



## TERMS OF REFERENCE

### **MUNICIPAL DEVELOPMENT PLAN UPDATE** Planning & Development Services

November 1, 2013 DRAFT

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## 1 Contents

1.1	Purpose and Objectives .....	4
1.2	Background and rationale for the new MDP .....	4
1.3	Process .....	5
1.4	Detailed Methodology .....	6
1.5	Public Engagement .....	10
1.6	Advertising .....	12
1.7	Project Coordination .....	12
1.8	Deliverables .....	13
1.9	Steering Committee .....	14
1.10	Project Risks .....	15
1.11	Budget and additional resources .....	16
1.12	Timelines .....	17
APPENDIX 1 - BACKGROUND STUDIES AND MATERIALS .....		18
APPENDIX 2 – MDP UPDATE PROJECT TIMELINES .....		20
APPENDIX 3 STEERING COMMITTEE .....		21
APPENDIX 4 PROJECT STRUCTURE .....		23

## 1.1 Purpose and Objectives

The Purpose of this Terms of Reference (TOR) is to outline the steps required to prepare a new Municipal Development Plan (MDP). The new MDP would replace the existing MDP Bylaw No. 37-2007.

Objectives for the new MDP include:

- *Create a long-term plan for Parkland County that guides future growth and development to 2045 (30 years)*
- *Meet all Municipal Government Act requirements for the preparation of the MDP*
- *Meet other statutory requirements for the preparation of the MDP (Capital Region Growth Plan)*
- *Be a Council approved plan.*

## 1.2 Background and rationale for the new MDP

Parkland County Municipal Development Plan (Bylaw No. 37-2007) is over eight (8) years old. County administration is proposing an update to the Municipal Development Plan for several key reasons:

- Municipal Government Act Regulation 632(1)  
As per Section 632(1) of the *Municipal Government Act*, all municipalities with a population of over 3,500 or more must adopt a Municipal Development Plan. Best practices used by Alberta municipalities identify five (5) years as a standard review timeframe for a municipal development plans. Updating MDP Bylaw 37-2007 ensures compliance with *Municipal Government Act* Section 632(1), and addresses changing County development patterns and challenges.
- Alberta Land Stewardship Act (ALSA) and Land Use Framework  
In 2009, the Government of Alberta enacted the *Alberta Land Stewardship Act*. The *Stewardship Act* establishes the creation of Regional Land Use Plans throughout the Province (Parkland County falls under the North Saskatchewan Region whose Regional Plan is currently not completed). ALSA also consolidated (and updated) provincial regulations related to Conservation Easements. The County's MDP needs to be reviewed and updated to ensure compliance with ALSA.
- Capital Region Growth Plan (CRGP)  
Parkland County is a member municipality of the Capital Region Board (CRB). The Capital Region Board is formed of 24 Capital Region municipalities that work collaboratively to determine a common approach to housing, transportation and regional planning. The Capital Region Growth Plan, adopted by the CRB, outlines regulations to be followed by member municipalities when developing statutory land use plans. The MDP will need to be updated to ensure its overall vision, principles and policies are consistent with the Capital Region Growth Plan (CRGP).

- County development, pressures and existing municipal plans

Development in Parkland County has grown exponentially since 2007 – especially in terms of industrial development in the Acheson Business Industrial Park. In addition, whereas prior to 2007, the County has seen increased demand for county residential development (in the eastern half of the County), this demand has decreased. Other significant land use issues that need to be addressed in the new MDP also includes future uses for reclaimed lands in the Whitewood mines area, addressing future uses (post reclamation) for the Keephills (Highvale Mine area), and increasing intermunicipal land use planning concerns with adjacent municipalities including, but not limited to, the City of Edmonton, Spruce Grove and Stony Plain.

An Administrative review of existing County Plans has identified the potential to rescind several area structure plans (ASPs) where development pressures have been minimized, as well as the need to consider new ASPs for areas of greater concern. A new MDP is required to review the need, scope and potential development of new area structure plans for the County.

- Update to Land Use Bylaw 20-2009

The Parkland County Land Use Bylaw 20-2009 is over five (5) years old. County Administration has noted key areas where the Land Use Bylaw is deficient, and does not accurately reflect current development patterns and practices. As such, the MDP update will capture current development patterns and practices, and provide the overall direction for any future update of Land Use Bylaw 20-2009.

- Updated provincial acts, policies and regulations

A number of provincial acts, policies and regulations have been updated since the adoption of the Municipal Development Plan in 2007. Of particular interest are (but is not limited to) the Municipal Government Act, the Water Act (and associated regulations), the Environmental Protection and Enhancement Act (and associated regulations), wetland compensation best practices, and updated subdivision regulations pertaining to abandoned wells. The MDP will need to be updated to make sure it is current with all applicable acts, regulations, policies and best practices.

- Moratorium – redistricting AGG lands to CR

In 2011, Council reconfirmed the existing moratorium on the redistricting of lands from AGG -Agricultural General District, to CR – County Residential District in Land Use Bylaw No. 20-2009. The moratorium would be reconsidered by either September 30, 2013 or, upon the review of the MDP. The new MDP would review and address the moratorium.

### 1.3 Process

County Administration proposes that the MDP update incorporate four phases. These include:

- Phase 1 – Background (completion of all background reports)
- Phase 2 – Foundation (establishing a Vision, SWOT and preliminary principles)
- Phase 3 – Structure (establishing Principles and Goals, Growth Strategy and Draft MDP)
- Phase 4 – Adoption – adoption of the new MDP

## 1.4 Detailed Methodology

### 1.4.1 Phase 1 – BACKGROUND

Phase 1 involves the update and completion of existing documents needed to inform the development of the new MDP. Included in this phase is the update and development of the new Environmental Conservation Master Plan, the development of the Community Scan, Best Practices Report, and Public Engagement Plan. The Phase also includes Council's orientation to the MDP process.

The balance of 2013, Q1 2014, and early Q2 2014 will be used to complete Phase 1.

- Tasks
  - a) Environmental Conservation Master Plan – This task involves the completion of the Environmental Conservation Master Plan. The Master Plan (under separate RFP) involves three phases. Phase 1 involves developing a new Environmental Conservation Master Plan for Parkland County. Phase 2 involves the development of draft MDP policies as they relate to Environmental Management and Conservation, and Phase 3 involves developing new policies, procedures, and tools related to Environmental Management for Parkland County.
  - b) Compilation of Background Work: Community Scan & Analysis Report - Administration will compile the physical documents and list of County Plans, reports and studies needed by the consultant to complete the Community Scan and Analysis Report. Administration will finalize the Consultant contract for the Community Scan and Analysis Report, and ensure licensing agreements for County mapping use is finalized.
  - c) Community Scan & Analysis Report (consultant) - This task involves the update and expansion of the 2006 Environmental Scan report. The Community Scan & Analysis report is needed to establish existing conditions in Parkland County, as well as to identify potential (future) development opportunities and constraints.
  - d) Best Practices Report - This task involves the review of practices used by similar municipalities in Alberta (and elsewhere) in creating their municipal development plans. Best practices in terms of MDP content and format, and public engagement techniques will be reviewed. Findings from the Report will inform the Preparation of

the Strategic Framework Report.

- e) Public Engagement Plan – A Public Engagement Plan for the MDP will be developed that will incorporate all engagement opportunities throughout the MDP process. The Engagement Plan will identify multiple (and unique) ways to engage the public, and will also have a significant component directed towards engaging school age children.
- f) Council MDP orientation, TOR and Public Engagement Plan Review – the MDP TOR and the Public Engagement Plan will be presented to Council. Where necessary, components of the TOR and Public Engagement Plan can be revised.
- g) Strategic Framework Report – Administration will prepare a strategic framework report that outlines the approach to developing the MDP. The Report will also identify the theme areas (or dimensions) of community that will be used to shape the MDP Vision and MDP Principles.
- h) Fiscal Analysis (development scenarios) - a fiscal analysis of several development scenarios will be completed to inform the growth strategies developed in Phase 3. Analysis will look at various forms / types of residential development and industrial development.

#### **1.4.2 Phase 2 –FOUNDATION**

Phase 2 involves laying “the foundation” for creating the new MDP. This phase involves approval of the Strategic Framework by Council, as well as the official Project Launch. The phase includes extensive stakeholder and community consultation to establish the MDP Vision for future growth, as well undertaking a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to determine “gap areas” that need to be addressed in the MDP. Phase 2 will result in establishing draft principles (“the directions”) for how the community and County can achieve the MDP Vision.

- Tasks
  - a) Council confirmation of MDP Strategic Framework – The MDP Strategic Framework is used to guide the preparation of the MDP. Council will also be given the opportunity to confirm and revise (if necessary) the Strategic Framework Report. This task affords Council with the ability to confirm the MDP process. County departments will be engaged as part of this task to orient them to the MDP process.
  - b) Community Notification - Project Launch – this task is the official project launch to the new MDP. One (1) large community event or several smaller events throughout the County will be used to inform residents and stakeholders of the MDP update.

Local media, news releases, and a sub (MDP) website off of the Parkland County website will inform adjacent municipalities, stakeholders and residents of the MDP process. On-line and “hardcopy” communication will also be used throughout the process to provide regular “status updates” on the MDP process.

- c) Engagement # 1 – this task involves the first engagement with County residents and the MDP Advisory Committee. The purpose of this engagement will be to determine an overall MDP Community Vision. The Vision created by residents will be inclusive and future (forward) looking. “Visioning” activities will occur through a combination of community open houses, on-line engagement sessions, and engaging school age children of various ages. Engagement #1 will also involve “brainstorming” principles with residents that are needed to achieve the Community Vision.
- d) Council adoption of the MDP Community Vision – this task involves Council’s formal adoption of the MDP Community Vision. Administration will finalize a draft Vision from all the findings from the Engagement # 1 sessions. Formal adoption of the Vision will be advertised to stakeholders and residents through local (on-line and print) media. The MDP Community Vision will inform future work done in Engagement Session # 2.
- e) Engagement# 2 – Community SWOT Analysis, Gaps, Principles and Goals - an extensive community SWOT analysis with stakeholders and community residents will be undertaken to determine the positive elements (strengths and opportunities), and challenges (weaknesses and threats) that exist in achieving the Vision. “Brainstorming sessions” on how to overcome these challenges will also occur. Principles (discussed in Engagement # 1 session) will be finalized, and draft Goals (measurable steps to achieve Vision) will also be discussed. Principles and Goals created will form part of the base information needed to draft Growth Strategies for the County.
- f) Principles and Goals - Once the Vision has been adopted by Council, and key challenges identified, Draft Principles and Goals will be formalized by the MDP Advisory Committee. The MDP Advisory Committee (and Administration) will be tasked to ensure that draft Principles and Goals reflect the findings from community and stakeholder engagement sessions.
- g) Interim Council Report- an interim Council Report will be prepared for Council. The interim report will outline the current opportunities and issues facing Parkland County, as well as the finalized Vision Statement, draft Growth Principles and Goals



prepared by stakeholders, residents and MDP Advisory Committees. The interim Council Report will also outline findings from Engagement sessions 1 and 2.

#### **1.4.3 Phase 3 –STRUCTURE**

Phase 3 form the “structure” for the new MDP. This phase finalizes the Principles and Goals developed in Phase 2 and will present three (3) options for growth (Growth Strategies) based on the Principles and Goals. A preferred Growth Strategy will be chosen, with the phase cumulating in the drafting of a new MDP.

- h) Finalizing Growth Principles and Goals - this task finalizes the Principles and Goals created in Phase 2. Principles and Goals will be circulated to stakeholders, and residents through on-line notification, letters and mail for commenting. Once the commenting period is done, Administration will revise any Principles or Goals as necessary. Final Principles and Goals will be posted on the County website and adopted by Council.
- i) Preparation of Growth Strategies - based on the adopted Growth Principles and Goals, Administration will prepare three (3) Growth Strategies. Each option will identify future land uses, areas for protection (environmentally significant areas), and areas for proposed future growth. Growth Strategies will be accompanied by a table showing how the Strategic Framework, Principles and Goals have been addressed in each Strategy.
- j) Engagement # 3 – Preferred Growth Strategy - the three (3) Growth Strategies will be presented to stakeholders and residents for review. Growth Strategies will be posted on-line and an opportunity to comment (on-line) survey will be provided for commenting. Community residents, stakeholders, the Municipal Advisory Committee and Council will be asked to choose their preferred Growth Strategy. Council will formally adopt the final Growth Strategy.
- k) Draft MDP - Administration will prepare a Draft MDP for review. Findings from all MDP background reports, engagement sessions – along with the Principles and Goals, and Preferred Growth Strategy will be incorporated into the Draft MDP. Administration will have the additional task of creating policies for each topic area. Policies created will need to be practical and reflective of the Strategic Framework, Vision and Goals. The Draft MDP will also need to provide adequate direction for future land growth, management and development.

#### **1.4.4 Phase 4 –ADOPTION**

Administration will initiate the adoption process for the MDP once the draft MDP has been revised (if required). The adoption process includes engagement on the Draft MDP, and formal circulation of the draft to adjacent municipalities and affected

departments and agencies. The circulation process will include formal circulation to the Capital Region Board for approval (CRB).

- l) Engagement Session # 4 – Draft MDP Review - Administration will circulate the draft MDP to stakeholders and residents. County wide engagement sessions will be held to solicit feedback on the draft MDP, and to determine any required changes. The Municipal Advisory Committee and Council will also be provided the draft MDP for review and comment as part of Engagement Session # 4, and Administration will meet with these groups individually (as needed) to discuss the draft MDP.
- m) Draft MDP revisions and Council circulation - the draft MDP will be revised (if required) based on feedback from Engagement Session # 4. The final MDP Draft will be re-posted on the MDP and County websites. Administration will present the draft MDP to Council for review.
- n) Adjacent municipality and agency review - Adjacent municipality and agency review will occur prior to first (1<sup>st</sup> reading) to allow more than adequate time for review by adjacent municipalities and impacted agencies. Administration will host an adjacent municipality / agency meeting to discuss the draft MDP, and extend the engagement timeline up until Public Hearing to allow for an extended commenting period.
- o) First Reading and Formal Referral – this task involves First Reading and Formal referral to all adjacent municipalities and affected agencies on the draft MDP.
- p) Public Hearing and CRB submission – Task Fourteen involves Public Hearing for the adoption of the new MDP, and the subsequent submission to the CRB for final approval. This task will occur in late Q3 / early Q4 2014.
- q) Final approval – Final approval by Parkland County Council will occur after approval is granted by the CRB.

## **1.5 Public Engagement**

Four (4) key groups will be engaged when preparing the new MDP. These include:

### **1.5.1 Stakeholder engagement**

Resident and cultural associations, environmental groups, religious groups, business and development associations and others will be involved to provide feedback on their specific areas of concern. These groups may also be engaged in providing additional information and resources to assist in the completion of the MDP. Staff from agencies, including, but not limited to, Federal and Provincial Ministries, school boards, utility

companies, and regional associations will also be engaged throughout the MDP process.

1. Intermunicipal and agency engagement. - adjacent municipalities and impacted agencies will be engaged in preparing the new MDP. The County will provide milestone project updates to keep adjacent municipalities and agencies informed of the MDP project. Additional consultations may also be considered throughout the MDP process to maintain the flow of information and dialogue.
2. First Nations engagement - Parkland County will engage with First Nations whose reserve lands border with the County. Where appropriate, one-on-one meetings with First Nations representatives will occur.

Note: Extensive stakeholder consultation will begin at **Phase 2 –Engagement Session # 2** with preliminary work in defining sub-stakeholder topic groups occurring between Engagement # 1 and Engagement # 2.

#### **1.5.2 School-aged children and youth**

Administration intends to offer exciting opportunities for school-aged children to be engaged in the MDP process. Possible engagement methods include “hands-on” classroom sessions that teach children planning. Programs will be offered County-wide to students in both the Parkland School Division and Evergreen Catholic Separate Regional Division No. 2.

#### **1.5.3 Resident engagement**

County residents will have several opportunities for engagement throughout the MDP process. The County will provide various means for County residents to provide feedback. These include Public Open Houses, hardcopy, on-line surveys, and other in-person events. Resident engagement will be critical to ensure community “buy-in” into the new MDP.

#### **1.5.4 Council and Administrative engagement**

County Council and Administration will be engaged at key milestone dates during MDP preparation.

#### **1.5.5 Other engagement – photography contest**

The MDP will also feature a photography contest planned in conjunction with the County’s Communication and Strategic Planning Department. Photographs from the contest will be used prominently in the final MDP document.

The County will exceed minimum requirements for consultation and notification outlined in *Municipal Government Act* sections 636 and 606 when engaging with stakeholders, agencies, adjacent municipalities and residents.

Administration will be similarly engaged. Project status updates, findings from engagement sessions and any potential project issues will be communicated to County General Managers and Managers. In addition, staff may be asked to provide relevant departmental information to assist with completion of the MDP.

#### **1.5.6 Engagement methods**

At minimum, the following engagement methods will be used throughout the MDP process:

- Information gathering sessions (informal)
- Focus group meetings (stakeholders, agencies, adjacent municipalities)
- One-on-one meetings
- Public Open Houses
- On-line and hardcopy surveys
- Formal presentations (Administration, Council, Acheson Business Association, CRB)
- E-mail news updates (residents and stakeholders) and regular e-mail updates to County Council and Administration
- Social media updates (Facebook, Twitter etc.)

#### **Other methods**

Administration will capitalize on community events to inform and seek feedback from residents on the MDP. The MDP project will be advertised prominently at the Spring Trade Show, as well (where possible) at other local community and stakeholder events. Planning staff will work closely with Communications & Strategic Planning to coordinate events in which the MDP can be advertised.

## **1.6 Advertising**

Key Project milestone dates will be advertised extensively, informing County residents, stakeholders, agencies and adjacent municipalities about the MDP status. Methods of advertising include, but are not limited to newspaper advertising, Parkland County Communicator hardcopy letters to stakeholders, website notification (Parkland County website), posting in business and local (community) newsletters, and e-mail notification.

## **1.7 Project Coordination**

### **Project Sponsoring Department**

The Project Sponsoring Department for the new MDP will be Executive Administration, headed by the Chief Administrative Officer (CAO). As the Principal Project Sponsor - the CAO will:

- Champion the MDP corporately as a “priority project” for Administration to complete;
- Ensure Senior Administration (Secondary Project Sponsors) have prioritized the MDP project in their divisions, and assigned appropriate staff to assist with the MDP completion;
- Ensure staff and financial resources are available to support and complete the MDP on time and on budget;
- Liaise, on an on-going basis with Council members on the MDP project status and issues (with assistance from Planning & Development and the Project Coordinator).

Secondary Project Sponsors will be expected to assist the Project Coordinating Department in terms of staff resources, prioritizing the MDP project within their divisions, and ensuring access to divisional and departmental information to assist with the MDP completion.

#### **Project Coordinating Department**

The new MDP will be coordinated by the Planning & Development Services Department (the Coordinating Department). The Project Coordinating Department (headed by the Manager, Planning & Development Services will):

- Oversee the overall completion of the MDP update;
- Ensure the MDP project update is a priority project within the Department, and adequately funded in the Department’s annual budget; and,
- Provide on-going staff resource assistance to the Project Coordinator to facilitate completion of the MDP.

The Manager, Planning & Development will also provide advice and assistance to the Project Coordinator on emerging project issues.

#### **Project Coordinator**

The Project Coordinator will be the Senior Long Range Planner. The Project Coordinator is responsible for:

- Ensuring the overall completion of the new MDP, and all deliverables;
- Ensuring the MDP update is completed “on time”, and “on budget”;
- Managing consultant contracts related to the new MDP, and ensuring consultant deliverables are met;
- Managing, on a project basis only, departmental staff to assist with the completion of the new MDP; and,
- Liaising, on a regular basis, with the Project Coordinating Department, Project Sponsor, and County Council (as needed) on the MDP status and emerging issues as they arise.

## **1.8 Deliverables**

Several deliverables will be prepared as part of the new MDP:

**1.8.1 Community Scan & Analysis Report** – prepared by consultant, this report will provide an updated (and expanded) Community Scan. Of importance will be the “analysis” phase which will provide guidance on emerging projections (County population projections, housing needs), future opportunities and challenges (i.e. economic development and agricultural land loss).

**1.8.2 Best Practices Report**- prepared by Administration, this report will highlight best practices used by similar sized municipalities in preparing their Municipal Development Plans. The Report will also highlight current “best planning practices” used in formatting MDP documents, and in public engagement. Administration will look inside and outside of Alberta for practice examples.

**1.8.3 Public Engagement Plan** – a Public Engagement Plan will be prepared as part of the MDP process. The Plan will:

- outline why engagement is important and when it will occur;
- outline who will be engaged and engagement notification practices used;
- Identify the methods used to engage all stakeholders and residents; and,
- Identify unique ways to engage school-aged children.

The Engagement Plan will also identify the means in which engagement findings will be conveyed back to Council, Administration and the public.

**1.8.4 Strategic Framework Report** - this report outlines the Strategic Framework used to structure the MDP. The report outlines why the strategic framework was chosen and the connections to existing corporate projects (ICSP). The report also introduces the theme areas (dimensions) of community used in developing the MDP Community Vision and Principles.

**1.8.5 Interim Council Report** – an Interim Council Report will be prepared after Phase 2 to highlight key findings to date. The report will present current “opportunities and issues” in the County, as well as the finalized Vision Statement, and preliminary Principles and Goals. The Interim Report will also provide a “next steps” section outlining Phase 3 and 4 work needed to complete the MDP.

**1.8.6 Draft and Final MDP** – findings from all previous reports and engagement sessions will inform the writing of the draft MDP. Revisions will be undertaken and the final (draft) MDP prepared for Council final approval and CRB submission.

## **1.9 MDP Advisory Committees**

The MDP Advisory Committee (MC) will play a prominent role in the new MDP. The Advisory Committee “advises” the Steering Committee and Project Coordinator on key project elements (i.e. public engagement, SWOT analysis, Growth Strategy) and also assists Administration in finalizing project deliverables including the MDP Community Vision, Principles and Goals.

Advisory Committee members will be presented the draft MDP and solicited for their feedback.

Note: Administration intends to use public members from existing County advisory committees to sit on the MDP Advisory Committee. At Council's discretion, membership could also be opened up to include other select members of the County, Administration, other stakeholders, or other public member interested to sit on this committee.

Advisory Committee meetings will be chaired by a Planning & Development staff member, or members from the Steering Committee.

### **1.10 Steering Committee**

The purpose of the Steering Committee will be threefold:

- a) assist the Project Coordinator in completing the new MDP, and all deliverables;
- b) provide the Project Coordinator with expert advice on departmental subject areas ; and,
- c) ensure corporate, stakeholder and ratepayer needs are addressed in the final MDP.

The Steering Committee will play a central role in assisting the Project Coordinator and Coordinating Department to develop the new MDP. More information on the Steering Committee is found in Appendix 3.0 –Committee.

### **1.11 Project Risks**

**1.11.1 Changes to project timelines** - changes to project timelines (delays) may occur with the MPD update. Delays can be due to factors including expanded consultant timelines, additional time to prepare background reports, added public engagement sessions, and additional time required to review / revise the draft MDP by Council, Administration, stakeholders, adjacent municipalities and ratepayers.

Remediation - where timeline delays may occur, Planning & Development Services will inform Senior Administration of these delays immediately and determine appropriate steps to minimize negative impacts.

**1.11.2 Increased project budget** - increases to project budgets may occur for a number of reasons, including, but not limited to extended project timelines (above), unanticipated, but required consultant "scope creep", or additional information needed to complete the MDP. As such, additional "in-house" or consultant budget may be required.

Remediation - Administration has provided an additional 10% contingency in the proposed budget for consultant work. Additional increases in project budgets will be discussed with the Project Sponsoring Department prior to budgets being expended. The Project Sponsoring Department, in consultation with the Planning & Development Department will identify appropriate steps to address these budget over runs.

**1.11.3 Change in Council Priorities, Strategic Plan** - Council priorities may change over the course of creating the new MDP. Planning & Development Services does not anticipate any major shifts in Council priorities which may impact work on the MDP update.

Remediation - the CAO (Principal Project Sponsor) will communicate any changes to Council priorities as soon as possible to the Project Coordinating Department.

**1.11.4 Changes in federal or provincial regulations and reports** - changes to federal or provincial regulations and reports may occur during the MDP process. Planning & Development will keep abreast of current regulations being updated, and adjust the MDP (as needed) to remain compliant with these regulations. Of immediate concern includes the *Municipal Government Act* update, the update to the *Capital Region Board Growth Plan*, and the update to the *Provincial Environmentally Significant Areas (ESA) report*.

Remediation - the Project Coordinating Department and Project Coordinator to update the MDP as required.

## **1.12 Budget and additional resources**

Completion of the MDP requires consultant services (contracted out) work, as well as “in house” work. Administration recommends the following:

- Parts of Phase 1 (Background) will be completed by a “contracted out” consultant services. This includes the completion of the Environmental Conservation Master Plan, and the Community Scan & Analysis Report.
- Portions of Phase 2 (Foundation) will be completed “in house” with considerable assistance from consultant services to assist with community engagement sessions. The preparation of Principles and Goals, and the Interim Council Report and presentation may be completed “in-house” with some minimal assistance from consultant services.
- Majority of Phase 3 (Structure) will be completed “in-house” with allowances for consultant assistance in coordinating engagement sessions. In addition, Administration will require “peer review” to assist with the drafting of the MDP (i.e. typically only one (1) consultant working with the Project Manager). Consultant services will also be required for formatting and legal review of the MDP.
- Majority of Phase 4 (Draft MDP) will be completed “in-house”. If required, legal assistance may be retained during this phase.

*Note: The Project Coordinator maintains project management responsibilities at all times.*



## Estimate 1 – MDP Budget (June 2013)

Project Phase	Estimated cost – internal fees	Estimated cost – external fees
Phase 1 – Background	\$ 45,000	\$ 435,000
Phase 2 – Foundation	\$ 75,000	\$ 85,000
Phase 3 – Structure	\$ 50,000	\$ 33,000
Phase 4 – Adoption	\$ 50,000	\$ 12,000
<b>TOTAL</b>	<b>\$ 220,000</b>	<b>\$ 565,000</b>

*Note: Phase 1 includes the completion of the Environmental Conservation Master Plan, Community Scan & Analysis Report, and Fiscal Analysis. Costs are estimates only. Estimated internal costs are Internal staff fees only (does not include facility and equipment booking, advertising etc.).*

### 1.13 Timelines

Completion of the MDP will occur over thirty (30) months. This is consistent with other municipal timelines for MDP completion. Proposed budget is approximately \$ 785,000 (not including GST on external estimated costs).

PHASE	TIMELINE
<b>Phase 1 Background Studies</b>	Start: May 2013
	End: May 2014
<b>Phase 2 – Foundation</b>	Start: January 2014
	End: May 2014
<b>Phase 3 – Structure</b>	Start: May 2014
	End: May 2015
<b>Phase 4 – Approval</b>	Start: May 2015
	End: October 2015 –contingent upon CRB approval

## **APPENDIX 1 - BACKGROUND STUDIES AND MATERIALS**

Appendix 1 outlines the additional studies required for to prepare the new MDP.

### **Environmental Conservation Master Plan**

An update to the Environmental Conservation Master Plan is required to inform the completion of the Environmental Management section of the Municipal Development Plan. The Environmental Conservation Master Plan update will be comprehensive and will consist of three (3) phases:

1. Update to the Environmental Conservation Master Plan
2. Update of Environmental Policies - Municipal Development Plan
3. Update of County Environmental Policies

At minimum, the completion of the Environmental Conservation Master Plan (phase 1) will need to be completed prior to Engagement Session # 1.

Findings from the update of Environmental Policies – Municipal Development Plan (phase 2) will be incorporated into the updated MDP, and maps showing International, National, Provincial, Regional and Local areas of environmental significance identified in Parkland County will also be incorporated in the MDP.

### **Community Scan & Analysis Report**

A Community Scan & Analysis Report will provide the majority of background information and detailed analysis needed to inform the new MDP. The Scan & Analysis Report comprises two parts:

Community Scan: The scan provides the “current state of conditions” in Parkland County. This part will inventory and outline County population and demographic conditions, residential housing and housing type (and conditions), County subdivision, building and development permit trends, and the state of Agriculture and economic development in Parkland County. In addition, the Scan document will highlight all current (and relevant) Federal and Provincial statutes, policies and procedures which could impact the new MDP.

Analysis: The analysis section will analyze, provide projections, highlight future opportunities and constraints, and provide recommendations on themes identified in the Community Scan. Detailed analysis includes, but is not limited to: projections on future County demographic trends, population projected growth, future housing and housing type needs, future opportunities (or constraints) on agriculture in the County, and future trends for economic development in Parkland County.

### **Best Practices Report**

A Best Practices Report will highlight the “best practices” used by other Alberta (and non Alberta) municipalities when completing their municipal development plans (or equivalent documents). The purpose of the Best Practices Report will be to provide County Staff with a list of current and preferred practices that have been utilized by other municipal organizations. Administration intends to have the project done “in-house” through a dedicated staff member (Planning Intern). The project will:

- provide inputs on best practices on innovative policy creation, public consultation practices, and implementation approaches used; and,
- report on the relative success of practices reviewed, and recommend preferred practices or approaches for the County's new MDP.

Information, as required, will be shared with Senior Administration and Council.

### **Strategic Framework Report**

A Strategic Framework needs to be established by Council early in the MDP process. The Strategic Framework will guide the development of all MDP deliverables, including the development of the Vision, Principles, the (preferred) Growth Strategy, Goals and Policies.

A key element in the new MDP will be to ensure corporate alignment with the County's Integrated Community Sustainability Plan (ICSP) update. Both of the MDP and ICSP update will use the Alberta Urban Municipalities Association (AUMA) approach to Municipal Sustainability. This approach identifies five (5) Dimensions needed to create a Sustainable Community. These include, social, cultural, environmental, economic and governance. In particular, the AUMA approach highlights two (2) dimensions particularly necessary to ensure sustainability is pursued and maintained in community. These include inclusive **governance**, and **economic sustainability**.

Administration prefers this "made in Alberta approach". As well, since both the MDP and the ICSP will be using a similar approach (AUMA approach) alignment between both documents will be transparent and seamless.

The *Strategic Framework Report* will also provide more detail on the theme areas (dimensions) of community that will be central in assisting the community develop the MDP Community Vision and Principles. Council will review the *Report* (once complete) and revise the strategic framework approach as needed.

### **Fiscal Analysis (development scenarios)**

Administration will retain INFRACYCLE to undertake several development scenarios within the County for future residential and industrial development. Administration will look at future residential development, particularly development of 2 acre, 1 acre, .5 acre, .25 acre (and smaller lot sizes) for their fiscal impacts (or benefits) to the County.

Industrial development scenarios including serviced and non-serviced developments will also be evaluated for their overall fiscal impacts (or benefits) to the County.

Information from this report will help Administration and Council determine the potential fiscal implications that that certain developments could bring to the County.

## APPENDIX 2 – MDP UPDATE PROJECT TIMELINES

[illegible]

## APPENDIX 3 STEERING COMMITTEE

### Steering Committee

The purpose of the Steering Committee is threefold:

- a) to assist the Project Coordinator coordinate completion of the new MDP, and all deliverables;
- b) to provide the Project Coordinator with expert advice on departmental subject areas ; and,
- c) to ensure County, stakeholder and ratepayer needs are addressed in the final MDP.

### Composition

The Committee will compose of ten (10) members including:

- Manager, Planning & Development Services Department
- Two members (2) Planning & Development Services
- Manager, Community and Protective Services
- Manager, Agricultural Services
- Manager, Engineering Services
- Manager, Economic Development
- Manager, Public Works
- Manager, Assessment Services
- Manager, Communications and Strategic Planning Services

The Manager, Planning & Development Services Department will Chair the Steering Committee.

Departmental representatives from Financial Services and Legislative & Administrative Services will be utilized on the Steering Committee on an “as needed basis”.

### Meeting procedures

- 1) Meetings will occur on a bi-weekly (every two weeks). Where meetings are cancelled or rescheduled, the Committee Chair will inform members within two (2) working days of the meeting date.
- 2) Committee members shall identify a “committee alternate”. The alternate shall attend committee meetings when the regular Committee member cannot attend. It is the responsibility of the Committee member to inform the Committee Chair prior to the Committee meeting of their absence / non-attendance.
- 3) The Committee Chair shall circulate a meeting Agenda at minimum two (2) working days prior to the Committee meeting. Draft meeting minutes shall be circulated to Committee members at

minimum three (3) working days after the Committee meeting. Meeting minutes will be formally adopted at the beginning of each Committee meeting.

- 4) The committee will “steer” the decision-making process. Where conflicts may arise between the Committee Chair & the Coordinating Department (Planning & Development Services), and represented Departments and Committee members, disputes will be resolved through Committee Consensus.
- 5) Unless otherwise identified, the Committee Chair will act as the spokesperson for the MDP project update, with individual Committee members acting as departmental contacts for the MDP project.

### **Committee member responsibilities**

Committee members will:

- a) Attend all regularly scheduled meetings, and inform the Chair if they cannot attend meetings.
- b) Identify any divisional / departmental issues or concerns with the MDP update to the Steering Committee during the MDP update process.
- c) Assist with the completion of “Action Items” as identified by the Steering Committee in its meetings.
- d) Actively participate in Steering Committee discussions, and in Committee decision-making where required.

## APPENDIX 4 PROJECT STRUCTURE

