

Economic Development

Goal #1 Parkland County will mitigate its revenue risk through diversification of its revenue stream.

- Strategy #1 Parkland County will promote itself to all industry sectors as a great place to do business.
- Strategy #2 Parkland County will investigate and pursue all funding sources and explore potential partnerships.
- Strategy #3 Parkland County will research and implement different assessment approaches.
- Strategy #4 Parkland County will expand the services we provide to other municipalities and private organizations.
- Strategy #5 Parkland County will pursue opportunities that both service our residents and generate revenue.

Goal #2 Parkland County will balance economic development with quality of life.

- Strategy #1 Parkland County will further enhance access to parks, recreation and cultural facilities.
- Strategy #2 Parkland County will ensure that development enhances quality of life.
- Strategy #3 Parkland County will take steps to further promote and foster sustainable development.

Quality of Life

Goal #1 Parkland County is a diverse and inclusive community that will balance the needs of its people and provide a choice of lifestyles in a harmonious and safe environment.

- Strategy #1 Parkland County will increase awareness of existing services and programs.
- Strategy #2 Parkland County will review the Municipal Development Plan (MDP) and identify appropriate areas for higher-density residential growth.
- Strategy #3 Parkland County will enhance the services we provide to our residents.
- Strategy #4 Parkland County will streamline our regional cooperation process.
- Strategy #5 Parkland County will add to existing services and initiatives to increase public safety.

Environment

Goal #1 Parkland County will be a respected steward of the environment.

- Strategy #1 Parkland County will increase public education.
- Strategy #2 Parkland County will introduce practices to make operations more environmentally friendly.
- Strategy #3 Parkland County will expand patrol services to better protect natural areas
- Strategy #4 Parkland County will do more to encourage green development.

Agriculture

Goal #1 Parkland County will strive to ensure the long-term viability of our agricultural community.

- Strategy #1 Parkland County will increase education and training opportunities.
- Strategy #2 Parkland County will make better use of technology to advance agricultural practices.
- Strategy #3 Parkland County will promote and further the economic benefits of agriculture.
- Strategy #4 Parkland County will adopt land use practices that place a greater priority on agricultural lands.

Infrastructure

Goal #1 **Parkland County will develop and maintain high-quality infrastructure that will ensure sustainable growth and quality of life.**

Strategy #1 Parkland County will adopt methods for better management of infrastructure.

Strategy #2 Parkland County will advance fiscal management and explore additional revenue sources.

Strategy #3 Parkland County will increase the importance of environmental protection.

Goal #2 **Parkland County will take an entrepreneurial approach to infrastructure as a potential revenue stream.**

Strategy #1 Parkland County will expand and enhance the Intelligent Community project.

Strategy #2 Parkland County will explore partnerships to expand and enhance development of recreational and tourism facilities.

Strategy #3 Parkland County will investigate the feasibility of regional waste management, which would include an Eco-Centre for recycling and composting.

Strategy #4 Parkland County will explore development of Part 9 companies or other appropriate methods for provision of important municipal services

Governance

Goal #1 **Parkland County will be recognized as a well-led, well-managed municipality with a solid foundation of sound policies, good planning, responsive processes and effective decision-making that are focussed on the responsible use of the resources entrusted to it and the long-term best interests of the community as a whole.**

Strategy #1 Parkland County will enhance communications with the public.

Strategy #2 Parkland County will further our commitment to transparency.

Goal #2 **Parkland County will have mutually beneficial partnerships with other municipalities and orders of government based on respect for the aspirations, autonomy and right to self-determination of each.**

Strategy #1 Parkland County will further relationships with municipal neighbours and associations.

Strategy #2 Parkland County will actively seek out joint project opportunities that will benefit our communities.

Goal #3 **Parkland County will have a strong, cohesive identity throughout the community and the region.**

Strategy #1 Parkland County will work to enhance, promote, and celebrate the new Parkland County branding concept.

Economic Development

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.2.1	Corporate Services	Communications, Legislative & Administrative Services, Community & Protective Services (Parks Rec Culture)	Explore corporate sponsorship opportunities	1	2	Immediate ongoing	Researched policies in other municipalities. Policy and procedures drafted and being reviewed by Administration to bring forward to Council late 2012/early 2013.
1.3.1	Assessment Services		Utilize varied approaches to increase the accuracy of our assessments	1	3	Immediate ongoing	No update
1.3.2	Assessment Services		Adopt revenue-based assessment for facilities as appropriate	1	3	Immediate ongoing	No update
1.4.1	Community & Protective Services (ECC)	Communications	Enhance and promote the Emergency Communications Centre (x-ref Ec. Dev. 1.5.1)	1	4	Immediate ongoing	No update
1.4.2	Community & Protective Services (Enforcement)		Provide services by becoming a Community Peace Officer Training Centre	1	4	Immediate ongoing	PPCT/OC Spray Training 2012. Lac la Biche County Enforcement viewed how we use Report Exec. Shared standard Operating Guidelines Aug 2012.
1.4.5	GM Development Services/Intelligent Community		Explore opportunities to provide internet-related services to other municipalities	1	4	Immediate ongoing	no update
1.5.1	Community & Protective Services (ECC)		Target the business sector and seek additional municipal contracts for the Emergency Communications Centre (x-ref Ec. Dev. 1.4.1)	1	5	Immediate ongoing	Potential contracts as follows: Stony CPO's, Drayton Valley Fire and Woodlands County have all toured ECC and verbally confirmed dispatch agreements for 2013. Work Alone monitoring services has incurred Acadia and the ECC and Gemini are currently negotiating with EPCOR and Rocky Mountain Equipment to provide work alone monitoring services.

Economic Development

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.5.2	GM Development Services/Intelligent Community		Promote the Intelligent Community project to increase Wireless Internet Service providers locating on towers as well as other rural communications service providers to both increase revenue and improve availability and quality of services. (x-ref Infra 2.1.1, 2.1.2, 2.1.3)	1	5	Immediate ongoing	Working with WISPs to have at least one provider on on each the west region towers by Q4 2012 and at least 2 WISPs on each of the two east region towers by Q4 2012
2.2.2	Economic Development	Environmental Services/Sustainability Services Coordinator	Target green development opportunities that help implement the Integrated Community Sustainability Plan goals	2	3	Immediate ongoing	Working with Acheson businesses to implement a recycling program, working on a possible biodiesel plant and looking at green initiatives with Trans Alta
2.2.3	Executive Administration	Environmental Services/Sustainability Services Coordinator	Celebrate private sector leaders in sustainability through a formal recognition program (x-ref Enviro 1.1.3)	2	3	2013	No update
2.2.4	Economic Development		Target industries that offer employment opportunities to advance and enhance our residents' quality of life	2	3	Immediate ongoing	Having ongoing success in attracting businesses to Parkland County, many of which have high salaries and great job opportunities
2.3.1	Planning & Development Services	Engineering Services, Legislative & Administrative Services	Maintain our studies, guides, standards, plans, policies, and bylaws to ensure they are far-reaching and strategic to ensure long-term viability	2	3	Immediate ongoing	No update
2.3.2	Engineering Services	Planning & Development Services, Economic Development	Take a proactive approach to infrastructure development and rehabilitation to foster economic growth and promote economic development	2	3	Immediate ongoing	No update

Economic Development

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
2.3.3	Economic Development	Planning & Development Services, Engineering Services	Promote development by acquiring land for County or others to develop	2	3	Immediate ongoing	Met with Council and EDTAC to discuss possible opportunities for the county to acquire land and either develop it or sell it to developers where we have some control over how/when they develop it
2.3.4	Economic Development (a) CAO and Mayor (b)	Planning & Development Services, Engineering Services, Economic Development	Pursue partnership and joint venture developments including inter-municipal partnerships (e.g. Bio-fuel diesel plant) (x-ref Enviro 1.4.2 and Agr 1.3.1)	2	3	Immediate ongoing	Have done extensive research on bio-diesel plants and have had several meetings with potential partners including investors, plant designers and a group that could run the plant.
2.3.5	Planning & Development Services	Economic Development, Environmental Services/Sustainability Services Coordinator	Encourage green development through processes for green builders or an Eco-Industrial Incentive Program (x-ref Enviro 1.4.1)	2	3	Immediate ongoing	The Environmental Advisory Committee (EAC) has criteria for three awards: business, resident, or student who has done significant things with respect to the environment. Preparing a draft program (funding set in 2013 budget to pay for awards).
2.3.6	Planning & Development Services		Require fiscal impact assessment (FIA) prior to approval of statutory plans, and major subdivisions and developments.	1	3	Immediate ongoing	No update

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.1.1	Legislative & Administrative Services (IT)	Communications	Use information technology to enhance online services and external communications (x-ref Ec. Dev. 1.1.2, Q of Life 1.5.7)	<u>1</u>	<u>1</u>	Immediate ongoing	Testing Online Credit Card Payments, Tax Certificates, Business Directory, and User Account modules of Citizen Self Service (CSS). Expect to complete CSS in the first quarter of 2013. New online services to be identified after CSS completion.
1.1.2	Legislative & Administrative Services (IT, GIS)	Economic Development, Communications	Creation of a public web map to assist residents in locating recreational and lifestyle gems in Parkland County (x-ref Enviro 1.1.2)	<u>1</u>	<u>1</u>	Immediate ongoing	The resources for this initiative are proposed in the 2013 budget. Detailed project planning will proceed after budget approval.
1.1.4	GM Development Services/Intelligent Community	Community & Protective Services (Parks Rec Culture)	Investigate feasibility of a 24/7 online portal for use by community associations, groups and local businesses (x-ref Gov 1.2.2)	<u>1</u>	<u>1</u>	2012	Preparing Terms of Reference for consultant study to identify options, recommendations, and costs.
1.2.2	Planning & Development Services		Provide different development options that are more affordable, allowing younger families to move into the County	<u>1</u>	<u>2</u>	Immediate ongoing	no update
1.5.3	Community & Protective Services (Fire, ECC, Enforcement, Emergency Mgmt)	Communications	Enhance public education on fire, 911, Peace Officers, and other public safety initiatives	<u>1</u>	<u>5</u>	Immediate ongoing	ECC has confirmed site visits with the following schools - Keephills, Duffield, Graminia and Blueberry. Promotional items have been ordered which promote 911 for distribution during the school visits. Enforcement Services developing Communication Plan.
1.5.4	Community & Protective Services (ECC)		Reintroduction of an annual Emergency Communications 911 newsletter and hosting of the annual Partners in Protection meeting for stakeholders	<u>1</u>	<u>5</u>	Immediate ongoing	no update
1.5.6	CAO and Mayor	Public Works, Community & Protective Services	Lobby for introduction of GPS on gravel trucks	<u>1</u>	<u>5</u>	Immediate ongoing COMPLETE	Resolution was prepared and presented at Pembina Zone Meeting. Resolution was defeated and is now dropped. No further action required.

Environment

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.1.1	Environmental Services/Sustainability Services Coordinator	Communications	Develop communication strategies to educate and inform the public on specific environmental initiatives and projects	1	1	Immediate ongoing	Resident sustainability education program implemented June 2012. Includes monthly articles in communicator and Reporter/Examiner; additional content on County Website. Content developed to May 2013.
1.1.3	Executive Administration	Environmental Services/Sustainability Services Coordinator	Celebrate residents who have incorporated green practices (x-ref Ec. Dev. 2.2.3)	1	1	Immediate ongoing	Environmental Advisory Member tasked with developing framework. EAC member resigned. Currently seeking other EAC member to take on project.
1.2.1	Environmental Services/Sustainability Services Coordinator	all departments	Lead by example in areas of construction, renewable energy technology, energy management, waste management, fleet management, green purchasing, and organic gardening and landscaping	1	2	Immediate ongoing	Report on green options for new home construction presented to GM development services for submission to EC. Report on renewable Energy options presented to GM Development services for submission to EC. Employee composting program implemented July 2012, rain barrel and composter sale round 2 in september 2012 - 40 composters and 100 rain barrels sold. storm pond naturalization pilot project currently being considered by administration.
1.4.1	Economic Development	Environmental Services/Sustainability Services Coordinator	Encourage and facilitate development of an Eco-Industrial Park (x-ref Ec. Dev. 2.3.5)	1	4	Immediate ongoing	Environmental Advisory Member tasked with developing options to promote eco-industry. EAC is further developing and assessing options before considering making recommendations.
1.4.2	Economic Development	Planning & Development Services, Environmental Services/Sustainability Services Coordinator	Focus on green developments in Acheson including waste analysis, biodiesel plant, and a recycling program (x-ref Ec. Dev. 2.3.4 and Agr 1.3.1)	1	4	Immediate ongoing	no update

Environment

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.4.3	Environmental Services/Sustainability Services Coordinator		Investigate development of self-assessment environmental audits for businesses	1	4	Immediate ongoing	not yet commenced

Agriculture

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.1.1	Agriculture Services		Promote and sponsor attendance at events such as Farm Tech, the Provincial ASB Conference, and the International Beef Congress	1	1	Immediate ongoing	Three advisory members attended the International Beef Congress
1.1.2	Agriculture Services		Offer workshops on farm succession planning	1	1	Immediate ongoing	Planned for Fall 2012 or Spring 2013
1.1.4	Agriculture Services	GM Development Services/Intelligent Community, Economic Development	Support agencies such as Seed an Idea and Green Hectares for projects including education programs, demonstration farms, and smart farms.	1	1	Immediate ongoing	Cheque issued to Seed an Idea
1.2.2	GM Development Services/Intelligent Community	Agriculture Services	Expand Intelligent Community partnership with Green Hectares for development of a smart farm	1	2	2012	No update
1.3.1	Economic Development	Agriculture Services, GM Development Services/Environmental Services	Explore biofuel facilities to use agriculture products and by-products as feedstock (x-ref Ec. Dev. 2.3.4 and Enviro 1.4.2)	1	3	Immediate ongoing	no update
1.3.2	Agriculture Services		Encourage organizations that promote "buying local" to include Parkland County agriculture producers	1	3	Immediate ongoing	Ongoing utilizing Parkland Communicator newsletter and Agriculture Environmental newsletter.
1.4.2	Engineering Services	Agriculture Services	Begin planning for water fill stations for agriculture (drought, spraying season) as an extension of the WILD water lines	1	4	Immediate ongoing	No update
1.4.4	Council	Agriculture Services	Lobby government for retention of quality agriculture lands (x-ref 1.4.1)	1	4	Immediate ongoing	No update

Infrastructure

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.1.1	Legislative & Administrative Services	Public Works (Roads)	Greater integration of GIS mapping tools including additional layers of data showing above and below-ground infrastructure	<u>1</u>	<u>1</u>	Immediate ongoing	The resources for this initiative are proposed in the 2013 budget. Detailed project planning will proceed after budget approval.
1.1.2	Engineering Services	Finance	Analyze the benefits of dividing the capital road program into sub-categories for ease of reference and awareness of construction	<u>1</u>	<u>1</u>	Immediate ongoing	No update
1.1.4	Engineering Services	Public Works, GM Infrastructure Services	Develop a gravel road asset management system	<u>1</u>	<u>1</u>		No update
1.2.1	Finance	Public Works, Engineering	Investigate feasibility of lifecycle costing as part of the budget process	<u>1</u>	<u>2</u>	2013	To be conducted in part with the budget process. Internal task force to be established to investigate impacts of lifecycle costing.
1.3.2	Planning & Development Services		Work with Province to ensure proper reclamation of privately-held gravel sites and waste management/landfill sites	<u>1</u>	<u>3</u>	Immediate ongoing	No update
2.1.1	GM Development Services/Intelligent Community		Explore additional products and processes that can be marketed and sold (Intelligent Community) (x-ref Ec. Dev. 1.5.2)	<u>2</u>	<u>1</u>	Immediate ongoing	Investigating option of acquiring dark fibre to provide WISPs with more internet access options.
2.1.2	GM Development Services/Intelligent Community		Explore opportunities to leverage high speed broadband services (x-ref Ec. Dev. 1.5.2)	<u>2</u>	<u>1</u>	Immediate ongoing	No update
2.1.3	GM Development Services/Intelligent Community		Encourage location on County towers to reduce construction of new privately-owned towers (x-ref Ec. Dev. 1.5.2)	<u>2</u>	<u>1</u>	Immediate ongoing	Encouraging proponents for new towers to co-locate on County towers. Preparing a draft County Rural Communication Towers policy.
2.2.1	Executive Committee		*Explore partnerships to expand and enhance development of recreational and tourism facilities	<u>2</u>	<u>2</u>		Council met with owners of Lake Eden to initiate discussion on possible future developments.

Governance

Action Item #	Lead	Support	Action	Goal	Strategy	Timeline	Update - Q3 July/Aug/Sep 2012
1.1.1	Communications	All	Develop targeted communications strategies to reach key stakeholders on specific projects and initiatives	1	1	Immediate ongoing	Working with departments on preparing Communications Plans for specific initiatives. Working on developing department-specific Communications Plans for annual projects/priorities.
1.1.2	Communications	Legislative & Administrative Services	Prepare a Public Consultation Directive to enhance our existing public consultation processes	1	1	Immediate ongoing COMPLETE	Public Consultation Policy prepared and approved by Council.
1.1.3	Legislative & Adminstrative Services		Have all Council policies posted online by 2013	1	1	Immediate ongoing	New software is being installed to post polices online. This initiative will be completed in the 1st quarter of 2013.
2.1.1	Council		Attendance at AUMA Meetings and events	2	1	Immediate ongoing	AUMA newsletter being circulated to Council and staff for general awareness. Some Council attended recent AUMA conference.
2.1.2	Executive Committee		Encourage increased access to and appropriate development around the Villeneuve Airport	2	1	Immediate ongoing	Rezoning application from Sturgeon County submitted to the Capital Region Board (CRB) with Parkland County support. Application refused by CRB.
2.2.1	Community & Protective Services		Participation in organization of events within the tri-municipal region including the annual Aboriginal Day hosted by the Child and Family Services Authority	2	2	Immediate ongoing	Partnered with area organizations to deliver Aboriginal Day, Social Media Workshop and Halloween event in the Tri-Region area in 2012.
3.1.1	Communications	All	Launch of new Parkland County branding set for September 2012	3	1	Immediate ongoing COMPLETE	New branding launched September. Expect transition to new logo to be complete by December 31st/early 2013.