



Strategic Plan Quarterly Report Q1 2012

Q1 Economic Development

	Strategy	Desired Outcome	Current Status
1.1	Review the Municipal Development Plan Bylaw to remain a competitive economic development climate	Finish review of MDP	Expect to commence review in Q3 2012 with completion by Q3 2013.
1.2	Allocate resources to support and promote economic development	Ensure that economic development is adequately supported to complete initiatives	2012 Budget has been approved and both the 5 year Strategic Plan and the Transportation/Logistics/Distribution (T/L/D)Activity Opportunity study have been allocated funds for implementation.
1.3	Implement economic development best practices	Find new initiatives to encourage growth in Parkland County	Implementing Economic Development Strategic Plan. The T/L/D Study is being implemented. Continuing Business Visitation Program. Developing a site locator tool and starting a business ambassador program.
1.4	Maintain one of the lowest tax levels in the region	Lowest non-residential tax rate in regional comparison	Complete/Ongoing. Continue to have lowest non-residential property tax. Tax rates are analyzed annually before taxes are set
1.5	Develop and maintain leading edge marketing tools	Improve Parkland County's website and other initiatives as determined	Work on website complete.Mobile-friendly website launched, giving better accessibility to County information. Council received branding and marketing report from Rynic Communications and directed Administration to begin implementation. Site Locator tool to be implemented.
1.6	Encourage business retention and expansion	Measurable increase in business retention and expansions	Business Visitation Program has almost 50 visits completed to date - with several leads generated and retention of a few existing businesses and several expansions.

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2.1	Promote the successes of existing businesses within the Acheson Industrial Area	Increase business retention	Ongoing development of Ec. Dev. webpage. Enhancing business testimonials. Working with GIS to develop a site locator tool. Continuing Business of the Month program. The first Business of the Year Award was given out at the Chamber Gala. Starting an Ambassador program for businesses.
2.2	Market economic advantage of locating in the Acheson Industrial Area	Prepare new marketing materials	Locating Your Business Brochure is being updated and sent to developers, realtors and businesses. Staff have visited all of the major industrial real estate firms and given presentations to their Industrial Realtors. These have been very well received and plans are to do these visits every year.
2.3	Improve infrastructure in the Acheson Industrial Area	Resolve traffic delays due to railroad and improve traffic flow	Enforcement Services conducts hi-visible patrols & traffic enforcement to promote the safe flow of traffic. Met with Provincial Government to lobby for Hwy 60 widening and overpass.
3.1	Revise Fifth Meridian Area Structure Plan	Prepare plans to ensure Parkland County is prepared for development	Scheduled to commence in third quarter of 2012 with completion by 2nd quarter of 2013.
3.2	Find opportunities to improve infrastructure in and access to Meridian Business Park	Resolve traffic and water issues	Engineering studies currently being undertaken including a TIA, water, sewer and storm as well as road/traffic signal upgrades. Draft Traffic Impact Assessment will be available for administrative review by January 16. Change of scope to include parcels north of Hwy 16 has caused change in delivery date.
3.3	Promote the Meridian Business Park	Development commenced in 3 years	Waiting for the studies to be completed in order to evaluate costs and viability.

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4.1	Work with the Edmonton Airport Authority to advance regional development including potential service provisions at Villeneuve Airport	Increased transportation options for Parkland County businesses	Parkland County consider entering into a Traffic MOU with Sturgeon County specific to Hwy 633. Villeneuve Airport is located along Hwy 633. Sturgeon County completed ASP for Villeneuve Airport; awaiting approval from CRB.
4.2	Pursue the acquisition of a water license for Parkland County	Acquire license in 3 years	Have been talking with Penn West for several years on this matter. Preparing RFD to engage a consultant. Continuing communications
5.1	Ensure development occurs in locations most appropriately suited for business, and the natural environment of Parkland County	Maintain environmentally significant areas while increasing development	Retaining consultant to advise ER setbacks. Obtaining additional input from stakeholders, Council and Administration to complete the Acheson and Entwistle Area Structure Plans.
5.2	Promote responsible corporate citizenship by encouraging businesses to be involved in community development and partnerships	Increase community and business relationships	Staff are currently involved with Acheson Business Association, the Spruce Grove and Stony Plain Chambers of Commerce, GEEDT and the ERTG. In addition starting an Ambassador Program to encourage existing businesses to promote Parkland County with their business contacts when doing business trips.
5.3	Work with businesses and residents to devise a plan to create a positive legacy from the extraction of non-renewable resources	Legacy program established in 3 years	Complete/ongoing. ICSP approved in Q3 and being implemented.

Q1 Quality of Life

	Strategy	Desired Outcome	Current Status
1.1	Support community organizations	Retain current community organizations	<p>New funding programs implemented to provide additional supports to Community Associations, as well as area Non Profit Organizations who serve County residents.</p> <p>Council approved the funding of Community Association Insurance premiums.</p> <p>Community Development staff continue to work and support County Community Associations with training support, problem solving, volunteer recruitment and more. Enforcement Services regularly works with Rural Crime Watch Groups</p>
1.2	Enhance recreation facilities	Ensure quality recreation facilities are available and accessible	<p>New 3 year cost share agreements have been signed with five neighbouring municipalities to ensure the availability of recreation facilities to our residents.</p> <p>Council has approved capital cost share projects with Yellowhead County, Stony Plain, Spruce Grove and Wabamun which ensure our cost share facilities continue to operate efficiently and effectively.</p> <p>A RFP for the development of a Parks and Recreation Facility strategy for the Entwistle/Evansburg area has been initiated; project being done in partnership with Yellowhead County.</p>

Q1 Quality of Life

			<p>Council approved a Park Improvement Plan which will see \$2.7 Million worth of upgrades at our nine day use park sites.</p> <p>DARE being taught in schools (Officer Hudson). Use of the Speed Sign to capture traffic volume data, i.e. 400 south bound vehicles in Duffield between the hours of 0600 & 0900. Capturing this objective data, indicates Duffield should receive additional attention. Currently developing a "Junior Officer Program"</p>
1.3	Support initiatives that advance and facilitate family well-being	Encourage programs and projects that keep families together	Not yet commenced
1.4	Encourage growth in established communities that have capacity to grow	Increased development in established communities	Already a policy under MDP. Entwistle Area Structure Plan and Acheson Area Structure Plan being completed
2.1	Continue to improve enforcement of the Off Highway Vehicle Bylaw 38-2008	Increased presence and education	OHV Officer training internal partners. OHV Safety in schools and community groups. S.T.A.Y. Upright planning for June 2012. Awarded Traffic Safety Fund, working with the Office of Traffic Safety to develop a S.T.A.Y Upright DVD to train the trainers throughout Alberta
2.2	Advance the development of an off highway vehicle (OHV) park	Develop an OHV park within three years	Working with Yellowhead Off-Highway Vehicle Association to consider proposal for a permanent site.
2.3	Review Fire Permit Bylaw 36-2008	Revised Fire Permit Bylaw in 1 year	Completed. New bylaw approved June 28, 2011

Q1 Quality of Life

2.4	Work more closely with social agencies and law enforcement	Increased cooperative efforts	<p>Staff continues to work with the Collaborative Action group, which is made up of our municipal FCSS partners. The focus of the group is to maintain connections with each other with regards to services and programs being offered to County residents as well as addressing emerging needs.</p> <p>DARE being taught in Tomahawk, Duffield & Muir Lake Schools by HUDSON.</p> <p>Monthly Law Enforcement Group (L.E.G.) meeting – sharing information.</p>
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Q1 Environment

	Strategy	Desired Outcome	Current Status
1.1	Reduce waste and emissions when conducting County business	Measurable waste and emissions reduction	AUMA TAME program available to cover energy audit costs and provide retrofit capital and operating grant; replaced 2 County full-size pool vehicles with more fuel efficient mid-size SUVs; install of GPS hardware installation complete & software system will begin tracking in Nov 2012; managed maintenance hardware installation complete & working on software.
1.2	Implement policies to protect water	Increased water protection through policies in 3 years	Marine Patrol Pilot Project on local lakes
1.3	Establish an Environmental Advisory Committee	Develop terms of reference in one year. Committee operational in three years	EAC had first meeting January 2012, and met again in February and March. Looking at ICSP and State of Environment, along with other public information initiatives.
1.4	Maintain Parkland County's Integrated Community Sustainability Plan (ICSP)	Regularly scheduled review of ICSP	ICSP Q4 report presented to Council in January 2012. EAC reviewing strategies for implementation.
1.5	Implement a Green Procurement Policy	Complete Green Procurement Policy in 1 year	Completed. Policy approved and in effect. New clauses added to RFP and Tender documents
2.1	Encourage sustainable energy practices	Included in ICSP	No update
2.2	Encourage sustainable building practices	Increase sustainable building practices in Parkland County	County Centre expansion will be LEED Silver compliant and Acheson Fire Hall will also likely be LEED Silver compliant.
3.1	Research and pursue new environmental initiatives	Develop new environmental initiatives	Environmental initiatives being explored as part of ICSP. \$33 000 Weston Foundation grant obtained by Delta Waterfowl to initiate a Parkland ALUS pilot project in 2012; our Agricultural and Rural Life Advisory Committee may serve as the advisory body for our ALUS project.
3.2	Conduct environmental awareness campaigns	Environmental awareness campaigns conducted	Continuing "soft enforcement" approach to ER/MR encroachment issues

Q1 Agriculture

	Strategy	Desired Outcome	Current Status
1.1	Lobby government to implement mechanisms that ensure viable business operations	Continuing efforts with other orders of government to support the viability of agri-business	Working to engage with AAMDC and Provincial ASB on specific concerns. Council Council will continue to lobby government via avenues they have available to them.
1.2	Initiate and promote a "100 km Diet" program	"100 km Diet" program in place	Marlene Abrams (Alberta Agriculture) attended our regional conference to speak on their "Explore Local Initiatives" program. Also assisted her in locating a local farm to facilitate the 50th Anniversary of the Canadian Culinary Chefs Association Conference banquet.
1.3	Increase agricultural education opportunities	Establish education programs with Green Hectares	Continue to give agricultural bursaries to local students continuing their education in the agriculture field. Budget approved to fund Green Hectares pilot project in Parkland to provide digital training and business mentoring support for young rural entrepreneurs. Ag Department continues to cooperate with GRO (Gateway Research Organization) and WCFA (Wesst Centra Forage Association). Ag Department also hosts various workshops and has participated in the City Slickers program since inception. Ag Services works with various partners to promote agriculture and to host various education activities for the local agricultural industry. County is also working with internet providers to make internet available county-wide.
1.4	Provide increased resources to agri-business	Increased resources available	Ongoing agriculture support in Parkland County. Partnership with Green Hectares to assist local agri-businesses.

Q1 Agriculture

1.5	Develop communications campaign to elevate the importance of the economic, environmental and social contributions of the agriculture industry	Communications campaign conducted	Continue to support and promote the Farm Family Award and the 100 Year Farming Award. Ag Services issues Environmental Newsletter as part of the AESA (mailed county-wide).
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Q1 Infrastructure

	Strategy	Desired Outcome	Current Status
1.1	Increase broadband coverage in Parkland County	90% broadband coverage in three years	Acquiring sites for 3 towers for Phase 1 of the rural communications network development in the East Region. Assessing needs to expand East Region network by another 3 - 4 towers.
1.2	Encourage rural education programs through the Intelligent Community's network	Develop education programs that are reliant on the Intelligent Community and which increase use technology use	Council approved \$56k support to partner with Green Hectares to commence implementating the Rural Roadshow Phase 2. GH Community Facilitator to be hired in Q1 2012 to assess business education needs and assist new rural business development.
1.3	Pursue funding and revenue opportunities to expand the Intelligent Community Project	Increased funding on an ongoing basis	Complete/ongoing. Continue to market tower space as well as partner with other groups including Green Hectares to access funding grants to future advance the Intelligent Community project.
2.1	Develop a sustainable subdivision surface preservation process	Policy developed in one year	In progress. Enforcement Services undertaking commercial vehicle overweight enforcement initiatives, (axle overweight damage) to protect road surfaces.
2.2	Review the Street Lighting Policy EN-016	Policy developed in one year which provides standardize service level	Currently under development. Workshop session held with Council.
2.3	Complete phase one of the West Inter Lake District (WILD) Regional Water Services Commission project	Stage one under construction in 3 years	WILD has retained an engineering consultant to complete a pre design report for stage one. Anticipating funding announcement from province shortly after the provincial election. Anticipate construction to start Fall 2012.
2.4	Review Construction Standards for new multi-parcel sub-division development	Standard reviewed and updated if necessary within 1 year	Started May 2011, approximately 35% complete. Estimated completion time March 2012.
3.1	Improve infrastructure in hamlets that have growth capacity	Develop infrastructure plans for hamlets	Initiated development of infrastructure study for Entwistle.

Q1 Infrastructure

3.2	Research the viability of new technology and innovations	Ongoing research to improve and advance Parkland County infrastructure	Complete/ongoing. Continue to market tower space as well as partner with other groups including Green Hectares to access funding grants to future advance the Complete/ongoing. Incorporated as part of business practices through Green Purchase Policy and part of RFP and Tender processes.
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Q1 Governance

	Strategy	Desired Outcome	Current Status
1.1	Review policies to ensure consistency with Council's vision	Policies reviewed and updated on an ongoing basis	Complete/Ongoing. Departments are responsible for ongoing policy review
1.2	Identify and access funding opportunities	Increase funding	Implemented as part of business practices on an ongoing basis
1.3	Lobby other orders of government	Ongoing lobbying efforts as needed	Sent letter to Minister of Energy expressing concerns for cost of power particularly for rural residents and other issues not being addressed by the Premier's Action Plan on Energy.
1.4	Collaborate with partners on matters of mutual benefit	Increase cooperative efforts and formal partnerships	Regional Sustainability Agreement Memorandum of Understanding drafted. MOU will be presented to the three municipal councils for consideration after the Stony Plain By-Election.
1.5	Work with Alberta Association of Municipal Districts and Counties (AAMDC) to advance and support local government	Continued participation with AAMDC	Complete/ongoing. Participating at annual conference and zone meetings. Presenting resolutions on particular items to address issues of concerns to Parkland County.