boundary Accord 2001

The Boundary Accord is an agreement regarding land management that was entered into by both municipalities on October 4, 2001. The agreement sought “to ensure the long-term stability of their respective boundaries to better provide long range planning, fiscal management, and delivery of services...”. The objectives identified by both municipalities at the time the Boundary Accord was signed have not changed.

A condition of support for the annexations in 2001 was that neither municipality would “...initiate or support any action or proceeding to annex lands within the boundaries of [the other municipality] or seek amalgamation with [the other municipality] during the term of this agreement, from the effective date of January 2, 2002 to December 31, 2031, unless mutually agreed to by both parties”. Through extensive discussions and analysis, the municipalities mutually agreed to initiate the process to annex lands and to engage in discussion of how collaborative approaches to growth, delivery of services and governance of the region may be enhanced and realized. This agreement was reached in the hope of replacing the 2031 date with a new methodology for assessing growth needs that considers the unpredictable fluctuations associated with growth.

2.2 Common Bonds Agreement 2012

The Boundary Accord laid out an obligation to “prepare an Intermunicipal Communication Protocol and further define the criteria for moving through the stages of intermunicipal issue resolution process” (Boundary Accord, 2001). The Common Bonds Agreement was approved in 2012 as an intermunicipal cooperation agreement to strengthen the positive relationship between the two municipalities. The Common Bonds Agreement recognizes that as adjacent neighbours, the two municipalities can realize advantages from working together on interconnected matters to benefit the region and reduce the likelihood of conflict between the jurisdictions.

The Common Bonds Agreement includes protocols that guide both municipalities as they plan and work together and defines the criteria for both municipalities to move through the stages of an intermunicipal issue resolution process in a collaborative manner.

The Common Bonds Agreement provided the foundation for development of this Growth Planning Framework. Through the establishment of facilitated growth discussions, representatives from both municipalities were engaged in developing a solution. The Common Bonds Agreement will continue to provide the procedure to reach consensus as to how best prepare for growth.

2.2.1 Joint Philosophy and Principles

The Common Bonds Agreement establishes principles and processes to direct communication around intermunicipal issues. This process includes the exercise of defining a joint philosophy and principles to establish common grounds and to focus conversations on the shared interests of our sub-region. As such, the facilitated growth discussions defined our joint philosophy and principles in regards to growth preparation as follows:

Philosophy:

Growth is consistent with the Edmonton Metropolitan Region Growth Plan (and other Provincial legislation and plans). This includes the Guiding Principles established in the Edmonton Metropolitan Region Growth Plan (attachment Y).

Principles:

1. Growth is influenced by other levels of government, other municipalities, the Alberta Industrial Heartland and external economic drivers or conditions.
2. Growth can happen in different ways.
 - i. Growth occurs differently and reflects the unique characteristics of each municipality.
 - ii. Growth occurs in all sectors.
3. Growth benefits the region.
4. Growth is respectful of each other's existing developments and taxation base.
5. Both municipalities acknowledge the impacts of growth on each other and their ability to plan. (Independence comes with responsibility).
6. Coordinated growth plans manage infrastructure and other efficiencies, including service delivery.
7. Growth is contemplated over the long term.
8. Growth is managed by agreed to triggers and agreed upon processes.
9. The triggers and processes used to address regional growth are:
 - a. efficient (municipal partners first, outside assistance only when needed);
 - b. evidence based;
 - c. based on agreed methodologies; and
 - d. built on long-term, positive dialogue between the two municipalities.

This Framework is intended as a commitment to consult and cooperate to address growth and to prepare for future needs. Through ongoing conversations rooted in an understanding of our shared interests, we can define how problems will be solved in a manner that respects our individual identities.

3.0 METHODOLOGY

3.1 Indicators, Triggers & Processes

Both municipalities agree that as autonomous entities each municipality should have the ability to accommodate opportunities that align with their strategic objectives and promote the interests of our shared sub-region. To objectively assess needs and land supply, a combination of *indicators*, *triggers*, and *process* were developed:

Indicators: set the review period for assessing growth against the triggers.

Triggers: assess when the process to prepare for growth should be initiated. The primary trigger is the Minimum Land Supply Threshold which is the minimum amount of developable land each municipality should have available within their jurisdiction at any given time. When the land supply within a municipality's boundaries is less than Minimum Land Supply Threshold, the process to restore the municipality's land supply should be initiated.

When considering the Minimum Land Supply Threshold, decision makers should consider the duration necessary to convert non-developed land into space which can be occupied, which includes consideration for the time necessary to gather data, consult stakeholders, adjust boundaries, plan, and construct.

Processes: are the actions necessary to restore the municipality's land supply to an agreed upon amount after it has been concluded that the triggers have been met.

The intent of these *indicators*, *triggers*, and *processes* is to empower the municipalities to determine their outcomes as the leaders most familiar with our sub-region. Other processes exist to address growth pressures, but the desire remains to maintain significant decision making at the local level.

To assess current and future growth needs, three formulas to calculate the Current Land Supply, Additional Population, and Expansion Lands were developed. The formulas to calculate these assessments are described below. The attachments to this Framework captures the results of a review.

3.2 Current Land Supply Trigger

To assess a municipality's current growth supply, the municipality's Current Land Supply should be calculated and assessed against the Minimum Land Supply Threshold. During the 2014-2018 discussions, the Intermunicipal Relations Committee (IMRC) established a Minimum Land Supply Threshold at 15 years.

The Current Land Supply estimate should be based on projections, using short-term data from recent years to assess the current trend for population increases. As the estimate is based on the short-term trends, averaging the growth rate from recent years was considered the best means to determine the Short-Term Growth Rate. Seven years was considered optimum during the 2014-2018 discussions, as generally the duration is long enough to capture the highs and lows of market fluctuations but short enough to reflect current trends.

To calculate the Current Land Supply certain variables need to be reviewed and ultimately agreed upon. These variables include:

- Percentage for overheads (roads, municipal reserve, public utilities, and institutional land base);
- Density Target for the remaining land supply within the municipality's boundaries, as determined by the Edmonton Metropolitan Regional Board;
- Average Household Size; and
- Short-Term duration for determining the Short-Term Growth Rate.

Furthermore, to calculate the Current Land Supply certain data is needed. This data includes:

- Gross Available Land;
- Commercial Available Land;
- Industrial Available Land;
- Undevelopable Overheads such as future and arterial road expansions, future or existing power line or pipeline rights-of-way; and
- The Growth Rates for years within the Short-Term duration.

Table 1: Current Land Supply Formula Variables and Data Needed.

Variables to Review:		Data Needed:	
Overheads		Gross Available Land:	___ ha
Roads:	___ %	Commercial Available Land:	___ ha
Municipal Reserve:	___ %	Industrial Available Land:	___ ha
Public Utilities:	___ %	Undevelopable Overheads:	___ ha
Institutional Land Uses:	___ %	Short-term Growth Rate:	
Density Target:	___ du/ndha	Year 1:	___ %
Average Household Size:	___ ppl/du	Year 2:	___ %

Short-term Duration: _____ years	Year 3: _____ %
	Year 4: _____ %
	Year 5: _____ %
	Year 6: _____ %
	Year 7: _____ %
	Current Population: _____ ppl

CURRENT LAND SUPPLY FORMULA STEPS:

Gross Available Residential Land: Calculated by determining the Gross Available Land and subtracting Commercial Land, Industrial Land, and Undevelopable Overheads such as arterial road rights-of-way, environmental reserve, industrial buffers, rail/pipeline/power line rights-of-way, and future planned pipeline expansions.

$$\text{Gross Available Residential Land} = \text{Gross Available Land} - \text{Commercial Land} - \text{Industrial Land} - \text{Non-Developable Overheads}$$

Net Available Residential Land: Calculated by subtracting from Gross Available Residential Land the assumed percentage of land to be absorbed by Roads, Municipal Reserve, Public Utilities, and Institutional Land Uses.

$$\text{Net Available Residential} = \text{Gross Available Residential Land} \times (1 - \text{Roads \%} - \text{Municipal Reserve \%} - \text{Public Utilities \%} - \text{Institutional Land Uses \%})$$

Additional Population at Buildout: Calculated by multiplying Net Available Land by the Current Density Target. The results are then multiplied by the agreed to Average Household Size.

$$\text{Additional Population at Buildout} = \text{Net Available Residential Land} \times \text{Density Target} \times \text{Average Household Size}$$

Average Annual Population Increase: Calculated by averaging the growth rate for the previous 7 years and multiplying the current population by that Short-term Growth Rate.

$$\text{Average Annual Population Increase} = (\text{Year 1} + \text{Year 2} + \text{Year 3} + \text{Year 4} + \text{Year 5} + \text{Year 6} + \text{Year 7}) / 7 \times \text{Current Population}$$

Current Land Supply: Calculated by dividing the Additional Population at Buildout by the Average Annual Population Increase.

$$\text{Current Land Supply} = \text{Additional Population at Buildout} / \text{Average Annual Population Increase}$$

TRIGGER ASSESSMENT: If the Current Land Supply is less than the Minimum Land Supply Threshold, the trigger has been met. Proceed with the Additional Population and Expansion Land formulas to determine the land supply necessary to return the municipality to the Optimum Land Supply.

3.2 Additional Population Process

To prepare for growth, an estimate of how many additional people will live in the municipality in the future is needed.

To calculate the Additional Population, certain variables need to be agreed upon. These include:

- Duration (how many years into the future the land is anticipated to last); and
- Forecasted Growth Rate.

Furthermore to calculate the Additional Population, certain data is needed. This data includes:

- The Current Population.

Table 2: Additional Population Formula Variables and Data Needed.

Variables to Review:		Data Needed:	
Optimum Land Supply:	_____ years	Current Population:	_____ ppl
Forecasted Growth Rate:	_____ %		

ADDITIONAL POPULATION FORMULA STEPS:

Future Population: Calculated by multiplying the Current Population by 1 + Forecasted Growth Rate to an exponent of the duration of which the Optimum Land Supply is anticipated to last.

$$\text{Future Population} = \text{Current Population} \times (1 + \text{Forecasted Growth Rate})^{\text{Optimum Land Supply}}$$

Additional Population: Calculated by subtracting the Current Population from the Future Population.

$$\text{Additional Population} = \text{Future Population} - \text{Current Population}$$

3.3 Expansion Lands Process

When a municipality's Current Land Supply is below the Minimum Land Supply Threshold, the process to return the municipality's Land Supply to an agreed upon amount should be initiated. This amount is referred to as the Optimum Land Supply. During the 2014-2018 discussions, the IMRC set the Minimum Land Supply Threshold at 15 years' worth of developable land and the Optimum Land Supply at 30 years' worth of developable land.

Most often, to return a municipality to the Optimum Land Supply amount expansion lands will be needed. Expansion Lands refers to the lands necessary beyond one municipality's current boundaries to return a municipality to the Optimum Land Supply amount. The Current Land Supply estimate should be based on forecasts, using long-term assumptions as opposed to short-term data.

To calculate the Expansion Lands, the Gross Developable Land needs to be calculated. To calculate the Gross Developable Land, certain variables need to be reviewed and ultimately agreed upon. These variables include:

- Average Household Size; and
- Assumed Land Percentages for each land use including commercial, institutional, municipal reserve, public utility, and residential.

Furthermore to calculate the Gross Developable Land, certain data is needed. This data includes:

- Additional Population (as determined through Attachment X);
- Density Target for the remaining land supply within the municipality's boundaries, as determined by the Edmonton Metropolitan Regional Board;
- Density Target for the lands beyond the municipality's boundaries, as determined by the Edmonton Metropolitan Regional Board;
- Net Available Residential Land (as calculated under Section Y: Land Supply);
- New Dwelling Units (as calculated under Section Y: Land Supply);

Once the Gross Developable Lands is calculated, any Undevelopable Lands that is logical to include with the Gross Developable Lands should be added. Adding the Gross Developable Lands with the appropriate Undevelopable Lands provides the final Expansion Lands amount. Undevelopable Land may include:

- Environmental Reserve; and
- Developed Lands, including:
 - o Pipeline/Power/Utility Rights-of-Way;
 - o Future Pipeline Corridor Expansions;
 - o Existing Road Rights-of-Way;

- o Rail Rights-of-Way; and
- o Country Residential Developments.

Table 3: Expansion Lands Formula Variables and Data Needed.

Variables to Review:		Data Needed:	
Average Household Size:	___ ppl/du	Additional Population:*	___ ppl
Assumed Land Percentages:		Current Density Target:	___ du/ndha
Commercial:	___ %	Future Density Target:	___ du/ndha
Institutional:	___ %	Net Available Residential Land:**	___ ha
Municipal Reserve:	___ %	Environmental Reserve:	___ ha
Public Utility:	___ %	Developed Lands:	___ ha
Residential:	___ %	Pipeline/Power/Utility Rights-of-Way:	___ ha
		Future Pipeline Corridor Expansions:	___ ha
		Existing Road Rights-of-Way:	___ ha
		Rail Rights-of-Way:	___ ha
		Country Residential Developments:	___ ha
		Provincially Owned Lands:	___ ha
		Boundary Rounding:	___ ha
*Calculated within Additional Population			
**Calculated withing Land Supply			

EXPANSION LANDS FORMULA STEPS:

New Dwelling Units: Calculated by dividing the Additional Population by the Average Household Size.

$$\text{New Dwelling Units} = \text{Additional Population} / \text{Average Household Size}$$

New Dwelling Units Beyond Boundaries: Calculated by subtracting Net Available Residential Land multiplied by Current Density Target from New Dwelling Units.

$$\text{New Dwelling Units Beyond Boundaries} = \text{New Dwelling Units} - (\text{Net Available Residential Land} \times \text{Current Density Target})$$

Net Residential Land Beyond Boundaries: Calculated by dividing New Dwelling Units Beyond Boundaries by the Future Density Target.

$$\text{Net Residential Land Beyond Boundaries} = \text{New Dwelling Units Beyond Boundaries} / \text{Future Density Target}$$

Gross Developable Land Beyond Boundaries: Calculated by dividing Net Residential Land Beyond Boundaries by the Assumed Residential Land Percentage.

$$\text{Gross Developable Land Beyond Boundaries} = \text{Net Residential Land Beyond Boundaries} / \text{Assumed Residential Land Percentage}$$

Expansion Lands: Calculated by adding together Gross Developable Land Beyond Boundaries, Environmental Reserve, Developed Lands and Boundary Rounding.

***Gross Land Beyond Boundaries** = Gross Developable Land Beyond Boundaries + Environmental Reserve + Developed Land + Boundary Rounding*

4.0 IMPLEMENTATION

When it has been determined that a trigger has been met, work should be initiated to restore the municipality's land supply back to the Optimum Land Supply amount.

While alternative processes do exist, the most commonly used process to provide a municipality with additional room for growth is an annexation application through the Municipal Government Board (MGB). Where an application is presented to the MGB, both municipalities shall strive to ensure the case presented to the MGB is built upon an agreed upon approach to resolution. Ideally as leaders of the region, the case would be vetted and supported prior to the hearing process and both municipalities would agree and defend the conclusions reached.

Where an annexation process is undertaken, the municipality inheriting lands from the other will strive to ensure any mitigation efforts to reduce the impacts to landowners are considered and implemented when beneficial. Determining impacts and mitigating efforts would ideally be done through public consultation.

5.0 CONCLUSION:

Through the Common Bonds Agreement, both municipalities worked together to determine the best strategy to prepare for growth. This work resulted in stronger collaborative relationships and greater potential for efficiencies between both municipalities.

The Boundary Accord allows alternatives to the 2031 date when mutually agreed to by both parties. Through many conversations, *indicators*, *triggers*, and *processes* have been established to better account for changes in growth needs and assessments of current circumstances.

The representatives at the table during this Framework's development were committed to representing the best interests of the region. They recognized that growth goes beyond jurisdictions and good representation relies upon communication and collaboration. This Framework is intended to continue that work and to maintain a shared commitment to accommodating our regional success.

6.0 REFERENCES:

Strathcona County/Fort Saskatchewan. October 4, 2001. *Strathcona County/Fort Saskatchewan Boundary Accord Agreement*. (Page 6)

Strathcona County/City of Fort Saskatchewan. June 27, 2012. *Common Bonds Agreement: Intermunicipal Cooperation Plan and Protocols*. (Page 1)

ISL Engineering & Land Services. November 2015. *Fort Saskatchewan Growth Study*. (Page 16)

ATTACHMENT 1

Edmonton Metropolitan Region Growth Plan Guiding Principles

1. Collaborate and coordinate as a Region to manage growth responsibly. We will work together to create a Region that is well managed and financially sustainable with a shared commitment to growing responsibly and achieving long-term prosperity.
2. Promote global economic competitiveness and regional prosperity. We will foster a diverse and innovative economy that builds upon our existing infrastructure and employment areas, and our strengths in energy development to achieve sustained economic growth and prosperity.
3. Achieve compact growth that optimizes infrastructure investment. We will make the most efficient use of our infrastructure investments by prioritizing growth where infrastructure exists and optimizing use of new and planned infrastructure.
4. Ensure effective regional mobility. Recognizing the link between efficient movement of people and goods and regional prosperity, we will work towards a multi-modal and integrated regional transportation system.
5. Recognize and celebrate diversity of communities, and promote an excellent quality of life across the Region. In planning for growth, we will recognize and respond to the different contexts and scales of communities, and provide a variety of housing choice with easy access to transportation, employment, parks and open spaces, and community and cultural amenities.
6. Wisely manage prime agricultural resources. In the context of metropolitan growth, we will ensure the wise management of agricultural resources to continue a thriving agricultural sector.
7. Protect natural heritage systems and environmental assets. We will practice wise environmental stewardship and promote the health of the region's biodiversity, ecosystems, watersheds, and environmentally sensitive areas.

ATTACHMENT 2

Documenting Discussions (2014-2018)

As per the Growth Planning Framework, the IMRC gathered to discuss preparing for growth from 2014 - 2018. The following provides a summation of the circumstances at the time of the discussions, and action items identified where collaborative efforts would support goals and objectives that are in the best interest of our shared sub-region.

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Triggers Calculations:

To maintain awareness of each other's circumstances, both municipalities agreed to use the IMRC to assess preparedness for growth. To do so, the following calculations were completed:

Current Land Supply:

To assess Fort Saskatchewan's current preparedness for growth, the municipality's Current Land Supply was calculated and assessed against the Minimum Land Supply Threshold. A Minimum Land Supply Threshold refers to the agreed upon minimum Land Supply amount that should be available within a municipality. During the 2014-2018 discussions, the IMRC established a Minimum Land Supply Threshold of 15 years.

The Current Land Supply calculation is based on the short-term trends. Averaging the growth rate from recent years was considered the best means to determine the Short-Term Growth Rate. During the 2014-2018 discussions, the IMRC considered seven years optimum as generally the duration is long enough to capture the highs and lows of market fluctuations but short enough to reflect current trends.

Below is a summary of the variables agreed upon and data collected to inform the Current Land Supply calculation.

Table 1: Current Land Supply Formula Variables and Data.

Variables:			Data:		
Overheads			Gross Available Land:	965.1	ha
Roads:	20	%	Commercial Available Land:	18.6	ha
Municipal Reserve:	10	%	Industrial Available Land:	572.5	ha
Public Utilities:	5	%	Undevelopable Overheads:	86.9	ha
Institutional Land Uses:	7	%	Short-term Growth Rate:		
Density Target:	28	du/ndha	Year 1:	2.1	%
Average Household Size:	2.55	ppl/du	Year 2:	7.5	%

Short-term Duration:	7 years	Year 3:	6.5 %
		Year 4:	4.7 %
		Year 5:	5.4 %
		Year 6:	2.2 %
		Year 7:	3.9 %
		Current Population:	25,533 ppl

Current Land Supply Formula Steps:

Gross Available Residential Land: Calculated by determining the Gross Available Land and subtracting Commercial Available Land, Industrial Available Land, and Undevelopable Overheads such as arterial road rights-of-way, environmental reserve, industrial buffers, rail/pipeline/power line rights-of-way, and future planned pipeline expansions.

$$\text{Gross Available Residential Land} = \text{Gross Available Land} - \text{Commercial Available Land} - \text{Industrial Available Land} - \text{Undevelopable Overheads}$$

$$\text{Gross Available Residential Land} = 965.1 \text{ ha} - 18.6 \text{ ha} - 572.5 \text{ ha} - 86.9 \text{ ha}$$

$$\text{Gross Available Residential Land} = 287.1 \text{ ha}$$

Net Available Residential Land: Calculated by subtracting from Gross Available Residential Land the assumed percentage of land to be absorbed by Roads, Municipal Reserve, Public Utilities, and Institutional Land Uses.

$$\text{Net Available Residential} = \text{Gross Available Residential Land} \times (1 - \text{Roads \%} - \text{Municipal Reserve \%} - \text{Public Utilities \%} - \text{Institutional Land Uses\%})$$

$$\text{Net Available Residential} = 287.1 \text{ ha} \times (1 - 20\% - 10\% - 5\% - 7\%)$$

$$\text{Net Available Residential} = 166.518 \text{ ha}$$

Additional Population at Buildout: Calculated multiplying Net Available Land by the Current Density Target. The results are then multiplied by the agreed to Average Household Size.

$$\text{Additional Population at Buildout} = \text{Net Available Residential Land} \times \text{Density Target} \times \text{Average Household Size}$$

$$\text{Additional Population at Buildout} = 166.518 \text{ ha} \times 28 \text{ du/ndha} \times 2.55 \text{ ppl/du}$$

$$\text{Additional Population at Buildout} = 11,889.4 \text{ ppl}$$

Average Annual Population Increase: Calculated by averaging the growth rate for the previous 7 years and multiplying the Current Population by that Short-term Growth Rate.

$$\text{Average Annual Population Increase} = (\text{Year 1} + \text{Year 2} + \text{Year 3} + \text{Year 4} + \text{Year 5} + \text{Year 6} + \text{Year 7}) / 7 \times \text{Current Population}$$

$$\text{Average Annual Population Increase} = (3.9\% + 2.2\% + 5.4\% + 4.7\% + 6.5\% + 7.5\% + 2.1\%) / 7 \times 25,533 \text{ ppl}$$

$$\text{Average Annual Population Increase} = 1178 \text{ ppl}$$

Current Land Supply: Calculated by dividing the Additional Population at Buildout by the Average Annual Population Increase.

$$\text{Current Land Supply} = \text{Additional Population at Buildout} / \text{Average Annual Population Increase}$$

$$\text{Current Land Supply} = 11,889 \text{ ppl} / 1178 \text{ people/year}$$

$$\text{Current Land Supply} = 10.09 \text{ years}$$

TRIGGER ASSESSMENT:

Minimum Land Supply Threshold: 15 years

Current Land Supply: 10.09 years

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Additional Population

To prepare for growth, an estimate of how many additional people will live in the municipality in the future is needed.

Below is a summary of the variables agreed upon and data collected to inform the Additional Population calculation.

Table 2: Additional Population Formula Variables and Data.

Variables:			Data:		
Optimum Land Supply:	30	years	Current Population:	25,533	ppl
Forecasted Growth Rate:	2.53	%			

Additional Population Formula Steps:

Future Population: Calculated by multiplying the Current Population by 1 + Forecasted Growth Rate to an exponent of the duration of which the Optimum Land Supply is intended to last.

$$\text{Future Population} = \text{Current Population} \times (1 + \text{Forecasted Growth Rate}) ^ \text{Optimum Land Supply}$$

$$\text{Future Population} = 25,533 \text{ ppl} \times (1 + 2.53\%) ^ 30$$

$$\text{Future Population} = 54,029 \text{ ppl}$$

Additional Population: Calculated by subtracting the Current Population from the Future Population.

$$\text{Additional Population} = \text{Future Population} - \text{Current Population}$$

$$\text{Additional Population} = 54,029 \text{ ppl} - 25,533 \text{ ppl}$$

$$\text{Additional Population} = 28,496 \text{ ppl}$$

Expansion Lands

When a municipality's Current Land Supply is below the Minimum Land Supply Threshold, the process to return the municipality's Land Supply to an agreed upon amount should be initiated. The agreed upon amount is referred to as the Optimum Land Supply. At the time this Framework was prepared, the Inter-Municipal Relations Committee set the Minimum Land Supply Threshold at 15 years' worth of developable land and the Optimum Land Supply at 30 years' worth of developable land.

Most often, to return a municipality to the Optimum Land Supply amount expansion lands will be needed. Expansion Lands refers to the lands beyond one municipality's current boundaries necessary to return a municipality to the Optimum Land Supply amount.

The Expansion Lands calculation is based on forecasts, using long-term assumptions as opposed to short-term data.

Below is a summary of the variables agreed upon and data collected to inform the Expansion Lands calculation.

Table 3: Expansion Lands Formula Variables and Data.

Variables:			Data:		
Average Household Size:	2.55	ppl/du	Additional Population:*	28,496	ppl
Assumed Land Percentages:			Current Density Target:	28	du/ndha
Commercial:	20	%	Future Density Target:	35	du/ndha
Institutional:	7	%	Net Available Residential Land:**	166.518	ha
Municipal Reserve:	10	%	Environmental Reserve:	198.20	ha
Public Utility:	25	%	Developed Lands:		
Residential:	38	%	Pipeline/Power/Utility Rights-of-Way:	9.97	ha
			Future Pipeline Corridor Expansions:	15.89	ha
			Existing Road Rights-of-Way:	37.26	ha
			Rail Rights-of-Way:	0	ha
			Country Residential Developments:	11.11	ha
			Provincially Owned Lands:	58.15	ha
			Boundary Rounding:	132.08	ha

**Calculated within Additional Population*

***Calculated within Land Supply*

Expansion Lands Formula Steps:

New Dwelling Units: Calculated by dividing the Additional Population by the Average Household Size.

$$\text{New Dwelling Units} = \text{Additional Population} / \text{Average Household Size}$$

$$\text{New Dwelling Units} = 28,496 \text{ ppl} / 2.55 \text{ ppl/du}$$

$$\text{New Dwelling Units} = 11,174.902 \text{ du}$$

New Dwelling Units Beyond Boundaries: Calculated by subtracting Net Available Residential Land multiplied by Current Density Target from New Dwelling Units.

$$\text{New Dwelling Units Beyond Boundaries} = \text{New Dwelling Units} - (\text{Net Available Residential Land} \times \text{Current Density Target})$$

$$\text{New Dwelling Units Beyond Boundaries} = 11,174.902 \text{ du} - (166.518 \text{ ha} \times 28 \text{ du/ndha})$$

$$\text{New Dwelling Units Beyond Boundaries} = 6512.398 \text{ du}$$

Net Residential Land Beyond Boundaries: Calculated by dividing New Dwelling Units Beyond Boundaries by the Future Density Target.

$$\text{Net Residential Land Beyond Boundaries} = \text{New Dwelling Units Beyond Boundaries} / \text{Future Density Target}$$

$$\text{Net Residential Land Beyond Boundaries} = 6512.398 \text{ du} / 35 \text{ du/ndha}$$

$$\text{Net Residential Land Beyond Boundaries} = 186.0685 \text{ ha}$$

Gross Developable Land: Calculated by dividing Net Residential Land Beyond Boundaries by the Assumed Residential Land Percentage.

$$\text{Gross Developable Land Beyond Boundaries} = \text{Net Residential Land Beyond Boundaries} / \text{Assumed Residential Land Percentage}$$

$$\text{Gross Developable Land Beyond Boundaries} = 186.0685 \text{ ha} / 38\%$$

$$\text{Gross Developable Land Beyond Boundaries} = 489.65 \text{ ha}$$

Gross Land: Calculated by adding together Gross Developable Land Beyond Boundaries, Environmental Reserve, Developed Lands, and Boundary Rounding.

$$\text{Gross Land Beyond Boundaries} = \text{Gross Developable Land beyond Boundaries} + \text{Environmental Reserve} + \text{Developed Land} + \text{Boundary Rounding}$$

Gross Land Beyond Boundaries = 489.65 ha + 198.20 ha + 132.39 ha + 132.08 ha

Gross Land Beyond Boundaries = 952.32 ha

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Triggers Assessment:

Land Supply: 10.32 years

Minimum Land Supply Threshold: 15 years

Additional Population: 23,516 people

Expansion Lands: 952.32 ha

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Actions:

1. An annexation application for the lands shown in the attached map be presented to the Municipal Government Board.
2. Both municipalities agree to engage in discussion of how collaborative approaches to growth, delivery of services and governance of the region may be enhanced and realized.

Schedule “2”

Map of Proposed Annexation Area and Description of Area

