



## **Strategic Plan Quarterly Report Q4 2011**

#### Q4 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
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 new Transportation/Logistics/Distribution 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. Final draft of the Transportation, Logistics and Distribution Study has been approved by EDTAC. Continuing Business Visitation Program.
1.4	Maintain one of the lowest tax levels in the region	Lowest non-residential tax rate in regional comparison	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 has been initiated for website improvements. Working with Graphic Designer on standardization of promotional materials. Met with Chris Fields and Council regarding Marketing and Branding Parkland County. Report expected January 2012.
1.6	Encourage business retention and expansion	Measurable increase in business retention and expansions	Business Visitation Program has commenced with almost 50 visits completed to date - it is being very well received
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

## Q4 Economic Development

	Strategy	Desired Outcome	Current Status
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 5 of the 7 major industrial real estate firms and given presentations to their Industrial Realtors.
2.3	Improve infrastructure in the Acheson Industrial Area	Resolve traffic delays due to railroad and improve traffic flow	Alberta transportation has completed purchasing the land right of ways required for the rail overpass and twinning of Highway #60. Engineering has commenced and lobbying continues to get it on the 3 year plan. Alberta Transportation design for the Hwy 60/Hwy 16A interchange twinning and rail grade separation project well underway. Anticipating utilities relocation in 2012. Anticipating that interchange construction will take two years starting in 2013.
3.1	Revise Fifth Meridian Area Structure Plan	Prepare plans to ensure Parkland County is prepared for development	Scheduled to commence in second quarter of 2012 with completion by the end of 2012.
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.
4.1	Work within the Edmonton Airport Authority to advance regional development including potential service provisions at Villeneuve Airport	Increased transportation options for Parkland County businesses	Joint meeting with Leduc County, Sturgeon County and EIA being scheduled to discuss future and provide advantages of Villeneuve Airport.

#### Q4 Economic Development

	Strategy	Desired Outcome	Current Status
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	MR Policy adopted. Environmental Advisory Committee to look at this strategy. Area structure plans for Acheson and Entwistle almost complete. 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.
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	ICSP approved in Q3 and being implemented.

## Q4 Quality of Life

	Strategy	Desired Outcome	Current Status
1.1	Support community organizations	Retain current community organizations	Council approved new policies to provide funding support for community hall signage and hamlet beautification.
1.2	Enhance recreation facilities	Ensure quality recreation facilities are available and accessible	Council approved in principle expansion of the Tri Leisure Centre
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	Enforcement efforts have continued. Replacement OHV Officer hired. OHV operator safety training event held May 14
2.2	Advance the development of an off highway vehicle (OHV) park	Develop an OHV park within three years	Still in negotiations. Efforts ongoing
2.3	Review Fire Permit Bylaw 36-2008	Revised Fire Permit Bylaw in 1 year	Completed. New bylaw approved June 28, 2011
2.4	Work more closely with social agencies and law enforcement	Increased cooperative efforts	June 14 Council approved Enhanced Policing Agreement for the Tri Municipal Drug Strategy effective April 1, 2012 - March 31, 2015. Approved School Resource Officer through partnership with Parkland School Division, Town of Stony Plain and City of Spruce Grove.

## Q4 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	No update
1.3	Establish an Environmental Advisory Committee	Develop terms of reference in one year. Committee operational in three years	Council approved Terms of Reference on July 5, 2011
1.4	Maintain Parkland County's Integrated Community Sustainability Plan (ICSP)	Regularly scheduled review of ICSP	ICSP reviewed in summer 2011. ICSP Q4 report to be presented to Council in January 2012
1.5	Implement a Green Procurement Policy	Complete Green Procurement Policy in 1 year	Policy completed 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.

#### Q4 Environment

3.2	Conduct environmental awareness campaigns	Environmental awareness campaigns conducted	Awareness campaigns identified while developing the ICSP; Lifecycle costing calculator computer programs developed for comparing consumer products, negotiating partnership to convert programs into easy to use website-based program for widespread diffusion
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## Q4 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	Have placed articles in the Parkland Communicator newsletter promoting market gardens, u-picks, and Farmers' Markets. Upcoming article on promoting local caterers. Economic Development working with Stony Plain and Spruce Grove to possible host a "taste of" to promote local restaurants and producers. Economic Development also workign with the Greater Edmonton Food Council to promote all aspects of the food chain producers/processes/retailers and consumers. Have invited Marlene Abrams (Alberta Agriculture) to our regional conference to speak on their "Explore Local Initiatives" program.
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). 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.

#### Q4 Agriculture

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.
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).

## Q4 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	Ongoing
2.1	Develop a sustainable subdivision surface preservation process	Policy developed in one year	Currently gathering information from other local governments and the way the are addressing asset management.
2.2	Review the Street Lighting Policy EN-016	Policy developed in one year which provides standardize service level	Currently under development. Workshop session to be scheduled with Council.
2.3	Complete phase one of the West Inter Lake District (WILD) Regional Water Services Commission project	Phase one under construction in 3 years	WILD has retained an engineering consultant to complete a pre design report for phase one
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	All infrastructure looked at as part of the three year road program and other capital planning processes. Currently completing Engineering analysis in Entwistle. Meetings have occurred regarding Tomahawk beautification
3.2	Research the viability of new technology and innovations	Ongoing research to improve and advance Parkland County infrastructure	Ongoing

#### Q4 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	Departments are responsible for ongoing policy review
1.2	Identify and access funding opportunities	Increase funding	On an ongoing basis
1.3	Lobby other orders of government	Ongoing lobbying efforts as needed	not commenced
1.4	Collaborate with partners on matters of mutual benefit	Increase cooperative efforts and formal partnerships	Working with neighbours on Intelligent Community Project and Regional Emergency Planning Project; Regional Sustainability Agreement Memorandum of understanding drafted and under review by management. Organized and hosted an Intelligent Community conference to create awareness and build stakeholder relationships for implementation.
1.5	Work with Alberta Association of Municipal Districts and Counties (AAMDC) to advance and support local government	Continued participation with AAMDC	Participating at annual conference and zone meetings. Presenting resolutions on particular items