TRI-MUNICIPAL
REGIONAL PLAN

parkland county
TOWN OF STONY PLAIN
The City of SPRUCE GROVE

Current State Report

Summary Report V2.0

May 28th, 2020

Tantus

Submitted by: Tantus Solutions Group Inc.

PURPOSE OF THIS REPORT

This document is a presentation of the information collected to date to support the Tri-Municipal Regional Plan effort. It is intended to be used for three distinct purposes:

- It will act as an inventory of current plans and the operations of Parkland County, the Town of Stony Plain and the City of Spruce Grove.
- It will provide a descriptive catalogue of all the critical resources that are available for the Secondary Consultants to reduce the number and repetition of requests for information on municipal staff.
- It will provide a concise summary of the notable similarities and differences in goals, strategies, projects, and operations across the three partner municipalities. It will, thereby, provide a common point of reference for the variety of projects in the Regional Planning Initiative.

It is important to note that goals provided in the plans section of the document are verbatim reproductions from the indicated plan. Many of these are recommended actions that have not necessarily been endorsed or approved by the governing Council. One should not infer or assume the level of prioritization of individual goals and initiatives unless otherwise noted in budgets or operational plans.

Though in-scope in this initiative, this report is not an evaluation of performance of any of the partner municipalities' operational or governance areas. It is simply a reflection of what is. That level of assessment with detailed recommendations will be completed as part of the secondary consultant projects and the municipal service strategy.

How to Use This Report

The report is very comprehensive. While it can be read cover to cover, it is structured in a fashion that allows it to be reviewed at a summary level by key municipal function area with the option of addressing specific areas of interest in depth by reviewing more detailed information for each municipality. This supports the second purpose of informing Secondary Consultants developing strategies in the identified focus area.

Each document referenced in the report has been given an identification number, denoted with ID. All these documents (unless otherwise noted) are available in the resource library for this project and can be identified by this unique ID number. A full catalogue of titles is provided in Appendix A: Document Reference Sheet.

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INTRODUCTION

Background

In February 2018, the Government of Canada announced the phasing-out of traditional coal-fired electricity generation by 2030. In conjunction with this announcement, the federal government committed $35 million over five years for skills development and economic diversification for affected communities. This presented an opportunity for the Tri-Municipal Region to seek funding to develop the Tri-Municipal Regional Plan (TMRP). A letter of intent, signalling the commitment of each municipality to develop the Tri-Municipal Regional Plan was signed in January of 2019. Funding was secured from Western Economic Diversification in early 2019 and work related to the development of the Tri-Municipal Regional Plan will continue into 2021.

The Tri-Municipal Region has collaborated on significant projects and initiatives in the past, including the TransAlta Tri Leisure Centre; however, the commitment to this plan represents a holistic and coordinated effort to enhance and formalize this collaboration.

The Tri-Municipal Regional Plan will enable the partners to strategically align land use, services, and infrastructure to achieve mutual benefit through aligned operational deployment. The Tri-Municipal Regional Plan will have a specific goal to coordinate and drive investment within the Tri-Municipal Region in a manner that enables each partner municipality to both individually and collectively achieve heightened local, regional, and global competitiveness based on the philosophy of 'shared investment for shared benefit'.

The Tri-Municipal Regional Plan is made up of three pillars, Pillar 1: Governance, Pillar 2: Plans and Strategies, and Pillar 3: Implementation.

Through Pillar 1 Governance work, the TMRP committee (consisting of elected official and administration representation from each municipal partner) has developed the following objectives, principles, and norms for the TMRP:

***Key Objective**: To improve governance, service delivery, fiscal capacity, and economic prosperity for the benefit of the citizens of the sub-region*

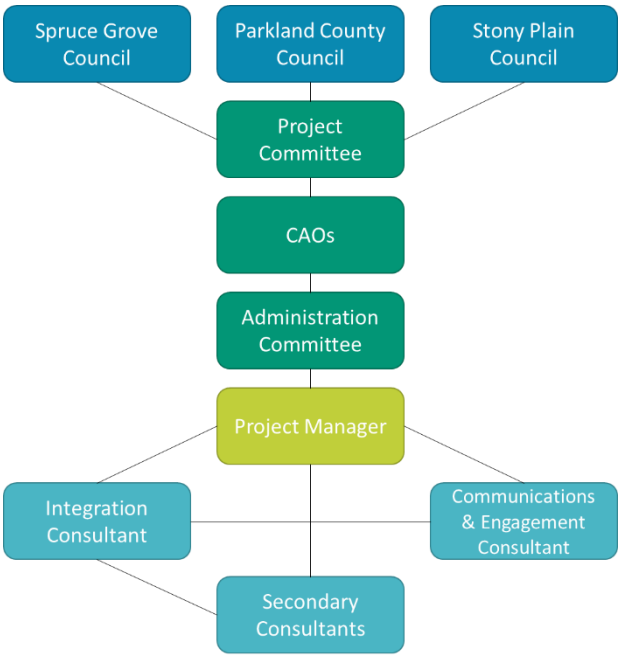
Key Principles:

- Citizen Centric
- Inclusive
- Regionalism

Norms and Values:

- Trust, honesty, fairness, and respect
- Shared Investment – shared benefit
- Collaborative
- Open and honest communication
- Trust one another, trust the process
- Respect all parties at the table and the contribution they bring
- Bring an open mind, be open to change

Notably, the roles of Councils or any adjustments of municipal boundaries are considered **out of scope** for this initiative.



The adjacent governance structure has been created for this project. The process has been guided by an overall TMRP Committee, including Council and Executive Leadership representation from each municipality. Working functions have been administered by the Administration Committee, with the internal Project Manager and Integration Consultant. The Communications & Engagement Consultant, and secondary consultants, have not yet been engaged in the process.

Regional Plan Process

As noted above, the three municipal partners have been contributing to Pillar 1 work through the existing governance structure. Pillar 1 work was undertaken internally, with the TMRP Committee, Administration Committee and Internal Project Manager contributing to the development of objectives, values, and norms for the process. The group also developed a comprehensive project charter, committee terms of reference / discussion protocol, and engaged a procurement process to select an Integration Consultant to support the development of the Tri-Municipal Regional Plan.

For Pillar 2 work, the Integration Consultant will work closely with the TMRP Committee, Administration Committee and internal departments to coordinate and support the development of all deliverables, including supporting the coordination of secondary consultants to develop the various sub-plans in Pillar 2, and provide project management support.

The Integration Consultant will develop the Current State Analysis and Municipal Services Strategy to provide a base analysis for secondary sub-plans. To support the secondary consultants, and limit the operational impact on the municipal partners, the Integration Consultant will:

- Create a standard project glossary to be used by all secondary consultants
- Develop a template for report documents adhering to agreed-upon visual identity, and providing guidance on document structure
- Assist in the onboarding of the all secondary consultants with the Project Manager and the Administrative Committee
- Map stakeholder and public engagement for past five years and recommend an Engagement Plan to address gaps and identify areas where additional engagement is required
- Provide access to a comprehensive catalogue of background documentation and information to reduce requests
- Support the Administration Committee with question responses, information provision to reduce the need for staff access

The Integration Consultant will also work complete the integration of the completed strategies into one document. However, it is expected that all secondary consultants will work closely with the Integration Consultant to support alignment of strategies and recommendations across the entire scope of work and work collaboratively to resolve any conflicts or issues.

The following deliverables are key components of the Pillar 2 work:

- Current State Analysis, including:
    - Stakeholder mapping and engagement plan
    - Policy review
    - Existing land use and zoning entitlements
    - Existing infrastructure master plans
    - Existing recreation facilities & programs
    - Municipal finances
    - Municipal services (EMS, Fire, Utilities, etc.)
    - Environmentally Sensitive Areas
    - Social programs

- Current economic development initiatives
- Technology & data management programs

- Municipal Services Strategy:
  - Stakeholder mapping and engagement plan
  - Review of services and service levels
  - Discussion with Councils & Committees
  - Return on investment & financing review
  - Preferred municipal services strategy

- Economic Development Strategy:
  - Stakeholder mapping and engagement plan
  - Population & Employment Trends
  - Future Scenario modelling based on status quo vs. shared investment – shared benefit models
  - Economic Development Strategy

- Transportation, Utilities & Infrastructure Review:
  - Stakeholder mapping and engagement plan
  - Review of water, sewer & storm water infrastructure
  - Review of transportation (roads, rail, public transit)
  - Review of utilities (e.g. fibre optic, electricity, etc.)
  - Transportation, utilities & infrastructure strategy

- Preferred Land Use Scenario:
  - Stakeholder mapping and engagement plan
  - Baseline assessment
  - Metrics to support scenario evaluation
  - Creation of land use scenarios
  - Evaluate fiscal benefit of scenarios
  - Preferred land use scenario strategy

- Competitiveness Review:
  - Stakeholder mapping and engagement plan
  - Review of the sub-region's competitiveness against comparators

- Social Strategy:
  - Stakeholder mapping and engagement plan
  - Review of existing social, plans, policies, and programs within each municipality
  - Review of service delivery in comparison to existing and future demographics
  - Identification of goals and objectives
  - Social Strategy

- Cultural Strategy:
  - Stakeholder mapping and engagement plan
  - Review of existing cultural plans, policies, facilities, and programs within each municipality
  - Review of service delivery in comparison to existing and future demographics
  - Identification of goals and objectives
  - Cultural Strategy
- Recreation Strategy:
  - Stakeholder mapping and engagement plan
  - Review of existing recreation plans, policies, facilities, and programs within each municipality
  - Review of service delivery in comparison to existing and future demographics
  - Identification of goals and objectives
  - Recreation Strategy
- Housing needs assessment and strategy:
  - Stakeholder mapping and engagement plan
  - Review of existing housing plans and policies within each municipality
  - Review of current housing facilities in comparison to future demographics
  - Identification of goals and objectives
  - Housing Strategy
- Complete and Compiled Strategy:
  - Content aggregation
  - Content consistency (wording, phrasing, recommendations, etc.)
  - Completed Tri-Municipal Regional Strategy

Overall, Pillar 2 work is anticipated to last through to at least Q1 2021, with staggering secondary consultants and sub-plans being implemented throughout mid-2020.

After Pillar 2 is complete, Pillar 3 work will define implementation for the final Tri-Municipal Regional Strategy recommendations, exploring detailed requirements for staffing, policy, processes, and any steps for phased implementation.

Current State Methodology

The Current State Analysis is the first key deliverable in Pillar 2. It is intended to provide a basis for all further analyses and sub-plans to be developed. The intent of the report is to provide an overview of the situation in the region and to summarize the current policies, plans and operations of each municipal partner. It is also intended to act as a reference point for secondary consultants when interpreting and reviewing various background documents.

To develop the Current State Analysis, the Integration Consultant conducted a range of staff sessions with each municipal partner, as well as a comprehensive background document review. The following sections highlight the work conducted for each element reviewed in the Current State Analysis.

Background Document Review

The background documentation was a multi-phase process with multiple requests to the municipalities. The first step of the review was to pull publicly listed master plans, strategic plans, corporate/business plans, policies, and other available documents. The Integration Consultant then sent a series of information requests to each municipality to address additional or missing documents.

- The first document request focused on any filling any identified gaps between the municipalities in initial documentation.
- The second document request occurred after the first round of current state sessions and identified a range of documents and information identified in those sessions.
- The final document request occurred after the round of joint municipal sessions, which similarly identified a range of documents and information that were not fully completed or finalized.

In total, 438 documents and pieces of information were received from the three municipalities. In total, we received 142 documents relating to Parkland County, 137 for the Town of Stony Plain, and 127 for the City of Spruce Grove. In addition, we received 32 documents regarding information on Tri-Municipal agreements, plans, and partnerships.

All documents were catalogued, categorized, and identified as potential items of interest for sub-plans.

Current State Sessions

The first round of engagement with municipal staff included a series of current state sessions individually with each municipal partner. These sessions included small groups of managers and supervisors with similar departments areas across the municipalities. The sessions focused on:

- An understanding of current services delivered
- An overview of current challenges and issues in service delivery
- An overview of current strengths in service delivery
- Discussion on potential improvement opportunities
- An overview of current collaboration being conducted
- An overview of current documentation, plans, data, etc.
- An overview of current performance measures and indicators
- Perceived barriers to collaboration

The following table shows a breakdown of the current state sessions held in each municipality, as well as for the Tri-Leisure Centre:

Municipality	Session	Date
Parkland County	Protective, Fire and Emergency Services	February 24
	Community and Agriculture Services	February 25
	Public Works	February 25
	Engineering & Planning	February 26

	Finance	February 27
	Human Resources / People Services	February 27
	Economic Development	February 28
	Strategic Initiatives	February 28
	IT & GIS	March 5
	Legislative Services	March 11
City of Spruce Grove	Economic Development	February 28
	Communications	February 28
	Public Works, Planning and Engineering	March 2
	Community and Protective Services	March 2
	Corporate Services	March 2
Town of Stony Plain	Office of the CAO	March 3
	FCSS	March 3
	Corporate Services	March 3
	Community and Protective Services	March 3
	Planning and Infrastructure	March 4
Tri-Leisure Centre		April 24

Joint Municipal Sessions

The next round of consultation included joint sessions including representatives from all three municipal partners around specific service areas. There were seven sessions conducted including:

- Engineering & Infrastructure – conducted April 6
- Economic Development – conducted April 7
- Corporate Services – conducted April 7
- Land Use Planning – conducted April 9
- Recreation – conducted April 9
- Protective & Emergency Services – conducted April 14
- Social and Cultural Services – conducted April 15

The sessions focused on long-term plans and initiatives review, policies and agreements review, and operational review for each partner, plus discussion on regional alignment or misalignments in each area. From this information, the Integration Consultant developed a current state analysis. The analysis includes a policy analysis to identify alignment and gaps in corporate and operational policy between the partners, as well as the development of a list of common service definitions and categorizations to conduct an operational comparison.

The draft Current State Summary report was developed as a comprehensive document to contain all information gathered in this phase of work. Its intent is to capture comprehensive information on the region overall and each municipal partner, to support the work of secondary consultants developing the sub-plans.

LONG-TERM PLANS AND STAKEHOLDER ENGAGEMENT OVERVIEW

Strategy and Master Plans Overview

This section provides an overview of the key strategies, growth plans, inter-municipal plans, operational plans and area-specific growth or master plans for each individual municipality separately, as well as regional plans.

Summary

The Tri-Municipal Region member municipalities commonly develop and maintain various statutory and non-statutory planning documents and a variety of high level, strategic/master plans for key functional areas.

Each municipality has a Municipal Development Plan (MDP) and to varying extents Area Structure Plans (ASPs) describing desired growth patterns, though current state sessions highlighted that a number of ASPs in the sub-region are quite dated.

Each municipality has adopted a strategic management framework involving a Strategic Plan, describing outcomes and future direction as described by Council. Each municipality also adopts a Corporate (Business) Plan, describing key Operating and Capital priorities and initiatives during the short-term (one to three years), generally recommended by Administration.

These plans are guided by a host of functional studies, strategies and master plans as listed below.

The municipal partners have also jointly undertaken a range of studies, strategic undertakings and action plans addressing key market conditions (e.g. labour, housing) and key municipal functions (e.g. leisure, transit, and waste).

Parkland County

ID	Document	Description	Effective Date	Renewal Date
Corporate Wide Plans				
067	Corporate Plan	A short-term strategic document detailing strategic focus areas, strategies, projects, and desired outcomes.	2019 - 2020	
189	Long Term Strategic Plan	Long term strategic document that sets the vision and guiding principles for the County over the next 25 years.	2017 – 2040+	
204	Municipal Development Plan	Long range, statutory document that communicates the long-term desired land use for a community, and how growth will impact the evolution of the municipality	2017 (Amended 2019)	
232	Operating and Capital Plan	A multi-year forecast that indicates future operational and financial trends to develop high level estimates of tax impacts.	2021 - 2025	

ID	Document	Description	Effective Date	Renewal Date
Departmental Plans				
006	Agricultural Program and Services Review	A review of the current state of agricultural services in the County. Includes a statistical review, agriculture producer engagement, benchmarking, and findings.	2018	
055	Community Scan and Analysis	A feeder document into the ICSP and MDP. This document is an analysis and current state of a wide range of factors in the community including population growth, demographics, land use, development and economic activity, jobs and employment, housing, parks and recreation, agriculture, and plans affecting land use and development	2015	
100	Employee Services Strategic Plan	Strategic plan for the Employee Services function. Includes strategic focus areas, and strategic priorities.	2019	
110	Environmental Conservation Master Plan – Background Technical Report	Portfolio of Environmentally Significant Areas, and impact mitigation strategies	2014	
112	Enterprise resource planning (ERP) Roadmap	Roadmap for ERP implementation. Including major milestones, and tasks.	2019-2023	N/A
132	Fire Services Master Plan	Strategic document detailing key findings, environmental scan results and recommendations for Fire Services	2016	
141	Future of Agriculture Study	Study to determine the future of the agricultural industry in the region, and how agriculture relates to other prioritized issues.	2016	
154	High Level Bank Stability Review	A review of bank stability along the Pembina River. Includes site reconnaissance, a topography review, a slope stability analysis, and recommendations.	2017	
169	Integrated Community Sustainability Plan (ICSP)	Analysis, trends, and plans of topics including: Population Growth, Housing Needs, Development Activity, Job and Employment Growth, Land Supply Needs.	2017	
175	Information Services (IS) Business Plan	Strategic document detailing services, projects and goals for the year and longer-term opportunities and challenges.	2020	
178	Labour Market Profile	Similar to the Tri-Municipal Labour Market Profile detailed below but specific to the County. Includes demographic information, employment information, and income and affordability information.	2017	

ID	Document	Description	Effective Date	Renewal Date
330	Master Drainage Plan	A strategic document that quantifies the effectiveness of existing drainage systems in place and proposes upgrades to the overall drainage system	2011 (Amended 2012)	
244	Parks, Recreation, and Culture Master Plan	Strategic document to provide long term direction for Parks, Recreation and Culture in the County over the next 10 years. Includes Findings, Recommendations, and a Parks and Recreation Classification System	2017 - 2027	
304	Sanitary Servicing Study	Sanitary Servicing Study for the areas of Acheson and Big Lake. Includes an assessment of existing sanitary systems and recommendations for future improvements	2016	
348	Technical Growth Study	A technical analysis of growth opportunities in the County. This document is intended to be used as a tool to identify, define, and prioritize land use planning decisions across the County	2017	
356	Tourism Action Plan	A strategic document that details opportunities to diversify the County's economy through tourism. Includes, pillars of action, an implementation plan, and some potential key performance indicators.	2018 - 2020	
358	Traffic Impact Assessment	Traffic Impact Assessment for the areas of Acheson and Big Lake. Includes a current state analysis of existing transportation infrastructure, considerations for the future of the transportation system, general site-specific characteristics, and recommendations.	2018	
388	Water Servicing study	Water Servicing Study for the areas of Acheson and Big Lake. Includes an assessment of existing water systems and recommendations for future improvements	2015	
392	Wetland Inventory and Historical Loss Assessment	A document detailing wetland mapping in the community, an assessment of these wetlands and any loss that may have occurred and any future recommendations	2016	
N/A	25 Year Capital Plan	Outstanding	Outstanding	Outstanding
N/A	Priority Based Budgeting Strategy	Outstanding	Outstanding	Outstanding
N/A	Enforcement Services Business Plan	Outstanding	Outstanding	Outstanding
N/A	Hamlet Servicing Strategy	Outstanding	Outstanding	Outstanding
N/A	Social Development Plan	Outstanding	Outstanding	Outstanding
N/A	Transportation Master Plan	(In Progress)	2020	

Town of Stony Plain

ID	Document	Description	Effective Date	Renewal Date
Corporate Wide Plans				
065	Corporate Plan	A strategic document that details operating and capital initiatives to support and achieve strategic goals. This document also includes fiscal plan information, and brief business area profiles	2020 - 2022	
209	Municipal Development Plan	Long range, statutory document that communicates the long-term desired land use for a community, and how growth will impact the evolution of the municipality	2020	
334	Strategic Plan	Strategic document aligned to the community's top priorities for the next four years. Identifies overarching goals and key actions to support them	2019 - 2022	
Departmental Plans				
004	Active Transportation Strategy	Document to establish vision and direction for Active Transportation in the community. Includes components of infrastructure design, sidewalk and trail connectivity, and promotion/enablement strategies.	2020	
429	Arts and Culture Facility Plan and Conceptual Space Design	A plan and review of arts and cultural facilities in Stony Plain. Includes a regional inventory and assessment of cultural and arts spaces and recommendations.	2019	
078	Cultural Master Plan	Strategic document intended to establish the community as a leader in cultural planning and development. Includes strategies to implement goals such as cultural economy growth and diversity, leadership involvement, and cultural infrastructure planning	2012	(In Progress) June 2020
410	Cemetery Master Plan	Document detailing needs, a site analysis, a concept plan, a business plan, and an implementation plan to acquire and operate a municipal cemetery. Includes cost analysis, service impacts and software possibilities.	2020	
092	Economic Development Strategic Plan	Strategic document for the Economic Development function. Includes competitive position analysis, economic opportunity prioritization, and action plans	2019	
107	Environmental Stewardship Strategy	Strategy to guide council and administration by providing actions and initiatives. Includes themes of Planning and Regulation, Energy, Air Quality, Waste, Transportation, Water, Procurement, Community, and Education and Promotion.	2011	

ID	Document	Description	Effective Date	Renewal Date
117	FCSS Strategic Plan	Strategic document for FCSS. Details some background information on FCSS service delivery and identifies future priorities and their metrics for success.	2017 - 2022	
133	Fire Department Master Plan	Strategic document detailing key findings, risk assessments, performance metrics, assets and facilities and recommendations for Fire Services	2020	
181	Labour Market Profile	Similar to the Tri-Municipal Labour Market Profile detailed below but specific to the Town. Includes demographic information, employment information, and income and affordability information.	2017	
201	Municipal Census Demographic Report	An analysis of the municipal census conducted in 2019. Includes key findings and key demographic information.	2019	
230	Old Town Community Plan	A document that serves to provide a vision, policy framework and implementation plan for the Old Town Community area. In addition, the plan includes an analysis of existing characteristics in the town and existing statutory frameworks.	2019	
242	Parks and Open Space Master Plan	Guiding document for parks and open spaces, includes recommendations around parks and open space supply, planning processes and specific parks, amenities and use, and management and operations. Includes a map of existing parks and trails in the community.	2015	
255	Poverty and Homelessness Plan	Plan to reduce poverty and homelessness in the community. Includes a needs assessment, community trends, environmental scans, and multiple proposed strategies. Discusses strategies for a Tri-Regional approach to reduce poverty and homelessness	2017	
432	Poverty Impact Report	The third phase in a plan to reduce poverty in Stony Plain. Includes key actions and objectives for the community.	2019	
332	Stormwater Master Plan	A comprehensive review of existing drainage design standards and an inventory of drainage infrastructure. Includes a computer modelling simulation to identify potential drainage challenges and any associated mitigation strategies.	2018	
342	Target Sector Studying and Marketing Plan	Study of existing assets, industry, workforce, competitive environment, with recommendations for growth opportunities and a marketing strategy to achieve targeting goals.	2015	

ID	Document	Description	Effective Date	Renewal Date
370	Transportation Study	Study to plan for continued growth within the community and its impacts on transportation. Includes sustainable transportation planning, a review of transit services, a review of intersection safety and corridors, land-use and growth predictions, a travel demand forecasting model, a traffic analysis and optimized road network, and other recommendations for the community	2011	
386	Water and Sanitary Master Plan	Plan/Review of the Sanitary and Water System and recommendations for system improvements	2019	
465	Flood Mitigation Program	Report summarizing current flood risk in the Town and recommended mitigation improvements to improve flood resilience. Includes Computer modelling analysis, key flood mechanisms, and an implementation plan for recommendations.	2020	

City of Spruce Grove

ID	Document	Description	Effective Date	Renewal Date
Corporate Wide Plans				
066	Corporate Plan	A strategic document that details operating and capital initiatives (approved, and future) to support and achieve strategic goals. This document also includes fiscal plan information, and brief business area profiles	2020 - 2022	
208	Municipal Development Plan	Long range, statutory document that communicates the long-term desired land use for a community, and how growth will impact the evolution of the municipality	2010 - 2020	2020
335	Strategic Plan	Long term strategic document that sets the vision and guiding principles for the City over the next 15 years.	2018 - 2035	
Departmental Plans				
046, 047	City Centre Redevelopment Plan	Area redevelopment plan for continued development of a healthy and vibrant city-centre. Includes infrastructure summaries, urban design and land use summaries, Columbus Park revisions, and parking management strategies and cost/benefit analyses.	2018	
049	Climate Resilience Express Action Plan	An action plan developed to foster community-specific climate resilience processes and actions. Includes environmental trends and projections,	2018	

ID	Document	Description	Effective Date	Renewal Date
		climate risks and opportunities and potential mitigation strategies		
079	Cultural Master Plan	A strategic document that develops a unified vision of culture in the community. Includes cultural resource mapping, community engagement, findings, and recommendations	2016	
093	Economic Development Strategy and Action Plan	A document that details the priorities and action plan for continued economic development in the community.	2017 - 2022	
105	Energy Management Plan and Greenhouse Gas Reduction Strategy	An energy management plan for the administration of the City. The plan details strategies to reduce energy consumption and greenhouse gasses from operational activities.	2016	
108	Environmental Sustainability Action Plan	Short- and long-term strategies around policy and strategic planning documents and how the organization can incorporate environmental sustainability approaches into operations.	2011 - 2021	
116	FCSS Plan of Service	A strategic document intended to capture strategic directions for FCSS as the community grows and evolves.	2020 - 2022	
462	Fibre-Optic Broadband Strategy	A strategy to improve the high-speed broadband internet services currently available to businesses within the City's commercial area and industrial parks. Includes a current state analysis, business model options, business cases, deployment plans and strategic considerations.	2019	
161	Indigenous Engagement Improvement Strategy	A strategic framework intended to coordinate a culturally appropriate response to the increasing number of indigenous families and individuals seeking social services in the region.	2016 - 2017	
163	Industrial Sector Targeting Strategy	A strategic document to support the continued development of the City's industrial lands through leveraged competitive advantage and industry supports. Includes a competitive analysis, regional market profile, sector specific strategies, and potential incentive programs.	2019	
165	Information Security Strategy	A strategy and roadmap for security solutions in the City. Includes an assessment of requirements, a current and target state assessment, and potential next steps.	2018	
174	IS Strategic Plan	A strategic document for Information Services. Includes brief business area profiles, potential initiatives, and a roadmap for IS projects.	2020	

ID	Document	Description	Effective Date	Renewal Date
179	Labour Market Profile	Similar to the Tri-Municipal Labour Market Profile detailed below but specific to the City. Includes demographic information, employment information, and income and affordability information.	2017	
220	Natural Areas Inventory	An inventory of natural areas in the City. Includes a definition of natural areas according to the City, an assessment of natural areas, and next steps for natural areas management	2017	
243	Parks and Open Space Master Plan	A comprehensive source of open space policy and a guide for its development and use. Includes a townscape analysis, an open space inventory and analysis, an open space concept plan, and implementation strategies.	2007	
257	Poverty and Homelessness Reduction Strategy	Plan to reduce poverty and homelessness in the community. Includes potential strategies and a costing analysis.	2019 - 2024	
322	Social Sustainability Plan	A guiding document for the social planning section of the municipality. Includes recommendations along multiple social sustainability dimensions, and an evaluation framework for each of these dimensions	2016	
463	Stormwater Master Plan	Plan/Review of the Stormwater System and recommendations for system improvements	2015	
350	Technical Growth Study	A projection and analysis of growth trends within the City for the next 50 years, as well as recommendations for land use and infrastructure	2019	
359	Traffic Safety Plan	An analysis of traffic safety in the community. Includes collisions statistics analysis, community perception analysis, and potential strategic initiatives	2019 - 2022	
369	Transportation Master Plan	A long-term plan to guide the development of transportation infrastructure to support the goals and objectives of the community. Includes existing condition statistics, transportation goals and policy objectives, and potential initiatives	2012	
459, 460, 461	Urban Forest Management Plan	A strategic plan to guide the development of forests and natural areas in the City. Includes detailed information regarding the four City forests, and long term goals and recommendations for forest management.	2004 (Addendum – 2007)	
387	Water Conservation Program Plan	A plan to improve the efficiency of water use in the City. Includes information regarding existing water use in the City, current water conservation efforts,	2016 - 2020	

ID	Document	Description	Effective Date	Renewal Date
		potential water conservation programs, and an implementation plan for these programs.		

Regional Plans

ID	Document	Description	Effective Date	Renewal Date
459	Boundary Interface Planning Study	A document that provides long range planning direction for the three municipalities regarding areas that are impacted by the joint growth factors of all three municipalities. Includes site analyses and definition, municipal policy reviews, planning analyses, and implementation considerations.	2007	
155	Housing and Service Needs Estimate	Demographic data and analysis of homelessness need in the Tri-Region and some comparisons to the rest of the province.	2018	
162	Indoor Recreation Facility Strategy	A framework for regional collaboration and decision making of indoor recreation facilities in the region. Includes a current state analysis of indoor recreation facilities, a regional needs assessment, and recommendations.	2017	
170	Intermunicipal Collaboration Framework	The framework establishes the principles and processes to direct communication and cooperation surrounding regional issues.	2014	
180	Labour Market Profile	An analysis of the labour market in the Tri-Region. Includes demographic information, employment information, and income and affordability information.	2017	
372	Labour Market Strategy and Action Plan	The document is intended to support employers and job seekers to establish a path towards addressing labour market needs in the region. Includes demographic profiles, employer and stakeholder engagement, and potential strategies.	2018	
187	Leisure Services Master Plan	Identifies recreation trends in the region, an analysis of current recreation services and programming, and potential strategies.	2009 - 2019	
260	Pre-Feed Organic Waste Processing Study	A study conducted to determine the feasibility of innovative technologies that could be employed to improve organic waste processing in the region. Includes potential facility design and operations philosophies, a conceptual design, project program costs, and a regulatory review for the proposed facility.	2016	

ID	Document	Description	Effective Date	Renewal Date
363	Transit Plan	A document that seeks to detail a unified vision of transit and transit infrastructure for the region. Includes a community analysis, current state analysis, long term transit strategy options, servicing options, supporting measures, service design standards and performance guidelines, governance, and service delivery recommendations.	2018	
384	Waste Harmonization Study	A study to explore the potential for Tri-Regional collaboration on waste management. Includes key considerations of the current state of waste management, and potential opportunities	2019	
466	Sturgeon River Watershed Management Plan	A strategy to promote the protection of the Sturgeon River. Includes key outcomes of the plan, and an implementation strategy	2020	
467	Regional Event Hosting Strategy (Spruce Grove, Stony Plain)	A strategic planning for the hosting of events between the City and the Town, includes regional visions and goals, implementation models, and potential costs.	2014	
N/A	Riparian Area Assessment	Outstanding	Outstanding	Outstanding

Public & Stakeholder Engagement Overview

This section provides an overview of the known public consultation or stakeholder engagement processes that each municipality has undertaken in recent years. This includes plans or major initiatives that involved stakeholder engagement as a part of their development.

Based on the background documentation received, we do not anticipate that this list is complete, and will likely continue to evolve through the process. Secondary consultants are encouraged to check in periodically at this section and are encouraged to conduct more specific stakeholder engagement documentation for their respective areas.

Summary

Each municipal council has the responsibility to establish a 'public participation policy' for its municipality per Section 216.1 of the Municipal Government Act (MGA). Each municipality has an approved policy that describes its commitment to engaging the public on various decisions and directions.

- Parkland County – Public Engagement Policy (Council Policy C-AD51)
- Town of Stony Plain – Public Participation Policy (C-CAO-031)
- City of Spruce Grove – Public Participation Policy (CP-1010-18)

Further, to varying degrees the municipalities run regular citizen satisfaction surveys and regularly communicate to their respective residents on various updates, news, and initiatives.

A key component of the requested deliverables for each sub-strategy delivered by secondary consultants is to map existing and prior stakeholder engagement processes.

To attempt to address this request, public and stakeholder participation history was requested from each municipal partner during the initiation of the Current State work. For each municipal partner, there is no one comprehensive document, or documents, to provide this background. As a result, the Integration Consultant has conducted a preliminary scan of existing reports and plans for mentions of public and stakeholder engagement processes. The tables in the following section, showing the result of that preliminary scan, are almost certainly incomplete, as a large number of plans, master plans, studies, development processes and new initiatives will likely have involved some degree of stakeholder engagement.

Secondary Consultants are encouraged to work with the municipalities to map previous stakeholder engagement in more detail than is currently available.

Parkland County

ID	Document	Description	Effective Date	Reference Page
132	Fire Services Master Plan	Public survey conducted as part of the planning process to determine the scope of fire service provision for the County	2019	43

ID	Document	Description	Effective Date	Reference Page
141	Future of Agriculture Study	Public engagement involving focus groups with industry representatives and public consultation to determine any challenges or opportunities for agriculture in the region	2016	101
168	Integrated Community Sustainability Plan (ICSP) – Community Engagement	Community Engagement component of the ICSP. Includes key items from public and stakeholder engagement and how these comments were addressed in the ICSP and MDP	2017	N/A
244	Parks, Recreation, and Culture Master Plan	The County engaged residents to determine the vision and any opportunities for parks, recreation, and culture in the municipality. This included releasing a draft master plan to residents for approval, and a communication strategy to keep residents involved and updated on the status of the master plan.	2017 - 2027	24
006	Agricultural Program and Services Review	Engagement with 57 agriculture producers in the County, including Agricultural Services Board members, County staff and one Councillor. The facilitated session focused on determining current comments and recommendations and future strategies and goals for agriculture in the region.	2018	17
204	Municipal Development Plan	Extensive community engagement including open-houses, surveys, and community events.		15
N/A	Social Development Plan	Outstanding	Outstanding	Outstanding
N/A	Hamlet Reinvestment Strategy	Outstanding	Outstanding	Outstanding
N/A	Public Naturalization and Restoration Sites Public Engagement Results	Outstanding	Outstanding	Outstanding

Town of Stony Plain

	Document	Description	Effective Date	Reference Page
004	Active Transportation Strategy	Public engagement was handled through the Thought Exchange platform. This platform allowed residents to provide suggestions on how to improve walking and cycling in Stony Plain. The platform then rated the comments, the strategy includes the top twenty comments from the platform.	2020	3
429	Arts and Culture Facility Plan and Conceptual Design	A diverse program of community engagement including pop up surveys, and stakeholder discussion sessions.	2019	21

	Document	Description	Effective Date	Reference Page
410	Cemetery Master Plan	To determine interest or need the Town engaged residents through online surveys and an open house.	2020	6
078	Cultural Master Plan	An extensive community engagement process that engaged residents through interviews with key community members, community surveys, community forums and youth forums. Findings from the engagement session fed into defining the cultural needs, visions, and aspirations.	2012	12
092	Economic Development Strategy	Stakeholders were engaged through online surveys, business focus groups, and feedback from the Town's small business week.	2019	20, 91 (Appendix C)
230	Old Town Community Plan	Stakeholder engagement involving four key stakeholder groups composed of citizens, civic managers, developers, and other stakeholders. Key findings from these engagements were categorized by key issues and opportunities, areas of tension, and big ideas	2019	43
256	Poverty and Homelessness Plan	The needs assessment component of the plan involved a community consultation component. Interviews were conducted with focus groups and key community services stakeholders in the region. All questions to individuals were based on leading practices or questions from reputable poverty/homelessness institutions	2017	65
342	Target Sector Studying and Marketing Plan	Stakeholder engagement with local officials, business and property owners, and real estate brokers/developers. In addition, regional economic development partners were engaged to develop common themes regarding economic development in the Town	2015	6

City of Spruce Grove

ID	Document	Description	Effective Date	Reference Page
047	City Centre Area Redevelopment Plan	Engagement included multiple community input sessions including one on one "café chats", and public design sessions.	2018	4
079	Cultural Master Plan	Engagement with the community through individual interviews with cultural leaders, focus groups, community forums, and community surveys. From these sessions the City identified strategic themes for the plan.	2016	13, 50 (Appendix D)
093	Economic Development Strategy	A survey of local businesses to collect insight on the City's business climate. Includes perspectives from the industrial business community, the retail community, and the commercial-office community.	2017 - 2022	51 (Appendix B)
462	Fibre-Optic Broadband Strategy	Extensive stakeholder engagement with commercial and industrial stakeholders. Includes both internal and external stakeholders and their needs for improved broadband in the future.	2019	
161	Indigenous Engagement Improvement Strategy	The document does not detail specific engagement but does contain a framework for improved engagement with indigenous groups in the region. Engagement included individual stakeholder interviews, focus groups, training sessions, and a full-day strategic planning workshop involving Indigenous Elders, residents, and Indigenous serving agencies	2016 - 2017	N/A
163	Industrial Sector Targeting Strategy	Stakeholders were engaged to identify strengths, weaknesses, and opportunities to enhance the attractiveness of business in the City. Interviews were conducted with developers, realtors, business owners, municipal staff, and other local stakeholders.	2019	28
243	Parks and Open Space Master Plan	Stakeholder consultation for the project was conducted using the IAP2 Spectrum of Public Participation and includes multiple methods of consultation along 5 different categories: Inform, Consult, Involve, Collaborate, and Empower.	2007	115
258	Poverty and Homelessness Reduction Strategy	Comprehensive stakeholder engagement including Workshops, individual interviews, lived experience interviews, youth engagement, workshops, online services, and workshops to refine the strategy.	2019 - 2024	8 (Appendix B)
322	Social Sustainability Plan	Engagement with key individuals and communities across the municipality. Helped to define the vision, values, and principles of the plan.	2016	59

ID	Document	Description	Effective Date	Reference Page
365-368	Transit Surveys	Surveys used to inform future planning of transit in the City. Includes stakeholders from across the region who use public transit in the City. Included both on board and online surveys. These surveys include demographic, location, and satisfaction analysis.	2015 - 2018	N/A
369	Transportation Master Plan	Community engagement through a public open house and an online survey. Provided advice, ideas, and directions for the rest of the plan.	2012	5

Regional Plans

ID	Document	Description	Effective Date	Reference Page
162	Indoor Recreation Facility Strategy	Comprehensive citizen engagement across the Tri-Region including online forums, stakeholder surveys, stakeholder workshops, telephone surveys and student surveys. This document contains major themes identified from stakeholder engagement, and some brief analysis of responses.	2017	81 (Appendix A)
372	Labour Market Strategy and Action Plan	Engagement consisted of 9 interviews with a diverse set of employers in the region regarding job seeker supports, employer supports, barriers to employment, skills shortages, workplace resources, and regional networking. This document contains major findings from the stakeholder sessions.	2018	61, 108 (Appendix B)
363	Transit Plan	Included two workshop sessions with key stakeholders. The first was a Service Provider workshop, the second was a key stakeholder workshop. Workshops were used to identify challenges and opportunities for regional transit. This document contains several tables of major themes from the workshops.	2018	118 (Appendix A)
412	Tri-Leisure Centre - Strategic Plan	A strategic document for the Tri-Leisure Centre. Includes a brief regional profile, and strategic objectives for the next 10 years	2016 - 2026	
411	Tri-Leisure Centre - Corporate Plan	Plan detailing objectives and strategies for the current year. Includes discussions regarding service levels and financial performance	2020	
N/A	Tri-Leisure Centre - Facility Wide Program Review	Outstanding	Outstanding	Outstanding

Regional Governance Overview

This section provides an overview of the relevant regional governance organizations, plans and agreements that are relative to the sub-region.

Summary

Parkland County, the City of Spruce Grove and the Town of Stony Plain are members of the Edmonton Metropolitan Region Board (EMRB), a Growth Management Board per Part 17 of the Municipal Government Act (Section 708), and the Edmonton Metropolitan Region Board Regulation 189/2017. The municipal partners have participated in the establishment of a 50-Year Vision and share a commitment to growing collaboratively.

As members of the Board, the Tri-Municipal mayors have approved the Growth Plan (October 2017) addressing key policy areas of Economic Competitiveness and Employment, Natural Living Systems, Communities and Housing, Integration of Land Use and Infrastructure, Transportation Systems and Agriculture.

Membership on the EMRB makes approval of Intermunicipal Collaboration Framework (ICF) Agreements (Section 708) and Intermunicipal Development Plans (IDPs) (Section 631) between the three parties unnecessary. The Tri-Municipal Members have, however, undertaken to develop a comprehensive (sub)-regional Plan.

As noted below, other Edmonton regional initiatives, including the new Edmonton Global organization and regional transit planning through the Regional Services Transit Commission, also have potential impacts on the sub-region and municipal partners, with potential long-term impacts on land use, transportation networks, transit service delivery and economic development initiatives.

EMRB Participation

Goal	Initiatives/Strategies
Regional Growth Plan (2017)	
Economic Competitiveness and Employment	1. Promote global economic competitiveness and diversification of the regional economy 2. Promote job growth and the competitiveness of the Region's employment base 3. Enhance competitiveness through the efficient movement of people, goods and services to, from and within the Region 4. Promote the livability and prosperity of the Region and plan for the needs of a changing population and workforce
Natural Living Systems	1. Conserve and restore natural living systems through an ecological network approach 2. Protect regional watershed health, water quality and quantity 3. Plan development to promote clean air, land and water and address climate change impacts 4. Minimize and mitigate the impacts of regional growth on natural living systems
Communities and Housing	1. Plan and develop complete communities within each policy tier to accommodate people's daily needs for living at all ages 2. Plan for and promote a range of housing options 3. Plan for and promote market affordable and non-market housing to address core housing need

Goal	Initiatives/Strategies
Integration of Land Use and Infrastructure	1. Establish a compact and contiguous development pattern to accommodate employment and population growth 2. Enable growth within built-up urban areas to optimize existing infrastructure and minimize the expansion of the development footprint 3. Plan and develop greenfield areas in an orderly and phased manner to contribute to complete communities 4. Plan for and accommodate rural growth in appropriate locations with sustainable levels of local servicing 5. Plan for and develop mixed use and higher density centers as areas to concentrate growth of people and jobs 6. Prioritize investment and funding of regional infrastructure to support planned growth 7. Ensure compatible land use patterns to minimize risks to public safety and health
Transportation Systems	1. Develop a regional transportation system to support and enhance growth and regional and global connectivity 2. Encourage a mode shift to transit, high occupancy vehicles and active transportation modes as viable and attractive alternatives to private automobile travel, appropriate to the scale of the community 3. Coordinate and integrate land use and transportation facilities and services to support the efficient and safe movement of people, goods and services in both urban and rural areas 4. Support the Edmonton International Airport as northern Alberta's primary air gateway to the world 5. Ensure effective coordination of regional transportation policies and initiatives between all jurisdictions
Agriculture	1. Identify and conserve an adequate supply of prime agricultural lands to provide a secure local food source for future generations 2. Minimize the fragmentation and conversion of prime agricultural lands for non-agricultural uses 3. Promote diversification and value-added agriculture production and plan infrastructure to support the agricultural sector and regional food system
Metropolitan Region Servicing Plan Report (MRSP) (2019)	
Solid Waste	◆ Develop a common set of solid waste terminology, measures, indicators, criteria for prioritization of investments. ◆ Discuss regional solid waste efforts with the Edmonton Region Waste Advisory Committee (ERWAC) and determine best strategy for the future of ERWAC. ◆ Gather a foundation of regional level solid waste data and information for residential solid waste management. ◆ Advance regional discussion and advocacy of Extended Producer Responsibility (EPR) focused on enacting legislation. ◆ Conduct an enhanced Environmental Scan of processing capacity and waste generation rates including organics, construction, and demolition waste, and industrial, commercial, and institutional (ICI) waste. ◆ Consider disaster debris management. ◆ Identify and assess opportunities for innovation in solid waste management. ◆ Review success of landfill bans on successful waste diversion. ◆ Develop policy recommendations on single use items. ◆ Advance a regionally relevant and common toolkit for communications related to solid waste management. ◆ Identify and assess opportunities for regionally scaled investments (e.g., organics processing, material recovery facilities, waste processing). ◆ Develop a common full cost accounting and life cost analysis including carbon footprint and the impact of greenhouse gases in the Region. ◆ Conduct a detailed service delivery analysis and best practices review for service delivery models; and make recommendations to EMRB

Goal	Initiatives/Strategies
Stormwater	◆ Develop a common set of stormwater terminology, measures, indicators, criteria for prioritization of investments. ◆ Gather a foundation of regional level stormwater data and information– a library and repository. ◆ Conduct an enhanced Environmental Scan of creeks, trunks, etc. – measures and monitoring. ◆ Determine risks (e.g., impacts, liability) of current practices. ◆ Advance and facilitate good practices and lessons learned. ◆ Consider projects for design standards, sedimentation, and erosion. ◆ Advance/elevate regional discussion and advocacy of water quality and design standards. ◆ Determine opportunities for regionally scaled investments
Fire/EMS	◆ Develop a common set of fire/EMS terminology, measures, indicators, criteria for prioritization of investments. ◆ Discuss Regional Fire Chiefs Committee (including Sub-Committees) and determine its best strategy for the future. ◆ Gather a foundation of regional level fire/EMS data and information. ◆ Advance regional discussion and advocacy of interoperability and emergency communications. ◆ Advance regional discussion of "Auto-Aid" for priority calls. ◆ Inventory local and sub-regional initiatives and agreements – in detail. ◆ Inventory specialty services and equipment – incorporate into Edmonton Metropolitan Region Geographic Information Services (EMRGIS). ◆ Conduct an enhanced Environmental Scan of servicing levels, ranges of services – descriptive in nature, not prescriptive. ◆ Determine opportunities for regionally scaled investment
Emergency Management	◆ Develop a common set of emergency management terminology, measures, and indicators. ◆ Prepare a region-wide hazard and threat assessment to inform decisions and actions. ◆ Discuss regional Emergency Management efforts with Capital Region Emergency Preparedness Partnership (CREPP) and determine best strategy for the future. ◆ Gather a foundation of regional level emergency management data and information in an integrated and accessible repository or clearinghouse. ◆ Engage with public, not-for-profit, business, and industrial partners on advancing emergency management challenges and opportunities. ◆ Develop criteria for prioritization of investments; and ◆ Determine opportunities for regionally scaled investments
Transit Services Commission Plan (2020)	
Customer Experience	1. Provide a seamless customer experience regionally 2. Use customer research and insights to improve customer satisfaction 3. Deliver a smooth transition from current service to the RTSC 4. Standardize and increase mobility options available across the region 5. Enhance ability to deliver safe and universally accessible transit services
Service Delivery	1. Effectively integrate all aspects of regional and local routes 2. Harmonize local Transit Service Level Guidelines (SLG)across municipalities 3. Right size and deploy the fleet across the transit network 4. Use Service Level Guidelines to implement, review and enhance services 5. Partner with organizations and the community to enhance services

Goal	Initiatives/Strategies
Future of Mobility	1. Use a data driven approach to daily operations and decision making 2. Equally invest in serving current and future customers of transit 3. Develop a flexible business architecture that allows the RTSC to deliver services demanded by customers (e.g. integrated ETS local services, paratransit services, Light Rail Transit (LRT) and others) 4. Prioritize tailored, digital experiences over static "one-size fits all" service 5. Use technology to enable implementation of a regional fare strategy 6. Be a partner to emerging trends in mobility rather than a competitor
Fiscal Responsibility	1. Improve alignment of asset investment and business need 2. Enable core processes with technology from inception 3. Transparency in how funds are managed and used to the benefit of the region 4. Balance municipal interests with industry expertise to guide operations 5. Investigate provincial and federal funding options
People and Culture	1. Invest in the development of internal and external ambassadors of transit 2. Build a safety, service-based culture where people embody a regional mindset 3. Bring the right complement of regional and global expertise to the RTSC 4. Maintain connection with the transit service and regularly interact with customers 5. Implement diversity and inclusion targets and policies
Growth and Sustainability	1. Support the integration of land-use, infrastructure, and transit planning regionally 2. Implement streamlined process to bring transit services to new businesses 3. Accelerate growth of region by increasing standard of living through increased connectivity 4. Reduce duplication of bus services and strategically deploy fleet mix to lower greenhouse gas emissions
Safety	1. Develop a strong safety and security program with role-based training 2. Empower all employees and contractors to identify and address any safety hazards or concerns 3. Keep safety top of mind at all levels of the organization by promoting a "safety first" culture 4. Partner with key stakeholders in the region to gather insights on how to deliver safer services

Edmonton Global

Separate from the EMRB but established by 15 EMRB members and non-members and governed by a non-political Board appointed by Councils, is Edmonton Global, the economic development organization for the Edmonton Metropolitan Region. Its mandate is to radically transform and grow the economy of the Edmonton Metropolitan Region. Their work intends to promote the region globally and they are focused on attracting and retaining business investment and trade in the Edmonton Metro Region.

The municipal partners in the sub-region participate in Edmonton Global initiatives and operations and are noted as formal partners to Edmonton Global.

Priority	Initiatives
Edmonton Global Strategic Plan (2018)	
Serve as a catalyst for investment and job attraction and retention for the Edmonton Metropolitan Region	1. Seeking opportunities for Lead Generation in Agri-Business, Energy, Health, and Manufacturing/Advanced Manufacturing across the regional economic development ecosystem. 2. Developing a regional Site Selection tool and Regional Database to inform regional investment decisions, and business and talent attraction and retention 3. Using innovative approaches to Market Intelligence, Research, and Competitive Benchmarking to target opportunities and inform investment decisions and strategies
Be the voice of the Edmonton Metropolitan Region's economic development activities.	1. Positioning the Edmonton Metropolitan Region as an investment-ready and attractive place to do business by developing and promoting a regional brand. 2. Collaborating with regional partners and stakeholders to advocate for policies, programs, incentives, and funding that can make the Edmonton Metropolitan Region as globally competitive and attractive as possible
Leverage partnerships to enhance Edmonton Global's success.	1. Aligning with National, Provincial, Regional and Local economic development narratives to leverage collective capabilities in areas vital to Edmonton Global's success 2. Capitalizing on Industry and Institutional Partnerships to produce novel strategies and approaches to development through a regional innovation agenda that will make the Edmonton Metro Region more globally competitive
Organizational Excellence	1. Maximizing Organizational Performance by appointing a credible and successful leadership team to ensure Edmonton Global fulfills its mandate as a regional leader in economic development 2. Ensuring Shareholder Satisfaction by providing meaningful engagement and alignment opportunities with Shareholder Mayors, regional economic development agencies, Shareholder CAO's, Economic Development Officers, business, and industry to focus regional capacity toward a common vision

Other Regional Partnerships

There are also other regional organizations that are, for the most part, governed by members or non-members of municipal Councils appointed by Council.

Partnership	Description
Alberta Capital Region Wastewater Commission (ACRWC)	Provides sewage and treatment services to the Edmonton metropolitan region. The board is composed of municipal members who can bring up any specific wastewater issues in the region.
Capital Region Parkland Water Services Commission (CRPWSC)	Supplies potable water to Parkland County, The City of Spruce Grove and the Town of Stony Plain. The Board consists of two Councillors from each municipality.
West Inter Lake District (WILD) Water Commission	The commission ensures the continued economic viability and growth of communities west of Edmonton in the Wabamun Lake/Parkland County/Lac Ste. Anne County/Paul and Alexis Nakota Sioux First Nations, Alberta Beach and Town of Onoway areas through access to a safe, and secure water supply.
Canadian Parks and Wilderness Society (CPAWS)	A nationwide charity dedicated to the protection of public land and water and ensuring parks are managed to protect the nature within them.
North Saskatchewan River Valley Conservation Plan	The North Saskatchewan River Valley Conservation Society was created to protect and enhance biodiversity inherent to the North Saskatchewan River Valley, including its tributary ravines and bench lands.
Sturgeon River Watershed Alliance (SRWA)	The Sturgeon River Watershed Alliance (SRWA) is a municipally supported watershed stewardship group established for the Sturgeon River sub watershed. It partners with the North Saskatchewan Watershed Alliance (NSWA)
North Saskatchewan Regional Plan (In Progress)	A regional plan to ensure the balance of environmental, economic, and cultural well-being across the diverse landscape of the North Saskatchewan river. The plan will include recommendations on land use practices and areas of environmental significance for conservation. Will establish provincial land use policies required by municipalities in the region.
Meridian Housing Foundation	A registered charity established to provide housing for seniors 65 and older. The Foundation manages multiple residences and has continuously to provided services in the Tri-Region since 1960.
Capital Region Emergency Preparedness Partnership	Outstanding

Documented Sub-Regional Partnerships and Agreements

Below are a number of agreements that are Administrative in nature and while approved by Councils do not involve appointed membership.

ID	Agreement	Partners	Description	Effective Date
422	Shared Space – Memorandum of Agreement	City of Spruce Grove, Parkland School Division	An agreement for the shared use of Horizon Stage with the school division	2018
424	Recreation Cost Share Agreement – Term Extension	Parkland County, City of Spruce Grove	An agreement for Parkland County's contribution to the annual operational cost of the Arena facility	2015 - 2018
425	Horizon Stage Cost Share Agreement – Term Extension	Parkland County, City of Spruce Grove	An agreement for Parkland County's contribution to the annual operational cost of the Horizon Stage facility	2015 - 2018
414	Joint Fire Training Facility – Memorandum of Agreement	Town of Stony Plain, City of Spruce Grove	An agreement for the joint use, operation, maintenance, and construction of a shared fire training ground.	2019
433	Fire Aerial Ladder Truck Agreement – Memorandum of Understanding	Parkland County, Town of Stony Plain, City of Spruce Grove	An agreement for the cost sharing of a specialized aerial ladder truck.	2011
352	Outdoor Rink Operation – Memorandum of Agreement	City of Spruce Grove, Tri-Leisure Center (TLC)	An agreement for the TLC to maintain and operate an outdoor rink for Spruce Grove.	2016
434	Animal Shelter Service Agreement	Parkland County, Town of Stony Plain	An agreement for Parkland County to provide animal shelter services for the Town of Stony Plain	2016
438	Peace Officer Shared Services – Memorandum of Agreement	Parkland County, City of Spruce Grove, City of Stony Plain	An agreement for the sharing of peace officer services for the purpose of quality public safety.	2015
437	Family and Community Support - Cost Share Agreement	Parkland County, Town of Stony Plain	An agreement for Parkland County to access FCSS programs and services from Stony Plain	2019
436	EMS Building – Memorandum of Understanding	Parkland County, Town of Stony Plain	An agreement between the municipalities for the construction of a joint EMS Ambulance Station	2014
441	RCMP Facility – Memorandum of Agreement	City of Spruce Grove, Town of Stony Plain	An agreement for the joint development, construction, and operation of a RCMP facility.	2017

ID	Agreement	Partners	Description	Effective Date
440	Student Resource Officer – Memorandum of Understanding	City of Spruce Grove, Town of Stony Plain, Parkland School Division (Parkland County was a member until 2019)	An establishment of school resource officers appointed to work within the school division.	2011
439	Firefighting Services – Mutual Aid Agreement	Parkland County, City of Spruce Grove, Town of Stony Plain	An agreement for mutual aid between the Tri-Region in the event of a fire, peacetime disaster or emergency.	2007
442	Criminal Analyst – Cost Sharing Agreement	City of Spruce Grove, Town of Stony Plain	An agreement to request, identify, appoint, and implement a criminal analyst for the purpose of analyzing crime in the two municipalities.	2012
197	Tri-Region Transit – Memorandum of Agreement	Parkland County, City of Spruce Grove, Town of Stony Plain	An agreement to establish a committee for the continued efforts of Tri-Regional transit governance.	2019
147	Glenn Hall Arena – Cost Sharing agreement	Parkland County, Town of Stony Plain	An agreement for Parkland County residents to make use of Stony Plain facilities and contribute to the operational costs of these facilities.	2020
445	Visitor Information Center – Memorandum of Agreement	Town of Stony Plain, The Stony Plain and District Chamber of Commerce	An agreement for the chamber to operate the visitor information center for the Town in exchange for contributions towards the annual operation costs of the facility	2020
464	Tri-Leisure Center Part Nine – Memorandum of Agreement	Parkland County, City of Spruce Grove, Town of Stony Plain, Tri-Municipal Leisure Facility Corporation	An agreement for the construction and development of a Tri-Municipal Joint Regional Leisure Facility, and the establishment of the corporation to operate and manage the facility	2015
444	Tri-Leisure Center Operation Agreement (Renewal)	Town of Stony Plain, Tri-Municipal Leisure Facility Corporation	An agreement for renewal of the shared cost of the operation of the Tri-Leisure Centre	2020
153	Heritage Agriculture Society Agreement – Memorandum of Agreement	Town of Stony Plain, The Heritage Agricultural Society	An agreement for the Town to contribute to the cost of operations of the Multicultural Heritage Center	2020

ID	Agreement	Partners	Description	Effective Date
443	Pioneer Museum Society – Memorandum of Agreement	Town of Stony Plain, The Stony Plain and Parkland Pioneer Museum Society	An agreement for the Town to contribute to the cost of operations of the Stony Plain and Parkland Pioneer Museum	2020
198	Environmental Sustainability Initiatives and Planning – Memorandum of Understanding	Parkland County, City of Spruce Grove, Town of Stony Plain	An agreement to facilitate cross municipal discussions about projects and initiatives to promote sustainability and effectively use resources	2012
N/A	Storm and Sewer Crossing Agreements	Parkland County, City of Spruce Grove, Town of Stony Plain	Outstanding	Outstanding
N/A	Accessible Transportation Services Agreement	City of Spruce Grove, Town of Stony Plain	Outstanding	Outstanding
N/A	Family and Community Support - Cost Share Agreement	Parkland County, City of Spruce Grove	Outstanding	Outstanding
N/A	Tri-Region Transit – Commuter Cost Sharing Agreement	Parkland County, City of Spruce Grove, Town of Stony Plain	Outstanding	Outstanding
N/A	Tri-Region Transit – Operating Agreement	Parkland County, City of Spruce Grove, Town of Stony Plain	Outstanding	Outstanding
N/A	Visitor Information Center – Memorandum of Agreement	City of Spruce Grove, The Spruce Grove Chamber of Commerce	Outstanding	Outstanding
N/A	Visitor Information Center – Memorandum of Agreement	City of Parkland County, The Parkland County Chamber of Commerce	Outstanding	Outstanding
N/A	Heritage Agriculture Society Agreement – Memorandum of Agreement	Parkland County, The Heritage Agricultural Society	Outstanding	Outstanding
N/A	Pioneer Museum Society – Memorandum of Agreement	Parkland County, The Stony Plain and Parkland Pioneer Museum Society	Outstanding	Outstanding
N/A	Regional Ice Allocation Policy Agreement (In Progress)	Parkland County, City of Spruce Grove, Town of Stony Plain	In Progress	In Progress

Documented External Partnerships and Agreements

ID	Agreement	Partners	Description	Effective Date
418	Regional Fire Chiefs Committee – Terms of Reference	City of Spruce Grove, City of Leduc, City of St. Albert, City of Fort Saskatchewan, City of Edmonton, Strathcona County	An agreement to coordinate strategic leadership and service delivery in the capital region.	2018
415	Joint Firefighter / EMT / Paramedic Regional Recruitment Agreement	City of Spruce Grove, City of St. Albert, Strathcona County	An agreement to have a joint recruitment processes and joint information sharing for the purpose of hiring firefighters, EMTs and paramedics.	2018
018	Natural Gas Distribution System Franchise Agreement	Town of Stony Plain. ATCO Gas and Pipelines LTD.	An agreement for the provision of natural gas to the municipality	2016
139	Electric Distribution System Franchise Agreement	Town of Stony Plain, Fortis Alberta Inc.	An agreement for the provision of electricity to the municipality.	2014
036	Capital Region Water Services Commission – Memorandum of Agreement	Town of Stony Plain, Capital Region Parkland Water Services Commission	An agreement for the Town of Stony Plain to operate water service facilities subject to this agreement.	2018
435	Natural Gas Distribution System Franchise Agreement	Town of Stony Plain. West Parkland Gas Co-Op LTD.	An agreement for the provision of natural gas to the municipality	2016
N/A	Utility Agreements	City of Spruce Grove	Outstanding	Outstanding
N/A	Utility Agreements	Parkland County	Outstanding	Outstanding
N/A	Collective Agreements	Town of Stony Plain	Outstanding	Outstanding
N/A	Collective Agreements	Parkland County	Outstanding	Outstanding
N/A	Collective Agreements	Spruce Grove	Outstanding	Outstanding

Corporate Planning and Performance Measurement Overview

This section provides an overview of the corporate planning process, and corporate performance measurement programs for each municipality, including an overview of key measures collected and tracked.

Overall, the municipalities are in various stages of corporate performance measurement development. The following sections highlight discussions from the current state sessions pertaining to corporate performance measurement.

Parkland County

Parkland County's corporate planning process is evolving and has been fairly recently formalized as a role in the organization. The process is led by the Director of Strategic Services. The County is guided by Council's Long-Term Strategic Plan and completed a recent 2019 Corporate Plan to identify priority initiatives. The planning process is evolving and includes plans for departmental strategic plans. Currently, Finance and the Financial Planning & Treasury team are heavily involved in the budgeting and planning process.

The County has a defined corporate performance measurement process, also led by the Director of Strategic Services. This Director also has the Customer Service team under their purview, which provides the ability to capture performance metrics for front-desk services and resident inquiries.

This team has conducted work to define a range of corporate Key Performance Indicators (KPIs) and has begun regular capturing and publishing of key performance measurement information. Further this team has worked with the Operations Services Division to incorporate measures for resident inquiries and issue notification for Public Works and Roads. Planning and Development also tracks a range of KPI's for development activity in the County.

Overall, the current state sessions highlighted that Parkland County is accustomed to planning, tracking, consolidating, and reporting performance measurement information and a variety of areas across the organization regularly in a well-defined measurement process. Employee Services, Agriculture, Community and Protective Services teams all noted significant focus on performance measurement. The long-standing asset management program in the organization also provides a strong performance measurement focus to the work of Engineering, Public Works and Roads and Drainage.

Town of Stony Plain

Corporate Planning is managed within the Strategic Services area, with the GM of Strategic Services reporting to the Office of the Chief Administrative Officer. Corporate planning strategies cascade directly from the Council Strategic Plan for which corporate and department-level Initiatives are chosen for each of the three years of the Corporate Business Plan. The Corporate Plan is reflected in workplans for department General Managers and business unit leaders. Progress on Corporate Plan Initiatives is reflected in quarterly reporting to council.

The corporate performance measurement program is less formalized and is the responsibility of the GM of Corporate Services. The quarterly reporting process does provide some regular tracking of key metrics including certain activity volumes (i.e. training), response (i.e. Fire and Enforcement), operational highlights and service volumes (i.e. permits), events and participation, and usage (i.e. HandiBus).

City of Spruce Grove

Similar to Stony Plain above, the City of Spruce Grove's corporate planning process, which aligns to the Council Strategic Planning process, are captured in the organization's annual Corporate Plan. The Corporate Planning process is led by the Integrated Planning and Strategic Services team, with a dedicated Planner position. The planning process is an involved one, with participation across the

organization to identify, vet and prioritize new initiatives and services changes. The Corporate Plan also includes budgeting information for the organization. Progress on initiatives identified in the plan is tracked and reported against.

The City of Spruce Grove has recently formalized Corporate Performance Measurement as a service, also within the Integrated Planning and Strategic Services team. As a result of this recent change, a formal corporate performance measurement program is still in a renaissance, though some areas of the organization have a good handle on their key metrics. Information Services was noted for their development and tracking of key metrics. Similar to Parkland County, Public Works, Engineering, Facilities and Fleet, and Community and Protective service areas were noted for having a strong handle on some of their key metrics for resident interactions, and for granting and reporting. A formal corporate performance measurement program will provide an enterprise view on these measures.

POLICY OVERVIEW

Corporate Policy Overview

An overview of major Council-approved corporate policies including financial, HR, legislative, legal, risk, safety, and service level/operational policies for each individual municipality separately, plus a summary discussion of observations on regional alignment, misalignment, etc.

Summary

The Tri-Municipal Region partners vary in the number and focus of Policies to meet the needs of their Council and corporation. Councils are free to decide which directional principles need to be formally established in policy and which should remain flexible or informal.

Based on available information, the municipalities vary in the number of active policies Council has approved. We have received/collected:

- 89 policies from Parkland County,
- 72 policies from Spruce Grove, and
- 66 policies from Stony Plain.

Some Policies were approved decades ago, while others are more recent.

There is limited consistency in the policies, that is, where all three municipalities have enacted similar policies in terms of topic area. Policies for all three municipalities are in these areas:

1. Public Participation/Engagement (Regulated)
2. Health and Safety
3. Workplace Violence
4. Council Remuneration
5. Public/Municipal Art (Similar policy area but distinctly different approach to the subject area.)
6. Naming of Community Amenities/Infrastructure
7. Snow and Ice Removal/Management
8. Awards of Excellence / Outstanding Achievement Recognition

There are some areas where similar policies are established by only two municipalities[1]. It should be noted that, in general, the policy imperative is not due to the different focus of urban and rural municipalities. Areas where only two of three have policies include:

[1] Only policies and agreements available on the public website or provided by the municipalities in response to a specific document request are included in this Current State assessment. Descriptions of each document are provided at a high level and may not specifically capture similarities and distinctions between municipalities. For a detailed overview of differences/similarities in service specific municipal operations refer to the forthcoming Services Strategy.

1. Marked Cross Walk/Road Markings Policy (Spruce Grove and Stony Plain)
2. Procurement (Parkland County and Stony Plain)
3. Health and Safety (Parkland County and Stony Plain)
4. Vegetation Control (Parkland County) and Turf Maintenance (Spruce Grove)
5. Charitable Donations (Parkland County) and Cash Donations to Community Organizations (Stony Plain)
6. Investments (Parkland County) and Cash Management and Investments (Stony Plain)
7. Debt Management (Parkland County and Stony Plain)
8. Restricted Surplus (Parkland) and Accumulated Surplus – Restricted Reserves (Stony Plain)
9. Community Association Grant Funding (Parkland) and Community Initiatives Funding (Stony Plain)
10. Sidewalk Maintenance and Repair (Spruce Grove) and Sidewalk Maintenance (Stony Plain)
11. Automated Traffic Enforcement (Spruce Grove and Stony Plain) (Note: Not allowed in a rural/County setting)
12. Fleet Anti-Idling (Spruce Grove and Stony Plain)
13. Water Distribution Systems/Hydrant Inspection and Maintenance (Spruce Grove and Stony Plain)
14. Sanitary Sewer Inspection and Maintenance (Spruce Grove and Stony Plain)
15. Business Expenses (Parkland County and Spruce Grove)
16. Complaint Resolution Procedure (Spruce Grove and Stony Plain)
17. Prime Contract or Policy (Spruce Grove and Stony Plain)
18. Video Surveillance Policy (Spruce Grove and Stony Plain)
19. Flag Flying Protocol (Spruce Grove and Stony Plain)
20. Driver Safety and Vehicle Maintenance (Spruce Grove and Stony Plain)

In addition to the policy documents provided, all three municipalities indicated that policies only account for a portion of enabling documents. Administrative directives, procedures, and Council approved documents (i.e. master plans) provide an additional layer of enablement to administrative staff. Often these directives are informally documented or are included as supplemental components of other documents. As such, many of these directives are handled on a case by case basis and have not been documented due to the expansive nature of these directives and their complicated collection/identification.

Note: All three municipalities are engaged in varying degrees of policy renewal processes. As a result, the policy alignment summary is subject to change.

Parkland County

ID	Policy	Effective Date	Renewal Date
Agriculture			
007	Agriculture Equipment Rental Policy	2002	
050	Clubroot Management Policy	2014	
077	Coyote Control Policy	2014	
149	Ground Squirrel and Gopher Control Policy	2014	
151	Haying Permits - Undeveloped Municipal Reserves Policy	2003	
186	Leasing of Agricultural Land Policy	2000	
300	Roadside Seeding Policy	1999	
306	Seed Cleaning Plant Assistance Policy	1999	
309	Shelterbelt Trees Policy	2014	
323	Soil Conservation Policy	1999	
355	Topsoil Removal Policy	1999	
377	Undeveloped Municipal Reserves Policy	1999	
380	Vegetation Control Policy	2014	
390	Weed Inspectors Policy	2014	
005	Adoption and Spay/Neuter Program Policy	2014	
106	Enforcement Services Investigation Policy	2019	
246	Peace Officer Enforcement Jurisdiction Policy	2010	
269	Prohibition of Off-Highway Vehicles Policy	2011	
278	Public Security Peace Officer Program Policy	2010	
Executive Administration and Communications			
196	Media Response	2012	
042	Charitable Donations	2011	
074	Council Norm and Values	2012	
071	Council and Public Member Code of Conduct	2016	
073	Council Expenses	2018	
144	Gifts for Special Occasions	2011	
270	Promotional Items	2012	
283	Recognition of Council Members	2014	

ID	Policy	Effective Date	Renewal Date
275	Public Engagement	2016	
192	Major Capital Cost Share Funding	2019	
Financial			
028	Burn Downs - Refund of Taxes Policy	2015	
085	Debt Management Policy	2015	
172	Investments Policy	2015	
265	Procurement Policy	2016	
290	Related Party Disclosure Key Management Personnel	2018	
295	Restricted Surplus Policy	2018	
Fire and Disaster			
082	Dangerous Goods Emergency Response Plan Policy	2015	
096	Elected Official and Employee Fire Fighters Policy	2015	
177	Junior Fire Fighter Program Policy	2015	
229	Oil and Gas Development Policy	2015	
284	Recognition of Fire Districts Policy	2015	
285	Recognition of Fire Fighters Policy	2015	
Human Resources			
156	Human Resources Policy	2020	
301	Safety Policy	2019	
393	Whistleblower Policy	2019	
Information Services			
231	Open Data Policy	2018	
Legal and Legislative			
254	Policy Development Policy	2014	
248	Petitions Policy	2014	
075	Council Orientation Policy	2010	
097	Elected Official Remuneration Policy	2020	
274	Public Committee Members Policy	2019	
160	Impending Legal Action Policy	2014	
167	Insurance Policy	2014	

ID	Policy	Effective Date	Renewal Date
297	Risk Control Policy	2008	
302	Safety Policy (as above in HR) Policy	2019	
N/A	Records and Information Management Policy	Outstanding	
Parks, Recreation, and Culture			
021	Awards of Excellence Policy	2019	
023	Beautification Grant Program Policy	2011	
052	Community Association Grant Funding Policy	2014	
056	Community Signage Grant Program Policy	2011	
457	Electronic Billboard: Community Group Advertising and Booking Policy	2018	
200	Municipal Art Policy	2012	
223	Not for Profit Organization Grant Funding Policy	2016	
262	Private Driveway Snow Removal Subsidy Program Policy	2016	
324	Specialized Transportation Grants Policy	2014	
Public Works			
090	Dust Control on Multi-parcel Residential Subdivision Roads	2015	
091	Dust Control on Range Roads and Township Roads	2015	
303	Salt Management Policy	2015	
319	Snow Removal Policy	2000	
326	Staging Bikeathons Policy	2015	

Town of Stony Plain

ID	Policy	Effective Date	Renewal Date
Enforcement			
020	Automated Traffic Enforcement Program Policy	2014	2018
Executive Administration and Communications			
195	Media Relations Policy	2019	2023
037	Cash Donations to Charitable Organization Policy	2019	2023
276	Public Participation Policy	2018	2022
321	Social Media Policy	2019	2023
389	Website Content Policy	2019	2023
033	CAO Performance Review Policy	2019	2023
064	Corporate Identity Policy	2009	
315	Signing or Authorizing of Municipal Documents Policy	2006	
135	Flag Flying Protocol Policy	2006	
263	Proclamation Policy	2019	2023
327	Statement on Regionalism Policy	2017	2021
061	Concern or Complaint Reporting Policy	2000	
468	SDAB Minutes and Agenda Policy	2001	
469	Recognition of Board & Committee Members Policy	2006	
Financial			
038	Cash Management and Investments Policy	2017	2021
002	Accumulated Surplus - Restricted (Reserves) Policy	2017	2021
084	Debt Management Policy	2013	2021
022	Bad Debts Policy	2000	
264	Procurement and Expenditure Policy	2017	2021
001	Accounting and Financial Reporting Policy	2017	2021
017	Asset Management Policy	2019	2023
063	Corporate and Long-Term Planning Policy	2017	2021
238	Over or Non-Budgeted Expenditures Policy	2000	
266	Program Refund Policy	2000	
148	Golf Membership Refund Policy	1992	

ID	Policy	Effective Date	Renewal Date
296	Revenue and Taxation Policy	2017	2021
470	Procurement Procedures Manual	2015	2019
Fire and Disaster			
N/A	N/A	Outstanding	Outstanding
Human Resources			
247	People Policy	2019	2023
394	Workplace Violence Policy	2019	2022
152	Health and Safety Policy	2019	2022
261	Prime Contractor Policy	2015	2018
Information Services			
341	Surveillance Systems	2005	
351	Technology Use Policy	2010	
Legal and Legislative			
253	Policy Development Policy	2018	2022
072	Council Compensation and Expenses Policy	2019	2020
044	Citizen At Large Board Member Selection Policy	2017	2022
032	Bylaw Standardization Administrative Policy	2015	2019
115	Ex-Officio Members Policy	2000	
137	FOIP Coordinator Policy	2001	
218	Municipal Risk Management Policy	2017	2021
286	Records and Information Management Policy	2008	
Parks, Recreation, and Culture			
003	Achievement Recognition Policy	2003	
054	Community Initiatives Grant Program Policy	2013	
211	Municipal History Designation Policy	2008	
272	Public Art Policy	2015	2019
314	Signage Strategy Policy	2019	2023
Public Works			
318	Snow Removal and Ice Control Policy	2001	

City of Spruce Grove

ID	Policy	Effective Date	Renewal Date
Enforcement			
456	Notifications for Disruptions to Traffic Policy	1986	
019	Automated Traffic Enforcement Policy	2019	
Executive Administration and Communications			
031	Business Travel and Expense Policy	2012	
070	Council Administration Protocol Policy	2013	
277	Public Participation Policy	2018	
136	Flags Protocol Policy	2018	
Financial			
446	City Assessor Policy	2015	
447	Property Tax Distribution Policy	2008	
448	One Time Revenue Policy	2010	
449	Debt Management Policy	2015	
450	Unpredictable Revenue Policy	2009	
451	Tax Payment Plan Policy	2009	
452	Accounting Policy	2010	
453	Accumulated Surplus Policy	2015	
454	Delegation of Signing Authority	2012	
455	Financial Management Representation Policy	2013	
Fire and Disaster			
134	Fire Services: Emergency Response Service Standards Policy	2018	
Human Resources			
224	Occupational Health and Safety Policy	2017	
400	Occupational Health and Safety for Contractors Policy	2011	
308	Service Recognition Policy	2018	
268	Progressive Discipline Policy	2019	
395	Workplace Violence Prevention Policy	2019	
294	Respectful Workplace Policy	2019	
291	Reporting and Investigation of Near Misses and Incidents Policy	2019	

ID	Policy	Effective Date	Renewal Date
059	Complaint Resolution Policy	2019	
240	Overtime and Flexible Hours of Work Procedure Policy	2012	
012	Anti-Drug and Alcohol Policy	2012	
098	Employee Code of Conduct Policy	2019	
143	General Holidays Policy	2020	
Information Services			
013	Anti-Virus Technical Policy	2014	
171	Internet Acceptable Use Technical Policy	2014	
383	Video Surveillance Policy	2019	
307	Service Manager Work Order Destruction Policy	2019	
245	Password and Account Management Procedure Policy	2014	
039	Cellular Mobile Device Requisitioning Procedure Policy	2010	
316	Smart Phone and Cell Phone Usage Policy	2010	
171	Internet Acceptable Use Technical Policy	2014	
142	General Acceptable Use Technical Policy	2014	
193	Managing User Accounts and Access Controls Technical Policy	2014	
Legal and Legislative			
076	Council Remuneration Policy	2015	
343	Task Force Policy	2006	
202	Municipal Census Policy	2016	
378	Use of Municipal Resources for Election Campaigns Policy	2017	
Parks, Recreation, and Culture			
058	Community Use of Municipal Space and Programs Policy	2007	
080	Cultural Performances for Council Policy	2018	
236	Outdoor Ice Policy	2007	
237	Outstanding achievement Recognition Policy	1996	
252	Playground Inspection and Maintenance Policy	2017	
273	Public Art Policy	2015	
325	Sponsorship Policy	2018	
373	Turf Maintenance Policy	2011	

ID	Policy	Effective Date	Renewal Date
Public Works			
040	Cemetery Operation and Maintenance	040	
057	Community Tribute Policy	057	
317	Snow and Ice Control Policy	317	
320	Snow Route and Residential Snow Clearing; Communication and Enforcement	320	
338	Street Sweeping Policy	338	
407	Solid Waste Services Policy	407	

Zoning, Land Use and Environmental Policy Overview

This section provides an overview of the key land use plans, policies and bylaws outlining current and planned land use for each municipality in the sub-region. It also examines sub-regional governance and planning for key environmental lands and environmentally sensitive area management.

Summary

As per the *Municipal Government Act*, the Tri-Municipal Region partners are mandated to have statutory documents that govern land use and zoning. Therefore, the documents and planning process, adopted by bylaw resolution, are similar for each municipality with respect to process, intent, and content.

With respect to higher level governing documents, the municipal planning statutory documents are directed to be in compliance with the *Alberta Land Stewardship Act* and, once completed, the *North Saskatchewan Regional Plan*. As the three municipalities are all members of a Growth Management Board (Edmonton Metropolitan Region Board (EMRB)), the EMRB *Growth Plan* governs and all statutory documents associated with the Growth Plan area need to be in compliance with the Growth Plan. Practically, this excludes the West areas of Parkland County. As a note, the Tri-Municipal Region partners are not legislatively required to enter into an Intermunicipal Collaboration Framework (ICF) or an Intermunicipal Development Plan (IDP) to support the ICF further to the EMRB *Growth Plan*. Similarly, Parkland County does have area outside of the EMRB Growth Plan area, and does have ICF and IDP requirements for non-EMRB area neighbours.

In addition to the mandated Municipal Development Plan (MDP), the municipalities have statutory Area Structure Plans (ASPs) that provide greater detail with respect to land use and a Land Use Bylaw (LUB) that provides details on the implementation of the land use. Timelines for processing of development permits and subdivision applications are again governed by the *Municipal Government Act*. Each municipality has policies to support the land use process and required technical documents to support development applications further to the direction of the MDP. Overall direction on the preservation of the natural environment is in the Municipal Development Plan and within specific policies of the municipality. Further to the overarching legislation, preservation of natural areas is a high priority of the three municipalities.

With the development approval process, all three municipalities have Administration acting as the approving authority for development permits and subdivision applications instead of a Municipal Planning Commission. Council is responsible for those approvals requiring adoption by bylaw. The appeal process for the three municipalities are via the respective municipality's Subdivision and Development Appeal Board (SDAB) or the provincial Municipal Government Board (MGB) dependent on the location of the subject parcel.

Parkland County

The MDP for Parkland County is currently in compliance with the *Growth Plan*. An amendment to the MDP will be required in 2021 if the City of Spruce Grove annexation request is approved (see additional context under City of Spruce Grove section below). An update to the LUB to bring the document in compliance with the MDP is currently not anticipated in the near term. The County ASP's are also quite dated however, at this time, a comprehensive updating of the plans is not anticipated. However, the County is currently updating the Acheson ASP, and is considering revisiting the land use of the *5th Meridian Area Structure Plan* which is currently proposing residential development for the plan area. The County has pre-districted lands to the ultimate use as prescribed by the governing ASP. In 2018, the County repealed its Business Licensing Bylaw, resulting in no requirement for business licences within the County.

City of Spruce Grove

The City of Spruce Grove MDP is currently under review by the EMRB and is anticipated to be approved in the near term. This amendment brings the document into compliance with the Growth Plan. All of the land within the City boundary is within an approved Area Structure Plan. It is noted that the Land Use Bylaw is in compliance with the MDP. The City process for Council approval of redistricting land is currently tied to the execution of the servicing agreement for the applicable subdivision of the subject lands. This process is currently under review by the municipality. Business licenses are a requirement in the City.

As of April 8, 2020, the City of Spruce Grove has proposed annexation of approximately eight quarter sections of land from Parkland County south and southeast of the current city boundary. The Province had approved the annexation request in late February 2020 and the appeal period is in effect. If the annexation request is ratified, the effective date of the annexation is January 1, 2021 and an MDP amendment will be required.

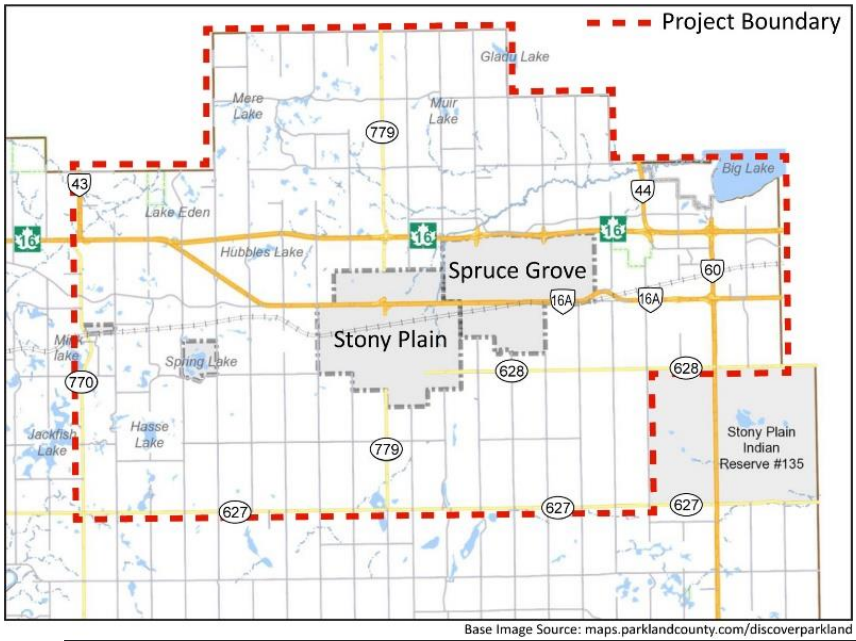
Town of Stony Plain

The Town of Stony Plain MDP is also under review and is close to approval in order to bring it into compliance with the *Growth Plan.* Similar to Spruce Grove, the LUB is in compliance with the MDP. Area Structure Plans are in place for a significant portion of land within the municipality. There is one approved ASP with other areas within the Town being recognized for future redevelopment. Approval of the redistricting to a use in compliance with the ASP by Council is not directly tied to a subdivision application. The Town has recently implemented a formal pre-application process for development to streamline the application process. Again, like Spruce Grove, a business license is required to operate a business in the municipality.

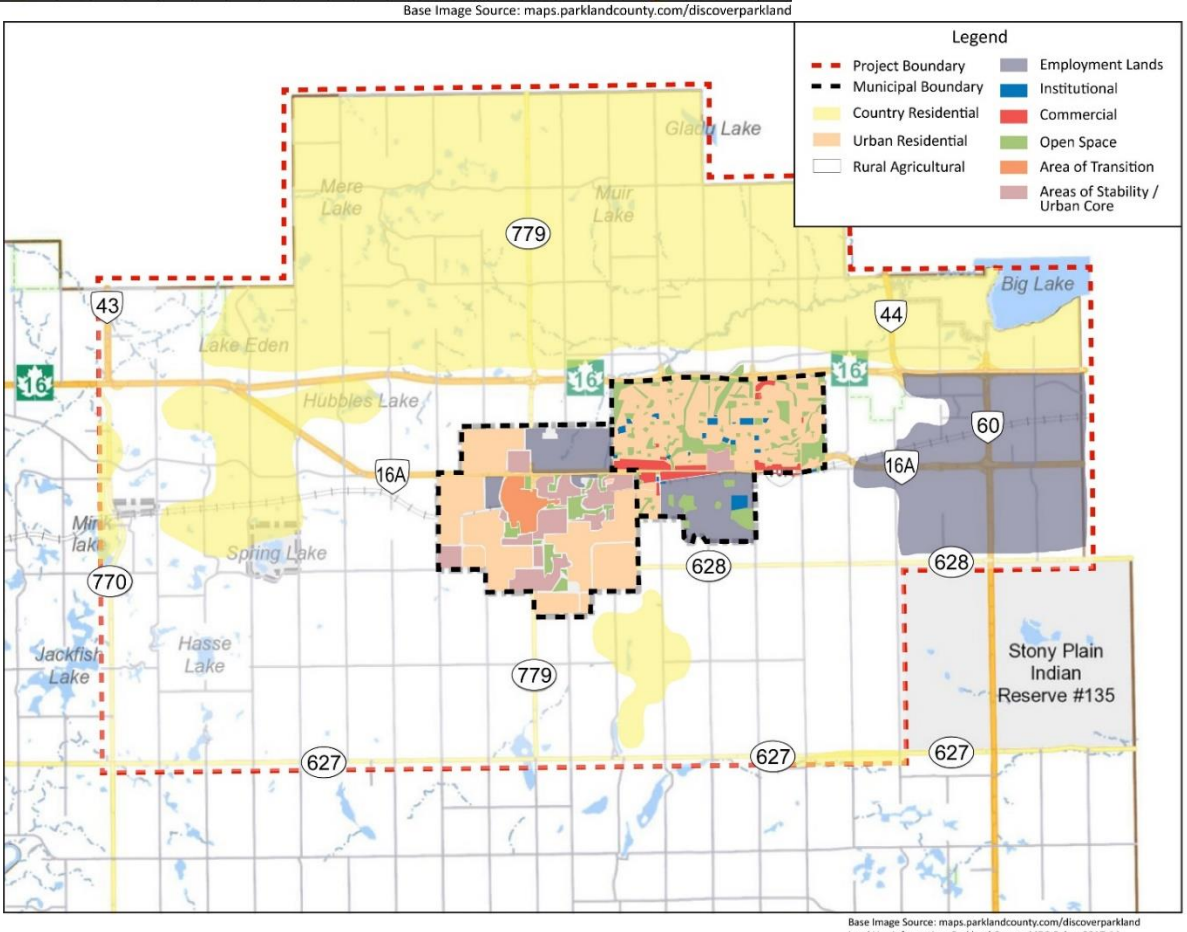
The following figure depicts the proposed area of emphasis of the Tri-Municipal Regional Plan, and the proposed boundary for the Land-Use Sub-Strategy, along with water bodies and water courses.

The land use figure depicts a high-level representation of proposed land use within the plan boundary. The information was derived from the member Municipal Development Plans. It is noted that the figure has been simplified for this presentation and that environmentally sensitive areas within Parkland County have not been depicted. The majority of Parkland County environmentally sensitive areas are surrounding water bodies and water courses.

Note: These figures do not include a full view of Parkland County, including some employment nodes (i.e. Fifth Meridian)



Base Image Source: maps.parklandcounty.com/discoverparkland



Base Image Source: maps.parklandcounty.com/discoverparkland
Land Use Information: Parkland County MDP Bylaw 2017-14, City of Spruce Grove MDP Bylaw C-960-16, Town of Stony Plain MDP 2013

Parkland County

ID	Document	Effective Date	Renewal Date
Policies			
025	Biophysical Assessment Policy	2017	
062	Contaminated Sites Policy	2019	
083	Dark Sky Outdoor Lighting Policy	2013	
086	Dedication and Use of Municipal Reserve, Environmental Reserve, and Environmental Reserve Easement Policy	2015	
087	Development Agreement Security Requirements Policy	2012	
104	Encroachment Agreements Policy	2011	
111	Environmental Policy	2011	
151	Haying Permits - Undeveloped Municipal Reserves Policy[2]	2003	
186	Leasing of Agricultural Land Policy[2]	2000	
190	Maintaining Biodiversity on County Lands Policy[2]	2014	
191	Maintaining Biodiversity on Private Land Policy[2]	2014	
212	Municipal Reserve Disposition Policy	2011	
219	Naming of Subdivisions, Parks, and Trails Policy	2017	
227	Off-Site Infrastructure Levies Policy	2013	
323	Soil Conservation Policy[2]	1999	
329	Storm Water Management Facility Naturalization Policy	2014	
340	Subdivision Conditions and Endorsements Policy	2012	
355	Topsoil Removal Policy[2]	1999	
377	Undeveloped Municipal Reserves Policy[2]	1999	
Supporting Documents			
014	Area Structure Plans	N/A	
055	Community Scan and Analysis	2015	
110	Environmental Conservation Master Plan	2014	
141	Future of Agriculture Study	2016	
154	High Level Bank Stability Review	2017	
183	Land Use Bylaw	2019	

[2] Referenced in the Agriculture section of the Corporate Policy table. This has been including in the Zoning, Land Use and Environmental Policy section as well to highlight its relation to these areas.

ID	Document	Effective Date	Renewal Date
204	Municipal Development Plan	2017	
221	Natural Areas Inventory	2013	
226	Off Site Levy Bylaw	2015	
244	Parks, Recreation, and Culture Master Plan	2017	
304	Sanitary Servicing Study	2016	
330	Stormwater Master Plan	2011	
348	Technical Growth Study	2017	
358	Traffic Impact Assessment	2018	
388	Water Servicing Study	2019	
392	Wetland Inventory and Historical Loss Assessment	2016	
N/A	Land Use Bylaw Management Directive	2019	
N/A	Land Use Enforcement Directive	2019	
N/A	Safety Codes Enforcement Directive	2019	
N/A	Regional Watershed Documents (Sturgeon Watershed Plan provided)	Outstanding	Outstanding

Town of Stony Plain

ID	Document	Effective Date	Renewal Date
Policies			
011	Anti-Idling Municipal Vehicle Policy	2017	2021
030	Business License Bylaw Policy	2018	2022
034	Capital Recreation Contribution	2007	
051	Commercial, Industrial, and Multi-Unit Residential Infill Policy	2017	2021
060	Compliance Reports Policy	2008	
121	Fence Maintenance Policy	2009	
182	Land Management Policy	2019	2023
211	Municipal History Designation Policy	2008	
249	Planning and Development Guiding Document Policy	2019	2022
280	Public Tree Policy	2009	
312	Sidewalk Maintenance Policy	2001	
328	Storm Sewer Maintenance Policy	2001	

ID	Document	Effective Date	Renewal Date
382	Vehicle Policy	2008	
458	Town Naming Policy	2020	2023
241	Park Bench Memorial Program Policy	2007	
N/A	Municipal Planning Commission Minutes and Agenda Policy	Outstanding	Outstanding
Supporting Documents			
016	Area Structure Plans	N/A	
410	Cemetery Master Plan	2020	
088	Development and Building Permit Review Process	N/A	
089	Downtown Redevelopment Plan	2011	
107	Environmental Stewardship Strategy	2011	
184	Land Use Bylaw	2017	
427	Mobile Vending Guidelines	2020	
209	Municipal Development Plan	2020	
210	Municipal Development Standards	2006	
228	Off-Site Levy Bylaw	2018	2021
230	Old Town Community Plan	2019	
242	Parks and Open Space Master Plan	2015	
250, 251	Permit Statistics	2019, 2020	
259	Pre-Application Process for Land Development Projects	2020	
332	Stormwater Master Plan	2019	
339	Subdivision Appeal Board Bylaw	2019	
370	Transportation Master Plan	2011	
379	Utility Bylaw	2019	
386	Water and Sanitary Master Plan	2019	
N/A	Regional Watershed Documents	Outstanding	Outstanding

City of Spruce Grove

ID	Document	Effective Date	Renewal Date
Policies			
045	City Assessor Policy	2015	
048	City Naming Policy	2014	
057	Community Tribute Policy	2017	
138	Mobile Vendor Policy	2015	
217	Non-Residential Municipal Reserve Contribution Policy	2007	
403	Green Buildings Policy	2014	
404	Developer Contribution Policy	2011	
405	Development Agreement Approval Policy	2007	
406	Municipal Development Standards Policy	2006	
Supporting Documents			
015	Area Structure Plans	N/A	
046, 047	City Centre Area Redevelopment Plan	2018	
108	Environmental Sustainability Action Plan	2011	
185	Land Use Bylaw	2013	
206	Municipal Development Plan	2016	2020
220	Natural Areas Inventory	2017	
243	Parks and Open Space Master Plan	2007	
350	Technical Growth Study	2019	
369	Transportation Master Plan	2012	
N/A	Regional Watershed Documents	Outstanding	Outstanding

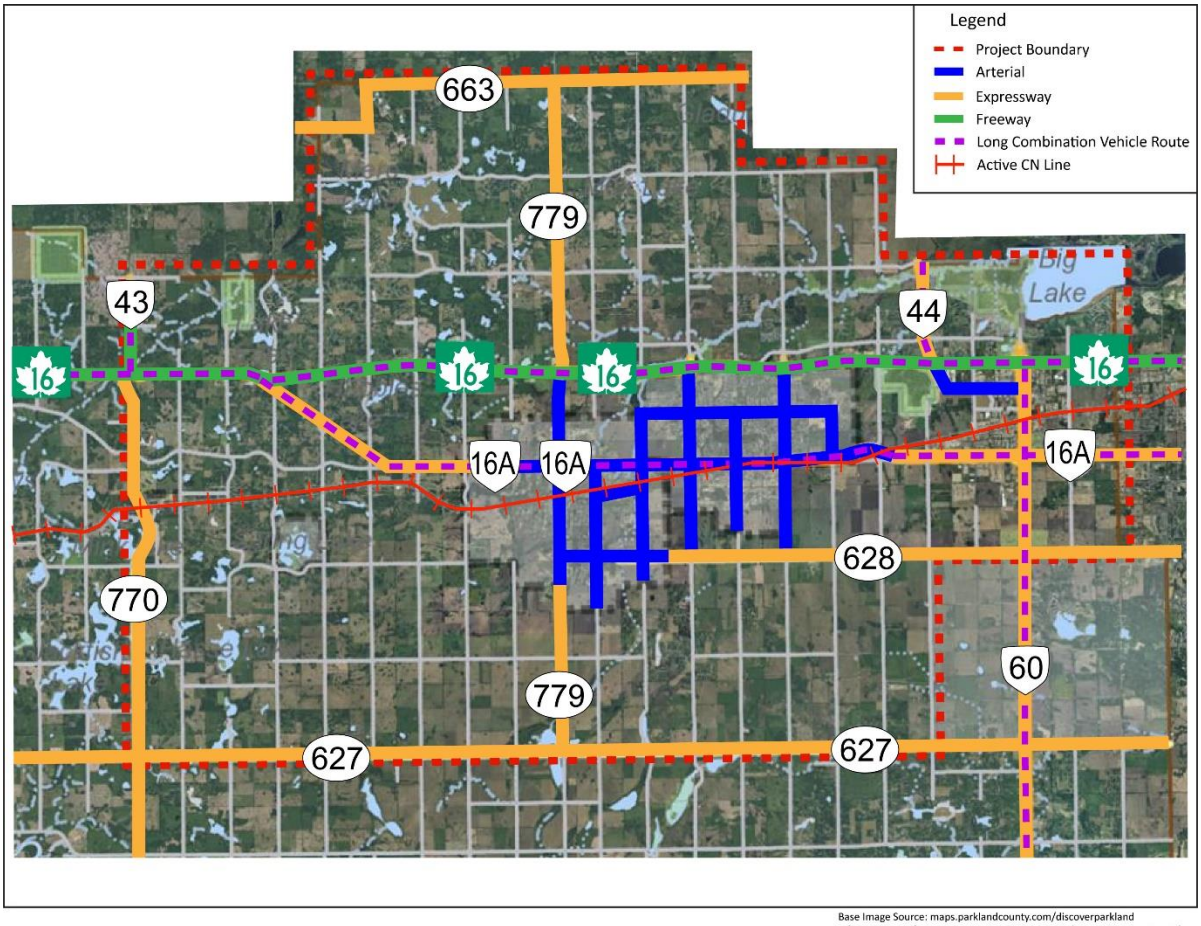
Transportation, Utility and Stormwater Infrastructure

This section provides an overview of the key current, and planned, transportation, utility and stormwater infrastructure in the sub-region.

Summary

Transportation

The high-level road network pattern for the Tri-Municipal Region partners within the plan area has been guided by the original Alberta township survey. For the rural areas, the primary road network is coincidental with the government road allowances unless realigned to avoid natural constraints or to optimize crossing of the generally trending east west CN Railway line. The development pattern of the two urban municipalities are also all strongly directed/ guided by this grid network of roads. The transportation road network figure provides a high-level representation of roads within the plan area. Note that all arterial roads are not depicted within the figure.



Base Image Source: maps.parklandcounty.com/discoverparkland
Infrastructure Information Source: *EMRB*, Metropolitan Region Servicing Plan, Environmental Scan, Feb 2019, and multiple Technical Documents

Highways

The east west orientated highways include Highway 16 which is the only highway within the plan boundary classified as a Freeway. All direct accesses to this highway east of Highway 779 have been removed. There is one interchange providing access to the Town of Stony Plain and two interchanges for

Spruce Grove access. North of Highway 16, Parkland County has a collector road that parallels the highway which directs traffic to the interchanges. The boundary of the City is at Highway 16 and for Stony Plain, the town boundary is 1 mile south of the highway.

Highway 16A, 2 miles south of Highway 16, is designated an Expressway with at-grade intersections. Within the urban boundaries it is an arterial road which transects the two municipalities and has a minimum of four lanes. The City has ownership and operation of the highway within its boundaries whereas the Town does not. The Acheson Industrial Park is divided into a north and south section by this highway.

Two miles south of Highway 16A, is Highway 628. This two-lane road is paved from Stony Plain east for approximately 3.5 miles and then is a gravel surface in poor condition to the Highway 60 intersection.

Highway 628, the south boundary of the plan area, is a paved two-lane highway six miles south of Highway 16A which has a controlled intersection with Highway 60 and a direct access to the Anthony Henday. Highway 633 on the extreme north boundary of the plan area six miles north of Highway 16), is a two-lane highway which provides east west connectivity from Highway 43 to Highway 2, just north of St. Albert.

The west boundary of plan area is Highway 770, which is a paved two-lane highway south of Highway 16. North of Highway 16 in alignment with Highway 770, is the four-lane paved Highway 43. Highway 779 (5th Meridian) is the north south road transecting the Town of Stony Plain. It is an arterial road within the Town boundaries and is currently being upgraded by Alberta Transportation. Highway 44 is a paved two-lane highway started at Highway 16 and heading northward.

Highway 60 is a paved four lane highway which starts at Highway 16 and provides a crossing of the North Saskatchewan River and connectivity to Highway 19 (to Nisku) and Highway 39 (to Drayton Valley, Leduc) and ultimately, Highway 2 to Calgary. This highway divides the Acheson Industrial east west and is the spine road of this employment area and has numerous intersections of which the majority are signalized. It is currently not twinned for its full length and as an at-grade intersection with the CN rail right of way. In the 2018 EMRB *Metropolitan Region Servicing Plan – Environmental Scan* (2018), the Twinning and Rail-Grade Separation of Highway 60 within this area is the fourth highest priority for the Edmonton region for Projects Ready for Construction.

The Parkland County *Acheson and Big Lake Area Traffic Impact Assessment Plan* (Acheson TIA) dated 2018 identified roadway network requirements for three development horizons in 10-year increments for the area east of Spruce Grove to the City of Edmonton boundary. Recommendations again include the Highway 60 and Highway 628 upgrade.

Arterial and Collector Roads

The arterial and collector roads in Parkland County are either hard surfaced or gravelled. As shown in the included transportation figure, the re-alignment of roads off of the original government road allowance is driven by topography and natural features in the rural areas. North of Highway 16, a parallel road directing traffic to interchanges is existing and proposed.

The County MDP provides high level direction on the location of future arterial and collector roads outside of the Acheson and Big Lake area. The previously noted *Acheson TIA* provides guidance and direction on future arterial and collector roads within its plan boundary.

The City of Spruce Grove is transected into two parts by the alignment of Highway 16A and the CN rail line right of way. Land use north of the highway is Residential with Business/Industrial uses south of the highway with the exception of the southwest corner of the City which is proposed to have residential development. The north south arterials are spaced one mile apart are aligned with the government road allowances with collector roads connecting into them. There are at-grade crossings of the CN right of way. Boundary Road is in the Town of Stony Plain's jurisdiction, however the east-west arterial road (Grove Drive) north of Highway 16A connects into this road to provide an alternative access to Highway 16A. On the east boundary of Spruce Grove, there is no arterial or collector road proposed to extend to the boundary to connect to future development in Parkland County. South of the highway, there is a proposed arterial road to provide east west connectivity thru the employment area. In the south west corner of Spruce Grove, there is an approved residential ASP which provides a collector connection with a future Stony Plain collector road. Connection to Highway 16 is via two interchanges. This highway also is the north boundary of the City. The 2012 *Transportation Master Plan* and MDP provide direction on the future alignment of the higher-level roads.

Similar to Spruce Grove, the Town of Stony Plain is transected by Highway 16A and the CN right of way. Land Uses north land of the Highway tend to be business and industrial with residential uses south of the highway. In addition, Highway 779 divides the municipality east west and provides the only access to Highway 16. North south Arterial roads are aligned with the government road allowance however with the 5th Meridian being coincidental with Highway 779, there has been an adjustment to the spacing of the range road immediately east of the meridian, so the Golf Course arterial road is approx. 0.75 mile east of Highway 779. The Town also has at-grade crossings of the CN right of way. It is noted that within the Town boundary, there are some gravel surfaced roads.

Arterial and collector connections are shown west to Parkland County both north and south of the CN tracks. On the boundary with Spruce Grove, there is a proposed arterial connection to Boundary Road north of Highway 16A and there are connections proposed to the east, south of the Highway. It is noted that Atim Creek is just west of Boundary Road and may be a natural constraint to an economic road connection. The *Transportation Master Plan* from 2011 was proposed to be updated in 2020, but is now rescheduled for 2021. The current plan does depict future arterial and collector roads. The current MDP does not show much detail on future roads.

Transit

Currently, conventional transit is provided by the Edmonton Transit System (ETS) and funded by the City of Spruce Grove and Parkland County to provide weekday service between Spruce Grove, Acheson, and the City of Edmonton. Within Acheson, Parkland County has funded a shuttle service to travel within the five zones of the employment area. The Town of Stony Plain was proposing commuter transit services between itself and Spruce Grove starting fall 2020, but is now rescheduled for 2021. The Accessible Transportation Service (ATS) for Spruce Grove and Stony Plain have recently been amalgamated to establish a single service.

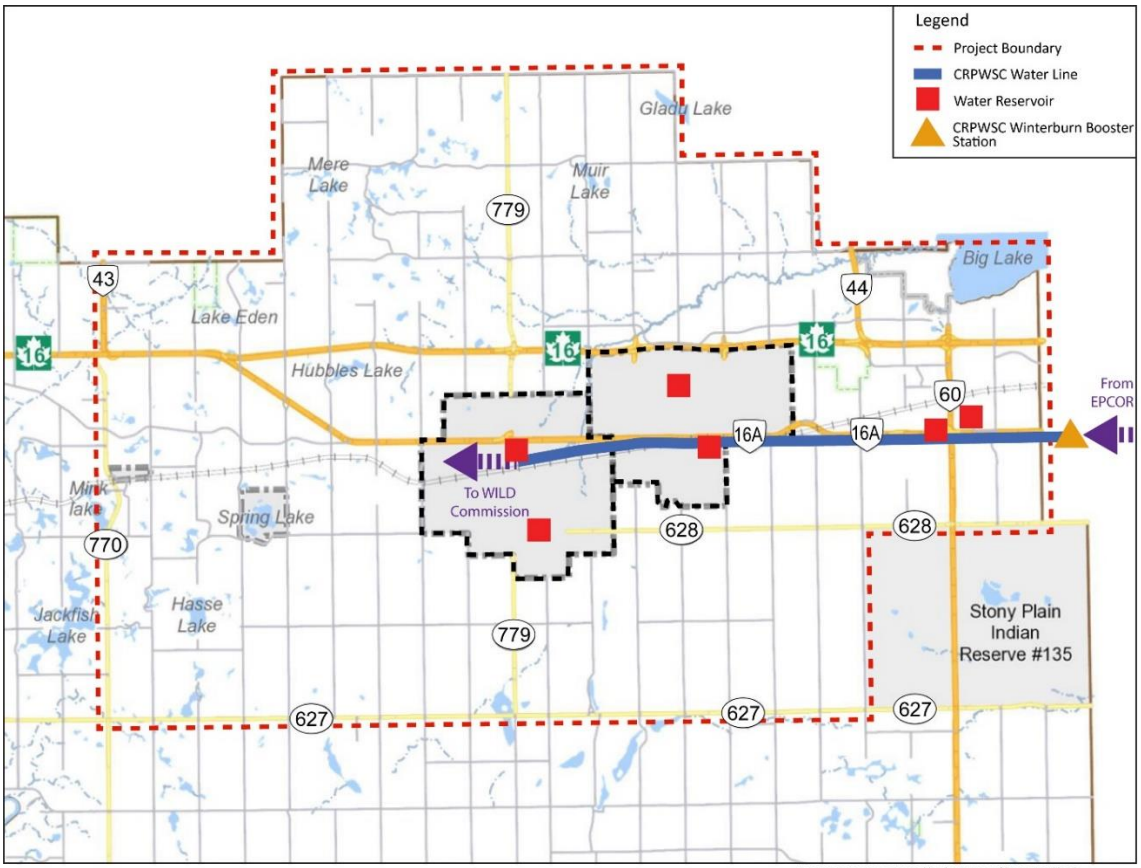
All three municipalities have voted in early 2020 to join a Regional Transit Services Commission for the Edmonton region which now has a total of 12 participating municipalities out of the proposed 13. The purpose of this commission is to deliver more seamless and efficient transit services to residents in the region. The next step in this process is the formal request to the Government of Alberta for legal approval to form the commission. The Tri-municipal partners jointly had the *Tri-Municipal Regional*

Transit Plan dated 2018 prepared and all refer to Transit in their MDP and supporting Transportation Master Plans.

Water Servicing

Water servicing for the Tri-Municipal Area is provided through the Capital Region Parkland Water Services Commission (CRPWSC), or water well or water hauling in the case of communities or rural customers further west in Parkland County, or water treatment in the Hamlet of Entwistle. Note: future considerations are for the West Inter Lake District (WILD) to provide services to community's further west in Parkland County. EPCOR treats water from the North Saskatchewan River and pumps the treated water to their customers including CRPWSC. CRPWSC is part of the Regional Water Customers Group (RWCG), and the relationship between RWCG and EPCOR is regulated by the Alberta Utilities Commission. EPCOR pumps water to CRPWSC's Winterburn Booster Station and the CRPWSC then pumps the water via the transmission line to the reservoirs of each of the three Tri-Muni municipalities.

The CRPWSC Regulation under the MGA, Alta Reg 291/1984 states that the water services shall be supplied to all customers on an as required basis and water shortages shall be shared proportionately. From there, the municipalities operate their own independent water distribution systems, with some intermunicipal servicing agreements. For example, the City of Spruce Grove provides water to Parkland Village in the County. The CRPWSC also supplies water to the Western Inter Lake District (WILD) Water Commission which services communities further to the west. The below figure shows an overall plan of the CRPWSC water system.

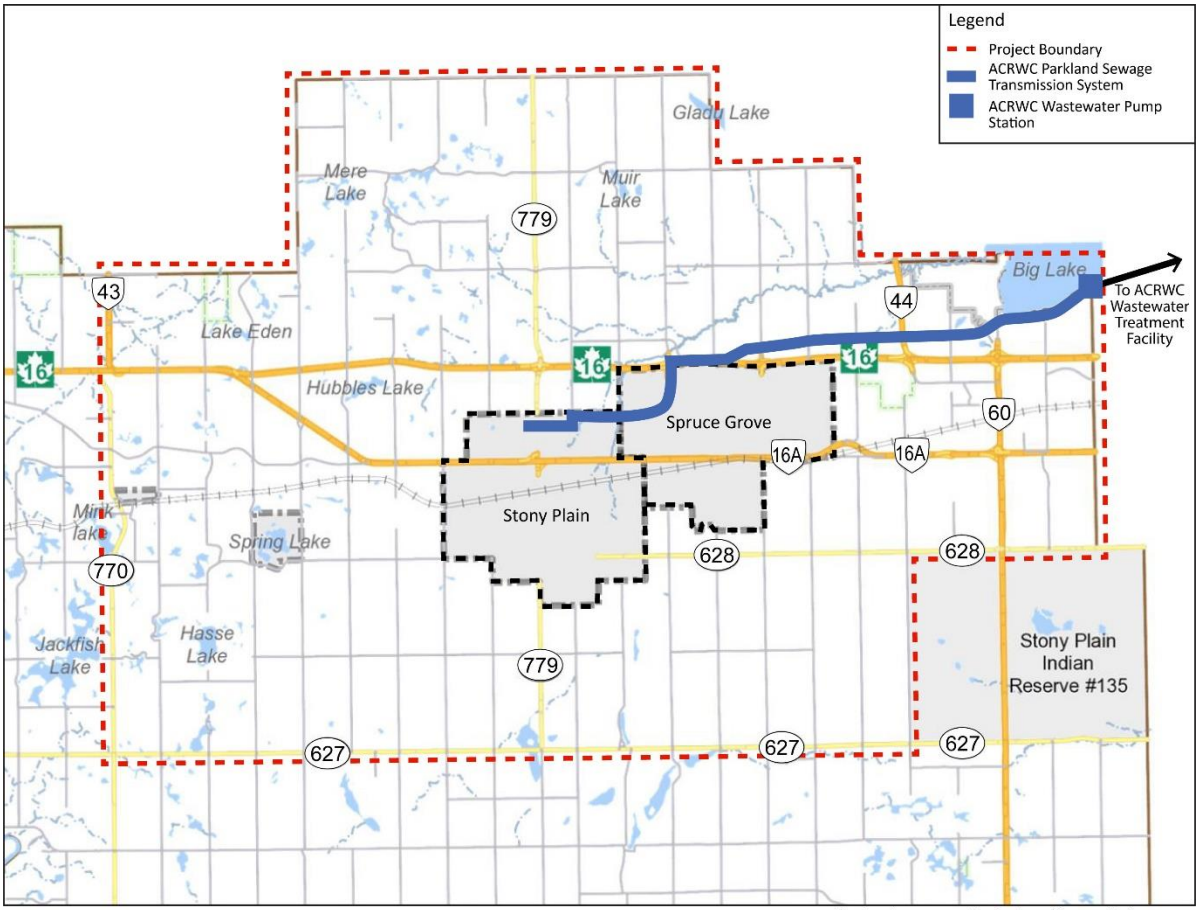


Base Image Source: maps.parklandcounty.com/discoverparkland
Infrastructure Information Source: *EMRB*, Metropolitan Region Servicing Plan, Environmental Scan, Feb 2019

Wastewater Servicing

Each of the Tri-Municipal municipalities operate their own independent wastewater collection systems and all discharge to the Alberta Capital Region Wastewater Commission (ACRWC) system. There are some exceptions to this that include small intermunicipal servicing agreements, independent collection and treatment systems in some Parkland County hamlets, and septic systems in some rural Parkland County areas. Where discharge to the ACRWC system occurs, sewage is collected in the ARCWC Parkland Sewage Transmission System that flows to the ARCWC Parkland Pump station where it is pumped to the St. Albert Regional Trunk (START) Trunk and is conveyed to the ACRWC Wastewater Treatment Facility for treatment.

The ACRWC provides wastewater collection and treatment to 13 municipalities in the Capital Region. The below figure shows an overall plan of the portion of the ACRWC collection system that services the Tri-Municipal area and ultimately conveys the wastewater to the ACRWC treatment facility in Strathcona County. The current Spruce Grove lagoon is north of Highway 16 and there are discussions that this facility could be utilized for wet weather storage at times when the flow exceeds the capacity of the ARCWC trunk.

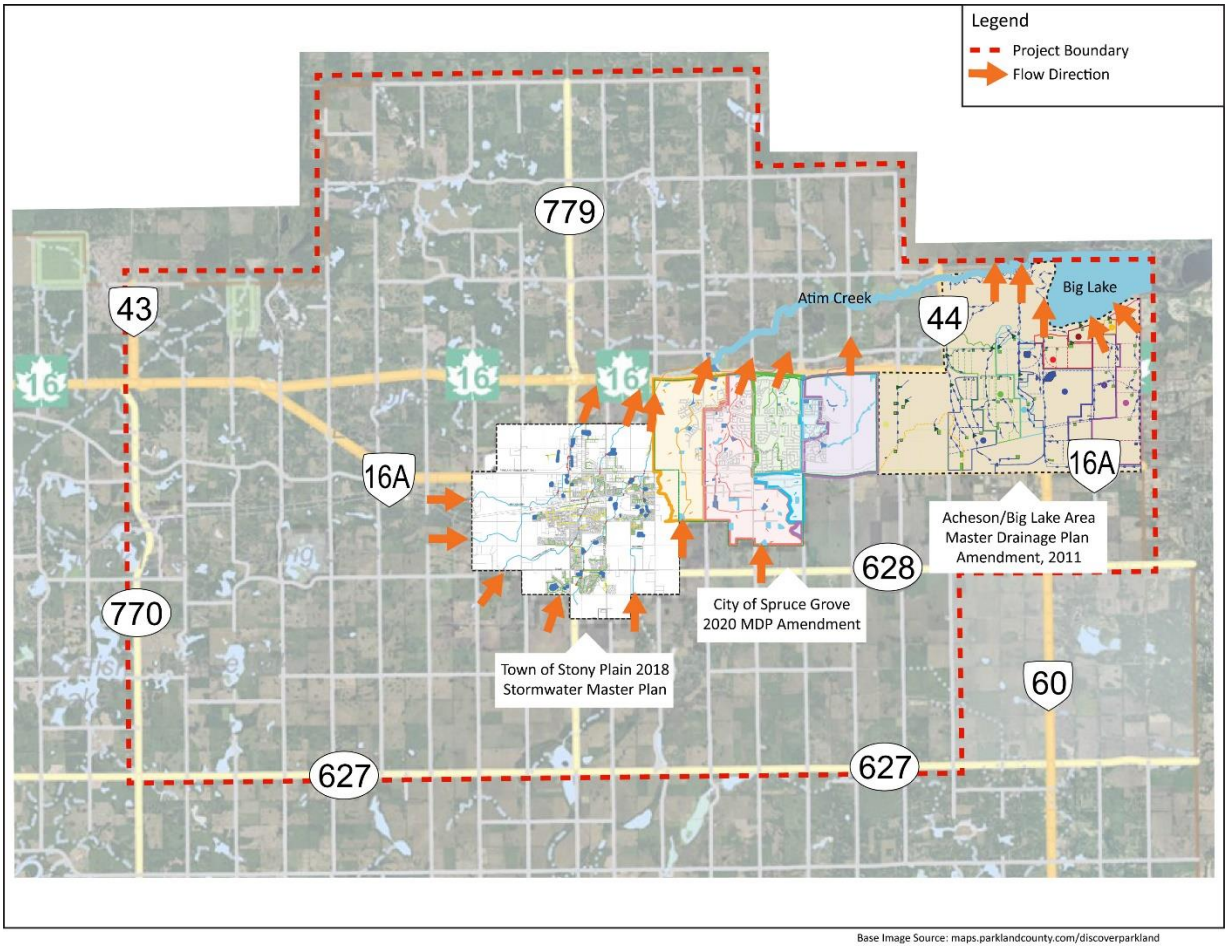


Base Image Source: maps.parklandcounty.com/discoverparkland
Infrastructure Information Source: *EMRB*, Metropolitan Region Servicing Plan, Environmental Scan, Feb 2019

Stormwater Servicing

The Tri-Municipal area is primarily within the Big Lake basin which ultimately discharges to the Sturgeon River. The 2004 *Big Lake Water Management Study* established the allowable stormwater discharge rate for the basin including Big Lake and its tributaries. This study was a joint effort by The City of Edmonton, The City of St. Albert, The City of Spruce Grove, The Town of Stony Plain, Parkland County and Sturgeon County.

There are not any overall intermunicipal stormwater agreements within the Tri-Municipal municipalities, there are some smaller scale intermunicipal servicing agreements. Pre-development discharge rates derived from the Big Lake Water Management Study are used by each municipality when seeking approval from Alberta Environment and Parks for a proposed stormwater system and discharge. The easterly portion of the Acheson/Big Lake area within Parkland County discharges directly to Big Lake and the westerly portion reaches Big Lake via Atim Creek. Spruce Grove and Stony Plain both are in the position where they have stormwater entering their stormwater system from Parkland County from the southwest and then their stormwater system discharging into Parkland County to the northeast. The below figure shows an overall plan of the area and the locations of the stormwater basin information leading to Big Lake.



Parkland County

ID	Document	Effective Date	Renewal Date
Policies			
024	Beaver Management Policy	2014	
140	Four Year Road Program Policy	2015	
239	Overland Drainage Policy	2015	
271	Property Access Approaches Policy	2015	
279	Public Transit Service Policy	2015	
299	Road Surfacing - County Residential Policy	2019	
337	Street Lighting Policy	2018	
Supporting Documents			
204	Municipal Development Plan	2017	
304	Acheson Big Lake Sanitary Servicing Study	2016	
330	Acheson Big Lake Stormwater Master Plan	2011	
348	Technical Growth Study	2017	
358	Acheson Big Lake Traffic Impact Assessment	2018	
388	Acheson Big Lake Water Servicing Study	2016	
N/A	Regional Watershed Documents	Outstanding	Outstanding

Town of Stony Plain

ID	Document	Effective Date	Renewal Date
Policies			
298	Road Marking Policy	2001	
381	Vehicle and Equipment Maintenance Policy	2001	
Supporting Documents			
209	Municipal Development Plan	2020	
230	Old Town Community Plan	2019	
332	Stormwater Master Plan	2019	
370	Transportation Master Plan	2011	
386	Water and Sanitary Master Plan	2019	

ID	Document	Effective Date	Renewal Date
N/A	Regional Watershed Documents (Sturgeon Watershed Plan provided)	Outstanding	Outstanding

City of Spruce Grove

ID	Document	Effective Date	Renewal Date
Policies			
166	Infrastructure Use Policy	2018	
194	Marked Crosswalks Policy	2016	
401	Sanitary Sewer System Inspection and Maintenance Policy	2004	
402	Water Distribution System Inspection and Maintenance Policy	2004	
Supporting Documents			
046, 047	City Centre Area Redevelopment Plan	2018	
462	Fibre-Optic Broadband Strategy	2019	
208	Municipal Development Plan	2016	2020
463	Stormwater Master Plan Update	2015	
350	Technical Growth Study	2019	
359	Traffic Safety Plan	2019	
369	Transportation Master Plan	2012	
N/A	Regional Watershed Documents	Outstanding	Outstanding

MAJOR INITIATIVES OVERVIEW

Major Capital Initiatives

An overview of major planned new capital initiatives outlined in capital plans or master plans for each individual municipality separately, including major infrastructure additions, and substantial planned IT system improvements or replacements, plus a summary discussion of observations on regional alignment or misalignment.

In general, these initiatives reflect the current priorities of the communities and reflect a sorting and prioritizing of recommendations and initiatives that are laid out in the various strategic and master plans outlined in the sections above.

Parkland County

The following capital initiatives were highlighted in the County's 2019 Corporate Plan.

Corporate Plan 2019 - 2021

- 2019: Entwistle Hub and Keephills School
- 2019-2020: Waste Transfer Station
- 2019-2020: Salt Shed, Salt Remediation
- 2019-2020: Legend Estates
- 2020-2021 West Central Fire Hall
- 2021 +: Wild Phase 3
- 2021+: New recreation facility in Spruce Grove/Stony Plain
- 2021+: Major road construction (Hwy 60 and 628)
- 2021+: Acheson Zone 4 Reservoir

In addition to the Corporate Plan, the County also noted several additional initiatives:

- Hamlet Reinvestment Strategy
- Contaminated Sites Review and Remediation
- A number of initiatives identified in the Agriculture Services Review (Irrigation Study, Agriculture communication, etc.)

The following figure highlights the County's total expected capital expenditures over the next five years. As shown in the table, the County is expecting between $31 million and approximately $46 million in annual capital expenses over the next five years. It is further noted in the 2021-2025 Operating and Capital Plan Overview document that sustainable capital spending for asset lifecycle maintenance is approximately $21 million annually, providing a 'floor' of expenses for ongoing maintenance work.

Figure: 2021-2025 Operating and Capital Plan Overview

Infrastructure Class	2021 Plan	2022 Plan	2023 Plan	2024/2025 Plan	5 Year Total
Bridges	$4,020,000	$911,000	$730,000	$2,778,000	$8,439,000
Broadband	$530,600	$93,200	$382,400	$366,000	$1,372,200
CAO Contingency Capital	$500,000	$750,000	$1,000,000	$2,000,000	$4,250,000

Infrastructure Class	2021 Plan	2022 Plan	2023 Plan	2024/2025 Plan	5 Year Total
County Facilities	$7,500,000	$0	$0	$0	$7,500,000
Fire	$1,656,000	$0	$740,400	$1,048,500	$3,444,900
Fleet	$3,036,700	$1,601,100	$3,279,200	$5,041,800	$12,958,800
Information Technology	$3,692,600	$3,817,600	$1,162,800	$4,494,100	$13,167,100
Machinery & Equipment	$77,000	$319,000	$1,170,100	$557,100	$2,123,200
Parks & Rec Facilities	$1,701,600	$0	$0	$0	$1,701,600
Road Construction	$6,465,000	$12,800,000	$14,800,000	$46,580,900	$80,645,900
Road Rehabilitation	$4,265,000	$8,715,000	$4,615,000	$13,280,000	$30,875,000
Stormwater	400,000	75,000	1,000,000	200,000	1,675,000
Wastewater	425,000	4,418,700	325,000	3,892,600	9,061,300
Water	2,250,000	331,200	2,025,300	12,927,200	17,533,700
Total	**$36,519,500**	**$33,831,800**	**$31,230,200**	**$93,166,200**	**$194,747,700**
Contributed Assets	3,532,900	3,532,900	3,532,900	7,065,800	17,664,500
Grand Total	**$40,052,400**	**$37,364,700**	**$34,763,100**	**$100,232,000**	**$212,412,200**

Town of Stony Plain

The following capital initiatives were highlighted in the Town's 2020 Corporate Plan

Corporate Plan 2020-2022 (2020 Priorities)

- Old Town North Storm Water Management (Capital)
- Snow Storage Site Concept Plan (Capital)
- Central Trunk Sanitary Sewer Design & Construction (Capital)
- Water & Sanitary Master Plan Implementation (Capital)
- Public Works Facility Design & Construction (Capital)
- Community Recreation Centre Detailed Design & Tender–Phase 1
- Community Recreation Centre Construction–Phase 1
- Alberta First Responders Radio Communication System (Capital)
- Town Square Design and Land Assembly

In addition, the following figure highlight the Town's total expected capital expenditures over the next five years. The figure shows the total impact of new initiative, as well as expected lifecycle maintenance spending. As discussed in the Town's Corporate Plan, the next few years include substantial new capital investment, some of which is not fully funded yet.

The new Community Rec Centre initiative is by far the highest amount. As a result, expected capital expenditures range from approximately $5.5 million to over $37 million in annual capital spend.

Long Term Capital Plan (Initiatives)	2019	2020	2021	2022	2023	2024	2025	2026-2029	Total
RCMP Building $10,800,000	3,437,158	-	-	-	-	-	-	-	3,437,158
Library $3,600,000	3,560,667	-	-	-	-	-	-	-	3,560,667
Town Office Expansion $1,150,000	283,932	-	-	-	-	-	-	-	283,932
Heritage Park Phase 3 $9,400,000	258,502	-	-	-	-	-	-	-	258,502
Pool Lifecycle Upgrades $910,430	241,113	-	-	-	-	-	-	-	241,113
PW Building Design	115,000	-	-	-	-	-	-	-	115,000
Community Rec Centre (Phases 1 and 2) (*Table 5 and 7*)	500,000	1,000,000	30,000,000				2,000,000	40,000,000	73,500,000
Traffic Monitors	20,000	-	-	-	-	-	-	-	20,000
Veteran's Boulevard $16,100,000	653,949	-	-	-	-	-	-	-	653,949
Hwy 779 Sidewalks	827,101	-	-	-	-	-	-	-	827,101
Briarwood Way $950,000	187,620	-	-	-	-	-	-	-	187,620
2018 Infrastructure Rehabilitation Prgm	470,182	-	-	-	-	-	-	-	470,182
Downtown Rehabilitation	11,905,657	-	-	-	-	-	-	-	11,905,657
Pre-Emptive Traffic Lights	200,000	-	-	-	-	-	-	-	200,000
New School infrastructure	3,500,000	-	-	-	-	-	-	-	3,500,000
JP 11 Road/Infrastructure	525,000	200,000	-	-	-	-	-		725,000
Old Town North Storm Water (*Table 23*)	450,000	550,000	-	-	-	-	-	-	1,000,000
Golf Course Storm $450,000	85,685	-	-	-	-	-	-	-	85,685
Storm	125,000	-	-	-	-	-	-	-	125,000
2016 Fire Services Training Grounds	100,000	-	-	-	-	-	-	-	100,000
Burial of Overhead Powerlines	335,874	-	-	-	-	-	-	-	335,874
Corporate Signage (*Table 3*)	268,200	100,000	100,000	100,000	100,000	100,000	100,000	-	868,200
Offleash Dog Park Upgrades	18,830	-	-	-	-	-	-	-	18,830
Cemetery	2,000,000		-	-	-	-	-	-	2,000,000
Parking lot and house demolition	66,000	-	-	-	-	-	-	-	66,000
Regional Transit Plan (*Table 6*)	-	740,000	-	-	-	-	-	-	740,000
Alberta First Responders Radio Communication System (*Table 17*)	-	384,500		-	-	-	-	-	384,500
Central Trunk Sewer Line Design (*Table 25*)	-	320,000	2,893,000	-	-	-	-	-	3,213,000
Veterans Boulevard East Water Line Extension	-	100,000	-	-	-	-	-	-	100,000
Storm Water Master Plan	-	-	20,000	145,000	-	-	-	-	165,000
Meter Replacement Plan (*Table 21*)	-	-	20,000	225,000	425,000	520,000	520,000	520,000	2,230,000
Water & Sanitary Master Plan Level of Service (*Table 26*)	-	-	120,000	270,000	-	-	-	-	390,000
Cultural Centre Design/Construction	-	-	-		250,000	5,000,000	-	-	5,250,000
Downtown Community Centre	-	-	-	-	2,500,000	-	-	-	2,500,000
South Park Drive Design	-	-	-	-	150,000	1,490,000	-	-	1,640,000
Public Works Building	-	-	480,000	9,600,000	-	-	-	-	10,080,000
Snow Storage Site (*Table 25*)	-	-	-	-	-	150,000	1,500,000	-	1,650,000
Sub-Total	**30,135,470**	**3,394,500**	**33,633,000**	**10,340,000**	**3,425,000**	**7,260,000**	**4,120,000**	**40,520,000**	**197,611,946**
Unfunded	**-**	**-**	**480,000**	**9,600,000**	**2,750,000**	**5,000,000**	**2,000,000**	**40,000,000**	**59,830,000**
Replacement of Capital Assets									
Facility Lifecycles	157,832	50,000	-	-	50,000	-	-	-	257,832
Vehicle Replacement	315,000	560,000	43,000	253,000	110,000	425,000	430,000	2,215,000	4,351,000
Fire Engine 3	930,000	-	-	-	-	-	-	-	930,000
Equipment Replacement	354,303	575,000	747,386	552,000	786,000	740,100	591,900	3,093,970	7,440,659
Infrastructure Replacement		750,000	2,205,000	3,215,000	2,900,000	3,250,000	3,150,000	17,325,843	32,795,843
Park and Outdoor Recreational Upg	60,000	200,000	445,000	450,000	30,000	-	-	600,000	1,785,000
Sub-Total	**1,817,135**	**2,135,000**	**3,440,386**	**4,470,000**	**3,876,000**	**4,415,100**	**4,171,900**	**23,234,813**	**47,560,334**
Unfunded				**182,264**	**227,623**	**182,000**	**187,000**	**1,553,500**	**2,332,387**
Total	**31,952,605**	**5,529,500**	**37,073,386**	**14,810,000**	**7,301,000**	**11,675,100**	**8,291,900**	**63,754,813**	**245,172,280**
Total Unfunded	**-**	**-**	**480,000**	**9,782,264**	**2,977,623**	**5,182,000**	**2,187,000**	**41,553,500**	**62,162,387**

Figure: Long term Capital Plan (from 2020 Corporate Plan)

City of Spruce Grove

The City's capital planning and budgeting is well captured in its annual corporate planning process. The following initiatives are highlighted in the current 2020 Corporate Plan. However, priorities are subject to change.

Priority Items in 2020 Corporate Plan

- City Centre Area Redevelopment Plan Implementation
- Fibre Optic Broadband Implementation Plan
- Industrial Storm Implementation
- Storm System Upgrades
- Transit -Local Service: Install Bus Stops
- New Growth -Transportation
- New Growth –Sanitary Sewer
- New Growth -Parks
- Industrial WM and Surface Rehab -Transportation
- Industrial WM and Surface Rehab -Water
- Arterial Roadways and Hwy 16A Resurfacing
- Transit Infrastructure -Permanent Park and Ride
- Detailed Design and Construction of Snow Dump Site
- Drainage Pickup Truck
- New Protective Services Facility
- Arena Complex

Lower priority items in Corporate Plan

- Electronic Meeting Management Software
- Well Water Fill Facility
- Off Road Utility Vehicle
- Storm Pond Scanning Equipment
- Re-Imagined Central Park
- Pickleball Facility Enhancement -Parkland Pickleheads Pickleball Club
- Implementation of Outdoor Facilities Strategy
- Arena Complex Business Plan Implementation

Longer-term Items in Corporate Plan (2021-2023)

- Fibre Ring
- Transit -Commuter Bus Purchase
- Storm Ponds -Major Maintenance Condition Study
- Storm Ponds -Major Maintenance Condition Study Implementation
- Collector Roadway/Local Roadway/Lane Resurfacing
- Construction of Snow Dump Site -Phase 2
- Facilities Operations Vehicle
- Bulk Fuel Station
- Fleet Services Expansion
- 2 Portable Reader Board Signs
- Crash Attenuation Trailer
- Wheeled Excavator
- Vehicle for CPO
- Border Paving Athletic Centre Expansion -3rd Floor
- Contribution to Stony Plain Recreation Facility

- Tri Village Beach Volleyball

The following figure shows the full list of capital plan items for the City, including lifecycle work. In total, the City is expecting approximately $25.6, $29.3, and $44.2 Million in capital expenditures over the next three years.

Project Description	2020 Budget ($000s)	2021 Forecast ($000s)	2022 Forecast ($000s)
Storm System Upgrades	-	-	462
Implementation of the Fibre-Optic Broadband Strategy	-	710	1,570
Transit - Local Service: Install Bus Stops	186	192	-
Transit - Commuter Bus Purchase	-	1,335	-
Transit - Smart Fare	47	-	-
New Growth Transportation	-	499	2,600
New Growth - Parks	-	120	200
Industrial WM and Surface Rehab	3,600	3,586	4,696
Arterial Roadways and Hwy 16A Resurfacing	1,000	1,000	1,300
Collector Roadway/Local Roadway/Lane Resurfacing	-	1,000	1,500
Transit Infrastructure - Permanent Park and Ride	3,061	1,190	-
Jubilee Park Master Plan Implementation	200	-	-
Relocation of Eco Centre to Public Works	660	-	-
Detailed Design and Construction of Snow Dump Site	1,566	-	-
Arena Complex	900	4,000	20,050
Border Paving Athletic Centre Expansion - 3rd Floor	-	630	-
Transit System Growth - Local Service	1,512	-	-
New Protective Services Facility	549	-	-
City Centre Water Upgrade	577	2,243	309
Implementation of City Centre Area	300	2,785	2,354
Enterprise Wireless Systems	-	227	81
CityView Software Upgrade and Enhancement	313	-	-
Accounts Payable Automation	-	-	5
Technology Testing Environment	-	290	-
Facilities Operations Vehicle	-	-	70
Fibre Ring	-	502	190
Underground Inspection Camera	42	-	-
Vehicle for CPO	-	70	-
Drainage Pickup Truck	38	-	-
Facilities Trade Vehicle	-	55	-
Westwind Land Purchase	3,828	-	-
Lifecycle - Civic Infrastructure	734	330	595
Lifecycle - Community Facilities	15	-	121
Lifecycle - Parks and Open Spaces	213	376	450
Lifecycle - Public Safety	176	1,230	252
Lifecycle - Public Works	18	-	114
Lifecycle - Transportation	306	621	770
Lifecycle - Utilities	399	405	515
Rehabilitation - Parks and Open Spaces	140	300	-
Rehabilitation - Transportation	2,531	2,726	2,964
Rehabilitation - Utilities	2,690	2,861	3,070
	25,599	**29,282**	**44,238**

Figure: Capital Plan Expenditure from 2020 Corporate Plan

Major Corporate / Operating Initiatives

This section includes an overview of the key corporate initiatives that are currently being undertaken, or will be undertaken in the near future, that could potentially shift services delivery or municipal operations in each municipality. These include unknown recommendations, service changes, facility or infrastructure changes, or organizational changes that could impact secondary consultant work.

Parkland County

The most notable corporate project underway in Parkland County is the large-scale financial system and Enterprise Resource Planning (ERP) project. This project has a dedicated team under the Strategic Initiatives area of the organization, and covers a wide range of functions, departments, and processes in the organization. The project has the potential to significantly shift how the organization produces, analyzes and consumes business information, automates processes and integrates core information and functions. A wide range of potential technology enhancements in the organization will be tied to this initiative.

The following list shows the roadmap of key ERP project phases (from the ERP Roadmap 2019-2023). The roadmap is subject to change and review each year by Parkland County's leadership team.

- **Payroll Modernization and Talent Management (2019 – 2020)**: Evaluate and implement, a payroll, staff scheduling and talent management (HCM) solution
- **Customer Relationship Management (CRM) Streamlining (2019 – 2020)**: Improve the usability of Dynamics CRM for Customer Service area and related stakeholders
- **Dynamics 365 F&O Enhancements (2019 – 2022)**: List of sub-projects includes: (1) fix project accounting; (2) streamline procurement; (3) implement budgeting/grants and; (4) review VeMax integration.
- **Office 365 Roll-Out (2020)**: Migrate to O365. Targeting email and teams and reviewing other opportunities 2020
- **CRM Phase II -One Parkland Portal (2020 – 2021)**: Extend internal rollout and implement Citizen portal for on-line inquiries and reporting issues
- **Bellamy Retirement (2020 – 2022)**: Evaluate utility billing/AR/Property Tax/Cash Receipting.
- **Planning and Development Modernization (2021 – 2022)**: Evaluate alternatives and select a preferred option
- **Records Management (2021 – 2023)**: Staff training, creating tools, implementation, FOIP backup. Focus areas: Ag, Smart Parkland, Community Sustainability (bio reports, ESAs), cemeteries, community grants, OH&S and TRIM
- **CRM Phase III Portal Update (2022 – 2023)**: Placeholder to enhance the portal with other Services

Town of Stony Plain

The Town is currently redeveloping its Municipal Development Plan (MDP). While the indications from staff are that the new plan is largely a modernization of the previous version, there still may be specific changes or relevant initiatives coming from the new MDP, once fully approved.

In addition to the MDP project, the Town has identified a number of new initiatives through its 2020 Corporate Plan:

- Signage Strategy Implementation Phase III-V
- Transportation Master Plan Update
- Tri-Municipal Transit Implementation
- Sanitary Inflow & Infiltration Study
- Asset Management Implementation
- Off-site Levy Bylaw

Finally, the Town has identified a new Civic Rec Centre initiative, with design work anticipated in 2020 (see capital initiatives above). This facility could substantially adjust recreation service delivery in the organization.

City of Spruce Grove

The City has identified a number of key plans and strategies over the next while, including a continued implementation of its asset management program, policy renewal, technology enhancements including Smart Cities Strategy development, and others. Specifically, a number of initiatives are required to maintain progress on the City's MDP. Key initiatives include:

- Municipal Development Plan 2016 Initiatives
    - On-Going Initiatives
        - Capital Region Board
        - Stony Plain and Parkland County Collaborative Planning
        - Public Transit
        - Municipal Census
    - Short-Term Initiatives (within 5 years)
        - Community Sustainability Indicators
        - Community Cultural Strategy
        - Land Use Bylaw
        - Active Transportation Network Analysis
        - Area Structure Plan Policy
        - Westwind Lands
        - Shiloh Special Study Area
        - Environmentally Significant and Natural Areas Assessment
    - Medium-Term Initiative (5-7 years)
        - Residential Infill Guidelines
        - City Centre Redevelopment Plan
        - MDP review

- Long-Term Initiatives (8-10 years)
  - Neighbourhood Planning
  - Railway

The City also has a wide range of initiatives specified in its corporate planning process for the immediate, and near term. A sampling of these initiatives from the 2020 Corporate Plan includes:

- Asset Management Program Implementation
- Enterprise Risk Management (ERM Phase 1 -Development)
- CityView Software Upgrade and Enhancement
- Organizational Effectiveness Review -Corporate Planning Process
- Organizational Effectiveness Review -City-wide Business Continuity Program
- Corporate Training Strategy
- Indigenous Engagement Improvement Strategy
- Change to the Spruce Grove Public Library Grant
- Inter-municipal Collaboration for Transit Services
- Transit Smart Fare
- Transit System Growth -Local Service
- Update of the MDP & Land Use Bylaw
- Jubilee Park Master Plan Implementation
- Broadband Business Plan
- Industrial Land Strategy Implementation Plan
- City Centre Business Retention & Attraction Plan
- Implementation of City Centre Area Redevelopment Plan
- Enterprise Risk Management
- Accounts Payable Automation
- Smart City Strategy
- Implement the Project Management Strategy
- Organizational Effectiveness Review -Corporate Direction for Performance Measures
- Implement PathwaysHOME
- Community Social Development Grant Program
- Implementation of Public Art Policy
- Road Network Illumination Study
- East Pioneer Natural Area Management Plan

Notably, many of these initiatives have been paused, as the City is undergoing its **Reframe 2020 Initiative**. Just underway, this initiative is intended to provide a holistic review of how the City delivers services, organizes itself, and measures itself. There is potential for this review to substantially alter the City's organization, as well as its priority initiatives.

Major Technology Initiatives

This section provides an overview of the key technology initiatives

Parkland County

The most notable technology initiative for Parkland County is the ERP initiative described in the section above. The County is also moving its IT services to a contracted delivery model for technical and help desk support. This service is evolving as a result of these transitions and is subject to change. This change is planned for Q3 2020.

Despite the changes in service delivery model, the following initiatives have also been identified in the 2020 Information Services Business Plan:

- Implement new IT Service Model
- Office 365 (O365) – Rollout
- Network Assessment
- Windows 10
- Contract and License Management Process
- SAN Replacement
- Citrix Environment (Windows 2008) Review and Replace/Rebuild
- Decommission AX Servers once migrate to D365.
- Remove web1 server from DMZ
- Land Ownership Map
- Solution for Weed/Crop Warrior
- Pictometry Deliverable Review
- OrthoImagery Collection Spring 2020
- New QA and Dev environments (servers) for FME
- Update FDM data for ECC - late 2019
- Set up Source Control on map services and MXD's on all the servers (QA & Production)
- Ownership Map Printing
- Upgrade Geocortex & HTML Viewer
- Update FDM data for ECC - Spring 2020
- Map Books
- Update imagery in all boardrooms
- Update FDM data for ECC - Fall 2020
- ECC Network
- Next Gen Project

Note: the County has also identified work on a GIS Strategy is in development and is expected to be completed by the end of July, 2020

Town of Stony Plain

The Town has identified a range of initiatives in its IT capital plan (2020-2030).

- Phone System Upgrades
- Virtual Server Host Upgrades
- Network Switch Upgrades
- Corporate Wireless Upgrades
- Corporate Firewall Upgrades
- Storage Area Network (SAN) Upgrades
- Server Replacement
- Hyland Upgrades
- Council AV Upgrades

City of Spruce Grove

The City's technology initiatives are captured in its Corporate Plan process. The major initiatives for the IS team in the Corporate Plan (2020-2022), include:

- 2020 Above the Line Initiatives and Service Changes
    - Fibre Optic Broadband Strategy
    - Office 365 Implementation
    - Windows 10 Upgrade
    - City View Software Upgrade and Enhancement
    - OER -City-wide Business Continuity Program
- 2020 Below the Line Initiatives and Service Changes
    - Electronic Meeting Management Software
- 2021 and 2022 Initiatives and Service Changes
    - Online Services Update
    - Business Analysis for Telephone System Update/Replacement
    - Information Governance Software Audit
    - Enterprise Wireless Systems
    - Technology Testing Environment
    - Smart City Strategy –Phase 1
    - Smart City Strategy –Phase 2 –4
    - Implement the Project Management Strategy -Training Program
    - Readiness Study for Amalgamation of Major City Software Applications
    - Organizational Effectiveness Review -Corporate Direction for Performance Measures
    - Fibre Ring
    - Implementation –Integrated Software for Enterprise Risk Management and Health and Safety Programs

Major Economic Development Initiatives

This section provides an overview of major economic development plans, campaigns, initiatives, and planned investments. It should be noted that all economic development teams in each municipality noted the importance of nimbleness for economic development activity and that planned initiatives are frequently held off for emergent, more promising opportunities that arise out of daily operations.

In addition, all three municipal partners are partners in the larger Edmonton Global initiative, though there is still ongoing work ongoing to define agreed upon protocols.

Parkland County

Through its current state sessions, the Economic Diversification team highlighted a number of key initiatives it is pursuing. These include:

- Meridian Industrial/ Business Park Partnership
- Acheson Industrial Park Expansion
- Irrigation Feasibility Study (Tri Regional with Sturgeon County and Leduc County)
- Targeted Industry Sectors include Agriculture, Technology, Energy, Transportation and Logistics

The County also noted a number of other grant funded projects with an economic development focus, including Small Agriculture Holdings, Co-generation, and Branding and Marketing Strategy as major initiatives.

Town of Stony Plain

A number of key initiatives were highlighted in the Town's 2019 Economic Development Strategy, including:

- Regional Focus: Product Development
    - Foster Stony Plain's Entrepreneurial Ecosystem
    - Investment Readiness
    - Prioritize Main Street Streetscape Plan Implementation
    - Fibre Optic Network Improvement
    - Create Comparable 'Infill Lands' Policy for Industrial and Multiple Unit Residential Properties
- Regional Focus: Promotion
    - Market and Promote Opportunities for Small and Medium-Sized Businesses, including Professional Services and Destination Retail
    - Regional Focus: Customer Service
    - Review Development Application Policies and Procedures
    - Business Retention and Expansion
- National/International Focus: Allocating Resources
    - Investment Attraction Officer Position
    - Regional Economic Development Initiative Participation
    - National/International Focus: Product Development

- Retail Market Analysis

- National/International Focus: Promotion
  - Market the Readiness of Industrial and Highway Commercial Lands
  - Develop Lead Generation Network Connections
  - Outreach to National and International Retail/ Service Chains

City of Spruce Grove

As in other areas, the majority of the City's are captured in its Corporate Plan process. The City has developed an Economic Development Strategy and Action Plan (2017-2022) that outlines a range of objectives, goals, and high level strategies that the City is working towards. The stated initiatives from the Corporate Plan contribute to the ongoing efforts outlined by the Strategy. The following initiatives were noted in the 2020-2022 Corporate Plan.

- 2020 Above the Line Initiatives and Service Changes
  - Develop a Business Plan for Recommended Broadband Option
  - Land Use Bylaw Amendment for the City Centre
  - Industrial Land Strategy Implementation Plan
  - City Centre Business Retention & Attraction Plan
  - Visitor Information Services Agreement -The Spruce Grove & District Chamber of Commerce
  - Implementation of Westwind Agreement Options
  - Implementation of City Centre Area Redevelopment Plan
  - Edmonton Global Initiative

- 2020 Below the Line Initiatives and Service Changes
  - Arena Complex Business Plan Implementation
  - Funding Request for Signature Events -Spruce Grove City Centre Business Association

- 2021 and 2022 Initiatives and Service Changes
  - Implementation of the Fibre-Optic Broadband Strategy
  - Develop a Strategy for Major Event Attraction

OPERATIONAL OVERVIEW

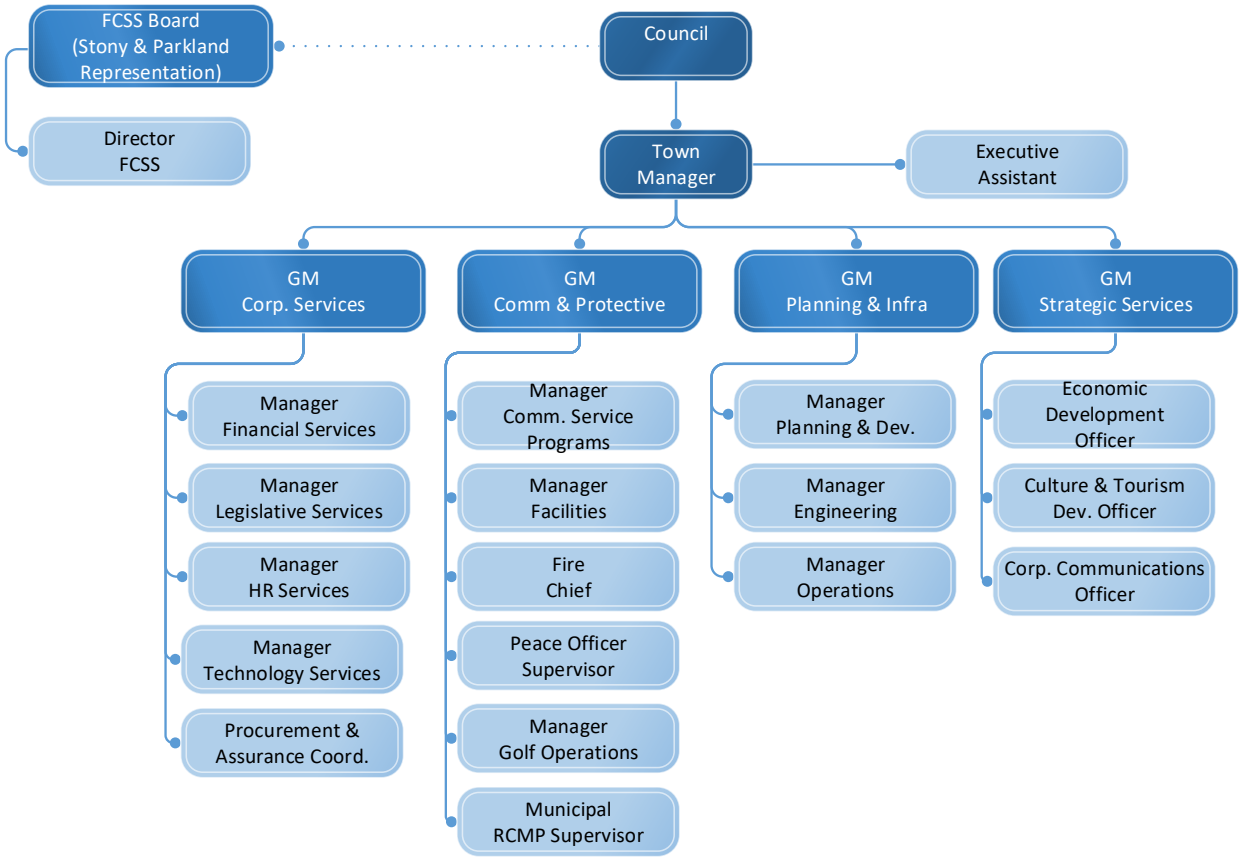
Organizational Structure Overview

An overview of each municipality's organizational structure is shown below. These structures are considered accurate as of February 2020 and are subject to change throughout the initiative.

Current Organizational Structures

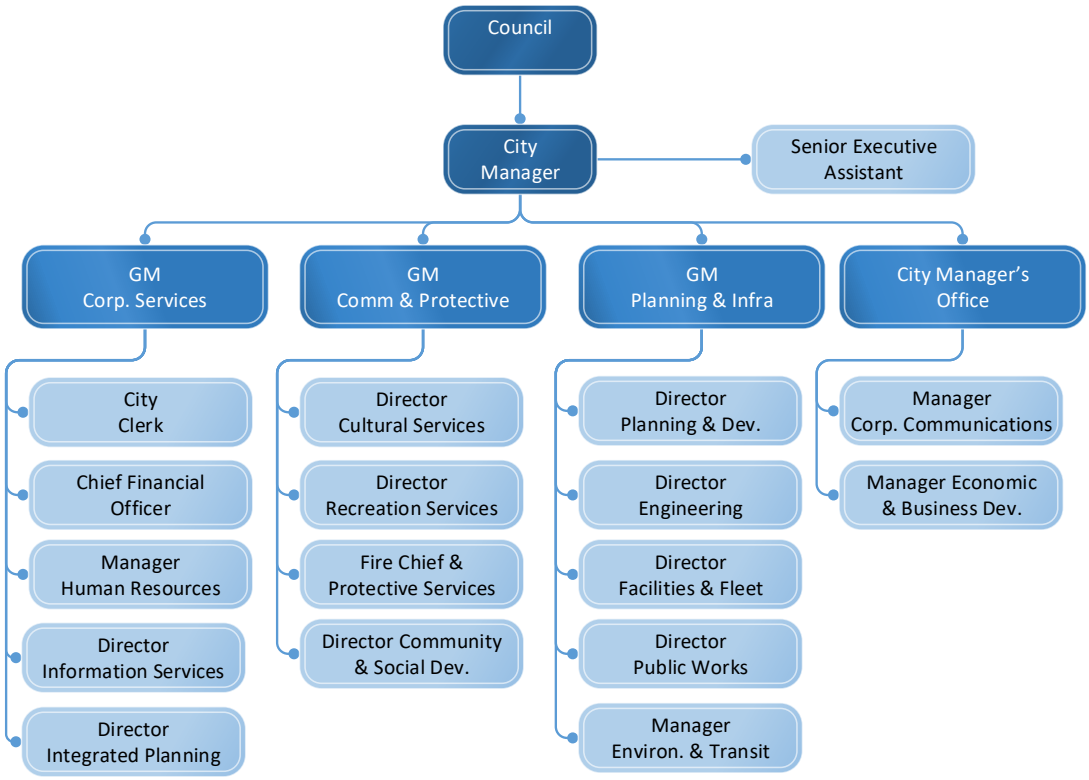
We have included a high-level overview of major organizational units and structures for each municipality. A more detailed breakdown of each municipality's organizational structure, including detailed FTE counts for each team/unit can be found in Appendix C.

*Town of Stony Plain**

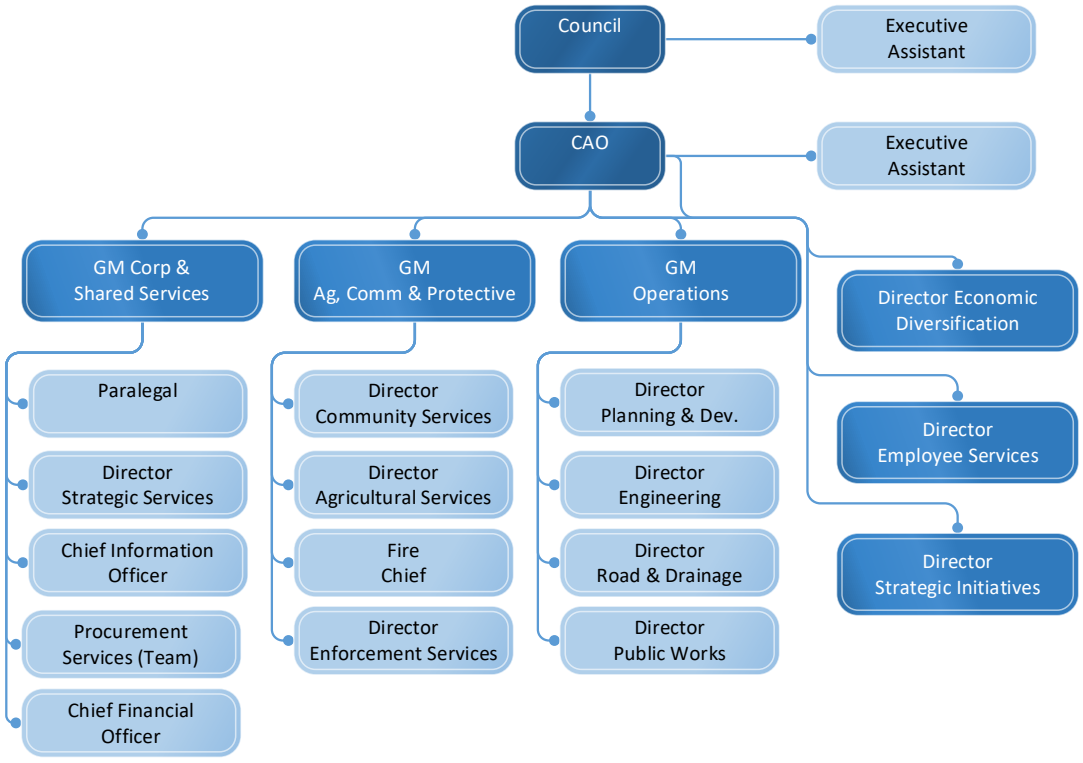


*Note: FCSS operates as an independent organization to support Stony Plain and Parkland County under its own board (with representation from both municipal Councils) and is led by an FCSS Director.

City of Spruce Grove



Parkland County



Summary

The three Tri-Municipal municipalities generally have a similar organizational structure, with some limited variation. The municipalities can be compared assuming the following generic departments, each reporting to a General Manager (GM) equivalent:

- Community and Protective Services (CAPS)
  (Including Fire Services, Enforcement and Community Policing, Events, Programs and Facilities)
- Planning and Infrastructure Services
  (including Engineering, Planning & Development, Public Works, and Utilities)
- Corporate Services
  (including some or all of Legislative, Human Resources, Information Technology, Strategic Planning and Finance)

There are some differences in in how these functions are arranged that warrant mention:

In Parkland County

- Planning and Infrastructure Services is called Operations Services
- Community and Protective Services is augmented to include FCSS, Agriculture.
  (Agriculture includes rural mowing, spraying, weed inspection/management and pest management, Community Sustainability and Environment supports))
- Corporate Services is distributed somewhat:
  - Communications reports into Community and Protective Services
  - Paralegal; Strategic Services; Chief Information Officer, Chief Financial Officer, and Procurement report to the GM of Corporate and Strategic services
  - Employee Services, Strategic Initiatives and Economic Diversification all report directly to the CAO.
    (Economic Diversification is a unique name for Parkland County, given their strategy of having to replace foregone coal-fired electricity assessment.)
  - Also reporting directly to the CAO is a Construction Management Contractor overseeing vertical infrastructure projects.

In the City of Spruce Grove:

- Corporate Communications reports directly to the City Manager and provides a broad array for communications, web, video production and other services
- Economic Development also reports directly to the CAO
- Corporate Services oversees the full suite of Corporate Services including Legislative, Human Resources, Information Technology, Strategic Planning and Finance (excl. Communications)
- Cultural Development reports to the GM of Community and Protective Services including a unique function managing Theatre operations at the Horizon Stage
- In Spruce Grove, Peace Officers a positioned under the Fire Chief who overseas Protective Services overall
- Spruce Grove has a Recreation area that oversees Programming and Facilities.

- Family and Community Support Services (FCSS) are "in-house" within Community and Protective Services, with programming delivered directly and indirectly by the City. Note: Parkland County contributed financially to Spruce Grove FCSS in exchange for services to County residents
- Fleet and Facilities are both overseen in Planning and Infrastructure as is Transit

In the Town of Stony Plain:

- There is a unique department called Strategic Services reporting to the CAO which also includes Corporate Communications, Economic Development, Tourism as well as Cultural Development
- The typical Corporate Services of Legislative, Human Resources, Information Technology, and Finance fall under the General Manager of Corporate Services. (excludes. Corporate Communications and Strategic Planning per above)
- Facilities are currently overseen in Community and Protective Services, while Fleet and Environmental Matters are within Planning and Infrastructure Department
- Stony Plain does not have a dedicated Recreation function, though Community and Protective Services oversees the Golf Course, Arena and Outdoor Pool, with Parks activities the responsibility of Operations/Public Works within Planning and Infrastructure
- FCSS is governed by an external board appointed by Council though staffed by Town employees. Note: FCSS Organization structure is not shown in the detailed Organizational Charts in Appendix C
- There is a Golf Course Manager whose operations report into the Community and Protective Services area

Staffing Levels Comparison

A consistent measure of staff per capita is not available at this time. In addition, the varied services and service levels between the three municipalities makes per capita comparisons difficult.

However, based on information from the 2018 Municipal Affairs Financial Indicator Graphs (2018) on "Salaries per Capital" as well as "Expenditures per Capita on General and Contracted Services," we were able to develop the following analysis on per capita expenditures for salaried and contracted resources, which offers some comparison between the three partners.

It was noted by the municipal partners that using updated 2019 figures available through 2019 or 2020 financial statements would provide a more updated, and potentially more accurate, comparison. Updated versions of this analysis will be considered for future versions of the report.

Municipality	Salary Expenditures Per Capita (2018)	Contract Expenditures Per Capita (2018)	Ratio of Contract to Salary Expenditures Per Capita
Parkland County	$1,084	$1,088	100.37%
Spruce Grove	$ 997	$ 742	74.4%
Stony Plain	$ 821	$ 708	86%

Salaries, wages and Benefits Per Capita are heavily influenced by the compensation philosophy a municipality adopts (i.e. The percentile at which the municipality compensates like 50th percentile to 75th percentile) as well as the levels of service a municipality adopts.

While all three municipalities identify as 50th percentile employers, they have differing compensation philosophies and benchmark against different comparators. As well, Parkland County and the City of Spruce Grove have adopted additional private market compensation factors, making comparison difficult.

With these considerations in place, the analysis shows that, as a percentage, Parkland County has the heaviest reliance on General and Contracted Services with Stony Plain second and Spruce Grove relying more heavily on its direct staffing.

Infrastructure and Operations Service Delivery Overview

These service areas include the typical functions found in Engineering, Environmental, Planning & Development, Public Works, Transit, Facilities, and Fleet operations for municipalities. The assessment includes a general description of each service area, with specific notes on how each municipal partner conducts the services in their municipality.

Infrastructure Service Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Engineering Services	Includes core engineering functions for the organization's critical infrastructure and infrastructure systems. Includes infrastructure planning, regional infrastructure planning, survey and design services, lot grading, development agreement review and support, transportation engineering, advisory services, and capital project management for large scale infrastructure projects.	◆ Provided internally through Engineering Services Team (9 FTE's plus summer student, including Director) ◆ Includes Teams for Capital Projects, Land Development and Municipal Engineering	◆ Internally offered with a team of 3 FTE's including Manager ◆ Heavily involved with Planning and Development supports, including development agreements, offsite levies, and encroachment agreements ◆ Surveying is contracted	◆ Provided by an internal Engineering Services team (19 FTE's) with working areas focused on Engineering Projects, Development Engineering, and Capital Construction ◆ Has internal asset management capabilities and dedicated FTE ◆ Has internal surveyors (3 FTE's) ◆ Highly involved in development agreement process, provides integration with Planning for offsite levies ◆ Internal project management capabilities – handle all linear projects ◆ Contracted bridge assessments
Environmental Services	Includes planning and management of all environmental considerations for the organization. Includes environmental review for land development, corporate environmental program development, environmental monitoring, naturalized areas management, and public education.	◆ Managed internally through Environmental and Transit Team (3 FTE's including Manager) ◆ Has a dedicated Environmental Advisor position	◆ Largely addressed through Planning and Development team ◆ No current formal environmental sustainability program in place ◆ Town is completing an Environmental Master Plan this year	◆ Engineering Services provides overview on Environmentally sensitive land management and environmental reserves for development ◆ Agriculture Services has a Community Sustainability team (2 FTE's) which contributes to environmental programming and maintenance of environmental reserves

Infrastructure Service Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Planning & Development Services	Includes core land use planning overview and service functions. Includes regional planning participation, long-term municipal and area plans, development agreement review, encroachment, and easement management, addressing and naming, development permits, building and safety code permits, land use bylaw, subdivision application review, offsite levies, construction acceptance, and inquiries and pre-applications supports.	◆ Delivered internally by Planning and Development team (17.5 FTE's including director) ◆ Have teams for Planning, Development, Safety Codes and Administration ◆ Provides some frontline customer services ◆ Has a special projects team for new Planning and Development System	◆ Largely internally offered with a team of 8 FTE's including Manager ◆ 1 internal Safety Codes FTE for Part 1 Inspections. All trades safety code inspections are contracted ◆ Support Peace Officers for LUB violations ◆ Addressing and Naming is handled by GIS Team in IT area	◆ Provided by internal Planning and Development Team (23 FTE's) with 3 focus areas: Long-Range Planning, Current Planning, and Development Planning and Safety Codes ◆ Unique planning structure with pre-districting of Country Residential and use of Conceptual Scheme Planning level ◆ internal safety codes operations, with use of contractor for coverage ◆ Municipal Land management is conducted by Municipal Land Specialist position under Director ◆ Construction inspection/acceptance process done by Engineering
Parks & Open Spaces Services	Includes overall maintenance and management of parks, and open spaces. Includes regular park and trail maintenance, cemetery operations, event support, forestry and horticulture, pest control, mowing program, and litter and garbage control.	◆ Offered internally through Parks and Open Spaces team in Public Works ◆ 25.83 FTE's including Supervisor ◆ Internal resources for horticulture and arborist services ◆ Well defined service levels for parks and open spaces maintenance	◆ All planning is conducted by Planning Team ◆ Operations and basic maintenance are handled internally by Parks team (5 FTE's) in Operations area ◆ Cemetery operations are being planned, ◆ Specialized Horticulture team of 2, including Arborist ◆ Facilities Team handles playground maintenance	◆ Parks, Trail and Cemetery services are provided by Parks team (2 FTE's plus seasonal) in Community Services Department, Horticulturalists and Mowing team are under Agricultural Services – focused on trees, environmental reserves and weed mowing

Infrastructure Service Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Waste Management Services	Includes the management and operations of the all waste management and recycling programs, facilities, and services. Includes recycling programs, residential solid waste collection, hazardous waste program, special events, yard waste and organics programs.	• Curbside pickup is contracted through GFL • Team of 3.5 FTE's for Eco Center Operations in Utilities area of Public Works	• Curbside pickup is contracted through GFL • Team of 1.4 FTE's (In Operations area) operate recycling centre	• Managed by Water, Wastewater and Solid Waste Team in Public Works • Operates large transfer station in Stony Plain with municipal staff and contracted services for waste hauling, disposing, and recycling. • Operates rural transfer stations in west areas of Parkland County with municipal staff and contracted services, and contracted services for waste hauling, disposing, and recycling.
Drainage and Utilities Services	Includes the maintenance and management of core utilities, water, and drainage infrastructure in the community. Includes hydrant programs, drainage and ditch maintenance, bulk water station operations, line flushing program, wastewater, water distribution and stormwater infrastructure maintenance, water meter and billing program, private sewer support, and utility locate services.	• Maintenance and management is provided internally by a team of approx. 14 FTE's (including supervisor and Eco Center staff) • Includes Bulk Water Station management • Utility billing is managed by Finance Team • Drainage services are provided by separate Drainage team (3 FTE's) in Public Works	• All planning is conducted by Engineering team • Operations area handles regular maintenance and management through internal Utilities team (5 FTE's – 1 New Supervisor position in 2020) • Utility billing is managed by Finance Team, meter reading is contracted out	• Water and wastewater services are fully managed by Water, Wastewater and Solid Waste Team in the Public Works Department (total of 31 FTE's in Dep't) including preventative maintenance and on-demand service of infrastructure, billing, and bulk water station operations • Drainage service are largely provided by Drainage and Aggregate Services team – though some services (stormwater systems) are largely managed by Engineering, with some Public Works support
Fleet Services	Includes the maintenance and management of the organizations rolling stock fleet assets. Includes an overall lifecycle program, fleet repairs, fleet management program and system, fueling service, GPS/AVL program, specialized fleet inspection and maintenance, acquisition and disposal, and rental vehicles.	• Provided internally through Facilities and Fleet Management Team (16 FTE's total including Director) • Limited GPS/AVL program currently • Fire Services has an internal Mechanic to support specialized inspections and repairs	• Have internal team of 2 Mechanics that support repairs for fleet and equipment • Handled internally by Operations Area • Tracking and management is conducted manually	• Services are fully provided by internal Fleet team (within Public Works) (total of 31 FTE's in Dep't) with mechanics, projects technician, operations coordinator, and parts position • Some repair services are contracted for volume only

Infrastructure Service Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Transportation and roads	Includes the maintenance and management of municipal roadways and road surfaces. Includes maintenance of all road surfaces, railway crossing maintenance, snow removal and ice control, traffic operations, sidewalk and curb maintenance, right of way management, sign and light maintenance, street sweeping and cleaning, parking lot maintenance. Can also include aggregate programs, dust control and airport maintenance.	• Provided internally through Roads team in Public Works (18 FTE's including Supervisor) • Have well defined service levels and expectations • Use some contracted services for high demand snow removal and street cleaning	• All planning is conducted by Engineering team • Operations area handles regular maintenance and management through internal Roads team (5 FTE's)	• Provided internally by the Road Maintenance and Drainage Department (total 45 FTE's in Dep't) • Includes dedicated Road Maintenance team, with cold-mix program • Includes a team for aggregate production and management • Rural snow clearing is employed, except for Entwistle
Transit	Includes the planning and operations of local and commuter transit services. Includes dedicated local and regional commuter transit service, accessible and senior transit services, public education and promotion, as well as bus rentals or internal transportation support.	• Managed internally through Environmental and Transit Team (3 FTE's including Manager) • Commuter transit offered through partnership with City of Edmonton • Contracted local transit service • Leading sub-region transit planning project • Partnership with Stony Plain for Accessible Transportation Service	• Currently being planned and managed by Planning and Development team • Accessible Transit Service is offered by Community Service Programs Team (in Community and Protective Services Division)	• Engineering Team has 1 FTE dedicated to Transit planning to define new sub-regional and EMRB transit service • Accessible Transit is managed by Community Services team and is contracted
Facility Services	Includes the maintenance and management of municipal buildings and related infrastructure. Includes an overall lifecycle program, construction support, life and safety system management, facility security and digital technologies, daily repair and maintenance, janitorial services, tenant services, and utilities purchasing.	• Managed internally through Facilities and Fleet Management Team (16 FTE's total including Director) • Facilities team has Capital projects, Accommodation specialist positions, plus senior operators and operators • Oversee 33 facilities • Manages lifecycle, all leases, etc. • Recreation Team has operators providing some maintenance on Recreation Facilities	• Largely managed and operated by Facilities Team – 14 FTE's including Manager (in Community and Protective Services Division) • Some collaboration with Engineering and Operations for planning and construction • Public Works Building is managed by Operations • Facilities staff are Operators and substantial repairs are contracted	• Overall facility maintenance and operations is managed within Public Works (total of 31 FTE's in Dep't) • Repairs are largely contracted • Major repairs are moving to the Strategic Initiatives team and their project management contractor model • Internal facilities team sets lifecycle repairs • Service levels are in development

Citizen Services Delivery Overview

These service areas include the typical functions found in Recreation, Culture, Community/Social, Fire Services, Emergency Management, Enforcement Services as well as Agriculture Services operations for municipalities. The assessment includes a general description of each service area, with specific notes on how each municipal partner conducts the services in their municipality.

Note: Parkland County FTE counts are to be added in later versions of the document to maintain consistency across all three partners

Community Service Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Social / FCSS Services	Includes all social and community services components including planning, capacity building for community organizations, direct program delivery, counselling and referral services, school partnerships and volunteer development.	◆ Internal Community Social Development Team (approx. 15 FTE's including Director) ◆ Have Teams for Social Development, Adult FCSS services and Youth FCSS services ◆ Focus on homelessness and housing ◆ Focus on case management capabilities ◆ Heavily focused on capacity building and granting to community groups	◆ Services are provided by an independent FCSS organization, governed by a Council appointed Board of Directors ◆ Provides a range of referral, support, and grant programs ◆ Provides direct education and youth programming ◆ Operates youth drop-in centre ◆ Manages a wide range of regional partnerships with community organizations, schools, and other organizations	◆ Agreement in place with Stony Plain (plus board representation), Spruce Grove, Wabamun, Yellowhead County and Drayton Valley FCSS for services ◆ Also refers residents to Spruce Grove, Drayton Valley, Yellowhead County and Wabamun ◆ Managed by Community Services Department ◆ Heavily focused on providing grants and partnerships to community leagues, community organizations and municipal partners to provide services to residents. ◆ Community Development support
Culture Services	Includes all visual and performance art programming and development in the community including public art, cultural events, capacity building for cultural organizations, direct cultural programming, heritage programming and facility (theatre, gallery, etc.) operations.	◆ Provided by internal Cultural Services Team (12 FTE's including Director) ◆ Teams for Theatre Management and Event Management ◆ Operates the Heritage Theatre ◆ Heavily focused on volunteer development to support operations	◆ Art program is managed by Culture and Tourism under Strategic Services department ◆ Arts and Culture capacity building and granting is prioritized over direct programming ◆ Strong emphasis on Public Art/Mural program ◆ Community events and grants also provided by Community Service Programs Area	◆ Heavily focused on providing grants and partnerships to community leagues, community organizations and municipal partners to provide services to residents. ◆ Community Development Support

Community Service Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Emergency Services	Includes emergency management, planning and logistics services as well as specialized medical and rescue response services. Includes 911, dispatch, emergency management planning, training, logistics, and medical response services.	◆ Led by Fire Chief and Protective Services Administration Team (4 FTE's), Fire Chief and Protective Services Team Leads ◆ Dispatch is contracted to Parkland County ◆ Full Emergency Medical Response capabilities provided by Fire Services	◆ Emergency Planning largely led by Fire Team, with support from Enforcement Team ◆ Dispatch is contracted to Parkland County	◆ Emergency Planning jointly conducted between Fire (20 FTE's) and Enforcement Services (18 FTE's) ◆ Emergency Communications Centre provides 911 and Dispatch for Parkland and a wide range of municipal partners under contract ◆ A wide range of mutual aid and contracted service delivery arrangements are managed for Fire and Enforcement Services
Fire Services	Includes direct fire response and prevention services to control and prevent fire damage in the community. Includes fire planning, code enforcement, public education, investigations, hazardous material, and live fire response.	◆ Led by Fire Chief, 2 deputies and 4 captains ◆ 4 full-time Fire Fighter staffing compliments ◆ Supported by Protective Services Administration Team ◆ Strong focus on maintaining defined urban response levels ◆ Safe City team provides prevention and education services	◆ Handled internally through Fire Team ◆ 1 Fire Chief, 1 Deputy and 4 full-time Fire Fighters ◆ Provides contracted service to Parkland County for portions of the County ◆ System/data integration process with Parkland County	◆ Provided by internal core Fire staff (20 FTE's) and a large contingent of volunteer fire fighters (approx. 120) ◆ Three core battalions for stations: 1 for Acheson/Parkland Village, 1 for Wabamun, 1 for Seba Beach/Tomahawk
Protective Services	Includes all enforcement and crime prevention services including animal control, traffic enforcement, bylaw enforcement, criminal enforcement, school programs and public education and community engagement.	◆ Provided by Safe City Team within Protective Services Area ◆ Team of 12 FTE's with 9 Peace Officers and Peace Officer Sergeants ◆ Supported by Protective Services Administration Team ◆ ATE is fully contracted ◆ Engineering oversees overweight vehicle program	◆ Largely internally handled by Peace Officer team (1 supervisor, 1 clerk, 4 Peace Officers) ◆ Automated Traffic Enforcement mobile units contracted out ◆ Do not have any certified officers for commercial overweight vehicles ◆ 18.5 FTEs support RCMP operations at joint detachment with Spruce Grove ◆	◆ Provided by Enforcement Services team of 18 FTE's, led by one Director ◆ Animal Shelter Operations (1 Coordinator, 2 Pound Keepers), ◆ Team of 13 Community Peace Officers, and one Supervisor, Patrol Services and one Supervisor, Prosecution ◆ Provides contracted to services to a range of summer villages and partners across County

Community Service Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Recreation Services	Includes all sport, leisure and recreation services offered in the community, includes recreation planning and community capacity building, any aquatics operations, arena operations, fitness centre operations, curling rink operations, golf course operations. Also includes direct programming, facility logistics and library management.	◆ Provided by internal Recreation Team of approx. 20.5 FTE's including Director ◆ Have Teams for Rec Programs, Rec Facility Operations, Community Development and Booking ◆ Heavily focused on granting to external partners to build community recreation capacity ◆ Includes operations of Border Paving Athletic Centre, maintenance of curling rink, Grant Fuhr Arena, Fuhr sports park ◆ Parks and Open Spaces team in Public Works maintains outdoor sports fields and equipment	◆ Facility operations and rentals (two community centres) handled by Facilities Team ◆ Golf Course is managed by Golf Operations Team (5 core FTE's, plus operations staff) ◆ Community Service Programs Team (4 FTE's including Manager) deliver community events and provide some basic recreation programming, but mostly provide grants to community organizations ◆ Outdoor pool operations contracted to Tri-Leisure Centre	◆ Services are provided by (2) Community Developer Positions in Community Services Department ◆ Heavily focused on providing grants and partnerships to community leagues, community organizations and municipal partners to provide services to residents. ◆ Pool staff are provided for facility in Entwistle ◆ Community Development support
Agriculture Services	Includes county-specific agriculture services including agriculture development and planning, weed and pest control, rentals, permit issuance and education and capacity building for rural residents.	◆ Not applicable to urban municipalities and residents.	◆ Not applicable to urban municipalities and residents.	◆ Provided by Agriculture Services Team of 8 FTE's ◆ Has teams for Community Sustainability for programming and outreach, Operations for mowing and spraying, and Agronomic for weed and plant management
Multi-use Recreation Centre Operations	Includes the operations and maintenance of premier recreation facilities accommodating a wide range of recreation, wellness, sport, and cultural uses for the community.	◆ Tri-Leisure Centre is operated through an independent corporate entity ◆ It offers aquatics programming for the sub-region	◆ Tri-Leisure Centre is operated through an independent corporate entity ◆ It offers aquatics programming for the sub-region	◆ Tri-Leisure Centre is operated through an independent corporate entity ◆ It offers aquatics programming for the sub-region

Corporate Services Delivery Overview

These service areas include the typical functions found in Assessment, Finance, HR, IT, Legislative, Communications and Corporate Planning operations for municipalities. The assessment includes a general description of each service area, with specific notes on how each municipal partner conducts the services in their municipality.

Corporate Services Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Assessment and Tax	Includes regular assessment and tax issuance collection including, assessment and tax roll maintenance, property valuation and inspections, tax issuance and collection, payment and billing, and necessary reporting.	◆ Assessment function is contracted ◆ Tax administration is managed by Finance Team ◆ Tax recovery service is contracted	◆ Assessment function is contracted ◆ Tax administration is managed by Finance Team ◆ Tax recovery service is contracted	◆ Has full Assessment, Tax & Financial Systems team of 10 FTE's under the CFO ◆ Team has full commercial and residential assessment capabilities ◆ Industrial assessment expertise is very unique ◆ Utilize contracted collection services ◆ Tax recovery service is contracted
Asset Management	Includes asset management program activities including inventory and condition ratings, program development, reporting, and financial modelling.	◆ Have a specialist position in Integrated Planning team ◆ Have developed approach, software, and plan (Policy and Strategy going to Council for approval) ◆ Working through implementation plan now ◆ Will accommodate all assets including technology ◆ Engineering Team is a strong contributing partner to program	◆ Led by Engineering team (3 FTE's including Manager) in cooperation with Finance and Facilities. ◆ In preliminary phase of development	◆ Largely managed by Engineering team in the Operations Division, with dedicated FTE

Corporate Services Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Communications	Includes all core corporate communications functions including public engagement, internal communications support, media management, brand management, advertising and marketing, online management, issues management and internal communication.	• Provided by an internal team of 7 FTE's including Manager • Technical and web capabilities with dedicated technical staff • Graphic design skills with dedicated position • New strategy is being developed to redefine services • Have print capabilities • Contract some photo/video services • Some marketing and promotion conducted by Economic Development team	• Services are offered by the Communications Team under the GM of Strategic Services. • Manages website, social media, etc. • Provides department support and policy development for guidance • Contracted video production and digital assets • Limited internal communications	• Provided by Supervisor and Advisor positions under the Community Services Department • Manage all core services, but somewhat limited capacity • Limited internal communications
Finance Services	Includes all core corporate finance functions including reporting, controls, ongoing accounting, AR, AP, budget development, financial statements, treasury and cash management and financial advisory services.	• Internally delivered by Finance team (22 FTE's) • Have dedicated Accounting, Budgeting, Reporting, Controller, AP expertise • Also have a dedicated Revenue and Taxation team with Analyst, Tax, Utility Billing and Customer Service resources • Somewhat limited by current ERP	• Largely provided internally with a team of 11.3 FTE's (including Manager) • Specialized roles for Accountant, Utility Clerk, Tax Clerk, Financial Analyst, AP Clerk, Customer Service Clerks, and Payroll Clerk • Financial Statements are prepared by Auditors as a contracted service • External investment services	• Provided by two teams under CFO for Financial Planning and Financial Reporting • Financial Planning team is 5 FTE's including Director and temp Auditor – provides budgeting and treasury services • Financial Reporting team is 9 FTE's including Director and provide all accounting and reporting services • Have dedicated advisory service capabilities • Large scale ERP renewal project underway – being led by Director of Strategic Initiatives utilizing contractor model

Corporate Services Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Corporate Planning & Inter-governmental services	Includes corporate planning, performance measurement, project management and intergovernmental functions. This includes service review program management, operational planning, strategic planning, corporate performance measurement program management, and intergovernmental affairs, regional participation and policy analysis. This also includes corporate project management and program management.	• Provided internally by Integrated Planning and Strategic Services Team (6 FTE's) • Has speciality positions for risk/insurance, asset management, project management, corporate planning • Corporate performance measurement is in its infancy • Well defined and involved corporate planning process • Intergovernmental relations are somewhat decentralized across the management team of the organization	• Provided by GM of Strategic Services in CAO's Office • Evolving planning process to focus on department operational plans • Performance Measurement is managed by Corporate Services • Project Management is largely decentralized in the organization	• Corporate planning and intergovernmental services are provided by Corporate Planning & Intergovernmental Advisor Position and Director of Strategic Services • Corporate Planning process is evolving and being refined over time • Project Management is addressed through the Director of Strategic Initiatives overseeing large scale corporate and ERP projects and Director of Strategic Services overseeing strategic operational and grant funded projects. • Vertical infrastructure construction projects use a contractor model and report directly to CAO.
Economic Development and Tourism Services	Includes all core economic development functions including new business and investment attraction, tourism attraction and events support, existing business support, outreach and expansion support, as well as regional participation. Also includes business licensing, downtown enhancement, and specialized marketing and promotion.	• Provided by a team of 4 FTE's • Dedicated Industrial and Commercial attraction roles • Involved in proactive land acquisition, development planning • Manage and support marketing and promotion for development initiatives • City Centre revitalization program • Involved with Edmonton Global initiatives • Ec. Dev is involved in Tourism services • Involved in Fibre Optic Broadband Strategy for community • Planning and Development does business licensing	• Managed by Economic Development Team under the GM of Strategic Services • Land Management component is limited • Focus on downtown and residential development • All tourism and visitor services are managed by Culture and Tourism Team in CAO's Office	• Provided by an internal Economic Diversification team of 4 FTE's including Director • Heavily focused on industry and large-scale commercial attraction • Well defined financial performance requirements for new development • Business licenses are no longer required or provided in the County • Tourism resides with Community Services and is not an Economic Diversification priority.
		• Regional Chamber of Commerce provides Visitor Information Centre		

Corporate Services Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Human Resources Services	Includes core human resource functions including overall organizational development, health and safety programs, labour relations, training and development programs, staff performance management, employee relations, compensation, hiring and onboarding, compensation, rewards and payroll, benefits plan administration, and job evaluation.	◆ Largely provided internally by HR Team (9.4 FTE's) ◆ Employs a business partner model ◆ Utilizes benefits consultant ◆ Contracted job evaluation and compensation services ◆ Supports training, but largely decentralized	◆ Largely provided by internal HR team (3 FTE's including Manager) ◆ Dedicated OHS position ◆ Finance conducts all Payroll administration	◆ Provided by Employee Services Team under CAO ◆ 9 FTE's plus Director ◆ Have teams for Talent & Total Rewards, Safety, and Business Partners ◆ Dedicated Safety team ◆ Strong focus on compensation and total rewards ◆ Training program is somewhat informal
Information Technology	Includes all core technology functions including management of GIS, departmental support, technology planning, data management, service desk support, applications support, infrastructure and network management, device and hardware management, security program and specialized IT services for emergency services.	◆ Provided internally by Information Services Team, with dedicated GIS, Business Systems, Technical Services and Information Management skills (approx. 20 FTE's) ◆ Has a business partner model through Business Systems Team ◆ Cloud transition, Smart Cities processes planned	◆ Largely provided internally with a team of 4 FTE's including Manager ◆ Staff roles for GIS, Network and Systems ◆ Business applications support and department BRM model is a gap ◆ Have made recent efforts to formalize processes to evolve IT service	◆ Currently transitioning to a contracted service delivery model for network infrastructure support, helpdesk support, ◆ Have moved to 8 FTE's internally, generally overseeing contracting and performance setting ◆ Includes internal GIS delivery ◆ 10 contractors for outsourced model ◆ Service levels and processes for outsourcing are still being developed ◆ Strategic technology planning and broadband expansion is overseen by Director of Strategic Initiatives

Corporate Services Area	Service Description	City of Spruce Grove Operational Notes	Town of Stony Plain Operational Notes	Parkland County Operational Notes
Legislative Services	Includes key legal and legislative functions for the corporation including legal services, census and election management, bylaw and policy, boards and committee support, privacy and FOIP program, insurance and risk management, administrative tribunals and appeal board management, council meeting support, records management, and information governance.	◆ Provided by City Clerk's office (5.5 FTE's including City Clerk) ◆ Insurance and Risk Manager is in the Integrated Planning and Strategic Services Team ◆ Information Management and FOIP is provided by Information Management Team in Information Services ◆ Contracted Legal Services is managed by Integrated Planning	◆ Offers services internally with a team of 3.6 FTE's including Manager ◆ Dedicated IM Coordinator ◆ Also supports Subdivision Appeal Board ◆ Insurance is managed by Procurement Coordinator role; risk management has not been formally developed ◆ Contracted legal services	◆ Provided by Legislative Services team under the Director of Strategic Services (Manager, plus 2 officers) ◆ Legal services have been moved to contracted service ◆ Records Management is now being supported by a contract position, under GM of Corporate and Shared Services ◆ FOIP and Privacy is provided by Paralegal position under GM of Corporate and Shared Services ◆ Planning and Development supports SDAB
Procurement Services	Includes oversight and management of key purchasing functions for the organization, including policy development, departmental support and training, procurement process management, contract administration, and vendor management program.	◆ Procurement is largely decentralized in the organization ◆ City Clerk's Office provides high level policy and legal review	◆ Provided by a dedicated Procurement Coordinator ◆ Supports procurement across the organization ◆ Utilizes several dedicated procurement systems to make purchasing easier for departments (Orbidder)	◆ Provided by an internal team (2 permanent staff and one long-term temporary position) reporting to the GM of Corporate and Shared Services ◆ Defined processes and procedures in place

FINANCE AND STATISTICAL OVERVIEW

Financial Overview

The following section shows a snapshot of each municipality's current financial status, relative size and any relevant planning or projections. The Regional Comparison section provides a brief comparison between each partner in the sub-region in terms of common financial metrics collected by Municipal Affairs.

Note: this section is not evaluative in nature and is intended to highlight relevant financial information for each municipal partner.

Parkland County

As noted above, Parkland County has a Corporate Finance team with specific budgeting and modelling expertise. The County conducts their budgeting process in a unique way in the sub-region, though not particularly unique for a rural municipality in the province. It should be noted these Finance processes within the County are currently under review.

Most notably, the County conducts its formal budgeting process by passing an interim budget at the end of the calendar year to carry over until the formal, new budget. Conversations with the County noted the potential to move away from this approach in the future.

This budget is shown in the figure below.

Parkland County
Statement of Operations and Accumulated Surplus
Year ended December 31, 2019

	Budget	2019
Revenues		
Taxation (Note 15)	$ 63,255,350	$ 62,517,884
User fees and sales	9,167,600	8,686,081
Penalties	846,500	1,051,538
Investment income	1,751,400	3,604,000
Government transfers for operating (Note 16)	3,602,600	2,770,742
Licenses and permits	1,487,400	1,419,674
Other revenue - operating	439,500	690,590
Gain on disposal of tangible capital assets	47,000	54,122
Total Revenues	80,597,350	80,794,631
Expenses		
General Government	20,550,200	17,888,397
Protective Services	9,742,950	9,253,415
Transportation & Roadway Services	33,266,750	31,697,402
Utilities	9,037,100	8,279,664
Community Services	8,447,300	6,558,217
Development Services	8,358,050	6,299,403
	89,402,350	79,976,498
Surplus (Deficiency) of Revenues over Expenses Before Other	(8,805,000)	818,133
Other		
Contributed tangible capital assets	6,520,200	4,596,156
Government transfers for capital (Note 16)	10,838,100	12,291,223
Developer and customer contributions - capital	325,000	242,729
Annual Surplus	8,878,300	17,948,241
Accumulated Surplus, Beginning of Year	550,324,508	550,324,508
Accumulated Surplus, End of Year	$ 559,202,808	$ 568,272,749

Figure: 2019 Statement of Operations and Accumulated Surplus (prepared by Finance Team)

The County has dedicated financial reporting resources and can track budget reporting to a variety of department, cost item, service, and sub-service levels across the organization. The County also employs a unique budgeting process in terms of its chargebacks on a variety of Corporate Services items, including fleet costs and some management costs.

Together, these capabilities provide the County with a strong understanding of its internal costs of service.

Finally, the County employs substantial restricted, capital reserves to fund a wide range of equipment and asset replacement across the County. The long-standing Asset Management program provides detailed understanding of the lifecycle costs of assets and infrastructure, making reserve funding effective. That said, the County does have some additional, future initiatives that are forecasted to be debt funded.

The following figure shows the current and projected levels of debt in the organization through 2025:

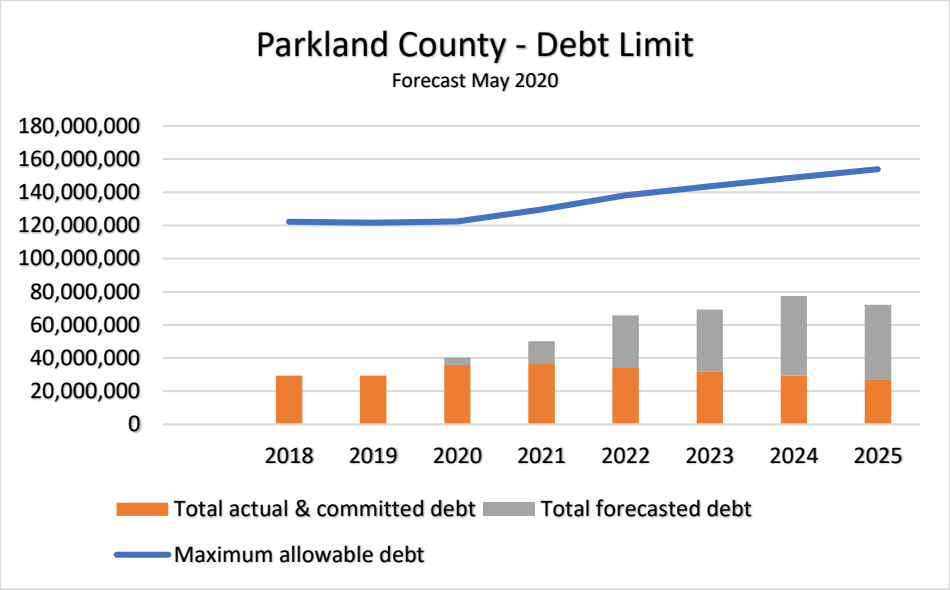


Figure: Forecasted Debt Limits (prepared by Finance Team)

***Note**: The County is also implementing a Priority-Based Budgeting process and has gone through the process of defining, categorizing, and prioritizing the services it provides. The next stages of the process are to define service levels and current costs of services attached to each area. It is unclear when PBB will become a core part of the budgeting process for Parkland County; however, this is planned for 2021.*

Town of Stony Plain

The Town's budgeting process is tied to its Corporate Planning process, and the Corporate Plan includes a Fiscal Plan section. The Town's budget is passed for the calendar year, so no interim budget is required as it is for Parkland County.

The following figure shows the proposed 2020 and 2021 budgets for the Town.

Town of Stony Plain
Unconsolidated Statement of Operations

	Budget 2019	Proposed Budget 2020	Proposed Budget 2021	Proposed Budget 2022
Revenue				
Net Taxes available for municipal purposes	$ 17,278,408	$ 18,083,549	$ 18,762,078	$ 19,436,203
Sales & user charges	12,756,507	13,993,817	14,937,181	15,698,913
Franchise and concession contracts	3,151,283	3,250,697	3,281,954	3,301,954
Government transfer for operating	1,522,518	1,469,462	1,543,356	1,328,865
Fines	971,500	881,500	881,500	881,500
License & permits	484,000	501,800	502,000	502,000
Investment income	248,400	322,900	322,900	322,900
Rentals	588,424	652,124	662,124	662,124
Other	516,985	616,690	473,010	481,150
Penalties & costs on taxes	224,000	258,000	258,000	258,000
	$ 37,742,025	$ 40,030,539	$ 41,624,103	$ 42,873,609
Expenses				
Recreation & culture	$ 10,533,877	$ 9,939,847	$ 10,259,252	$ 10,541,324
Utilities	9,522,353	9,904,788	10,376,681	10,822,375
Protective services	7,060,372	7,076,478	7,010,209	7,015,680
General government	6,454,435	6,388,975	6,641,383	6,824,801
Transportation	5,229,330	6,214,896	6,574,031	6,602,975
Development	2,982,736	2,876,340	2,596,868	2,624,619
	$ 41,783,103	$ 42,401,324	$ 43,458,424	$ 44,431,774
Annual Surplus (Deficit) Before Other Revenue	$ (4,041,078)	$ (2,370,785)	$ (1,834,321)	$ (1,558,165)
Other Revenue				
Contributed tangible capital assets	$ 2,368,920	$ 572,745	$ 33,000	$ -
Government transfers for capital	4,895,714	1,640,000	3,021,000	2,650,000
Deferred Offsite Levies	-	1,670,000	-	-
Annual Surplus (Deficit)	$ 3,223,556	$ 1,511,960	$ 1,219,679	$ 1,091,835

Figure: Statement of Operations (From 2020 Corporate Plan)

Notably, the Town also employs a healthy amount of restricted capital reserves and has historically had relatively low debt levels. However, a large number of substantial projects, including the Community Rec Centre Initiative, could increase debt levels carried by the Town.

The following figure, also from the 2020 Corporate Plan, shows the projected debt limit levels for the Town

DEBT LIMIT	December 31st 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Municipal Debt Limits	$ 58,714,599	$ 60,268,752	$ 60,045,809	$ 62,802,125	$ 64,672,182
Outstanding Debt	$ 24,134,577	$ 22,755,003	$ 21,321,649	$ 33,385,842	$ 31,368,987
Total Debt Limits available	**$ 34,580,022**	**$ 37,513,749**	**$ 38,724,159**	**$ 29,416,283**	**$ 33,303,196**
Municipal Debt Service Limit	$ 9,785,767	$ 10,044,792	$ 10,007,635	$ 10,467,021	$ 10,778,697
Current Debt Service Level	$ 1,986,443	$ 2,159,322	$ 2,159,322	$ 2,678,666	$ 2,975,169
Service on Debt Limit Available	**$ 7,799,324**	**$ 7,885,470**	**$ 7,848,313**	**$ 7,788,355**	**$ 7,803,528**

Figure: Projected Debt Limit Levels (from 2020 Corporate Plan)

City of Spruce Grove

The City of Spruce Grove has a similar process to the Town of Stony Plain, as their budgeting process is closely aligned to the Corporate Planning process, which includes a Fiscal Plan section. Similarly, the City's budget is passed for the calendar year, so no interim budget is required.

The following figure shows the proposed 2020, 2021 and 20022 budgets for the Town

	2018 Actual ($000s)	2019 Budget ($000s)	2019 Forecast ($000s)	2020 Budget ($000s)	2021 Forecast ($000s)	2022 Forecast ($000s)
Revenue						
Property Taxes	37,961	40,448	40,396	42,365	44,600	47,442
Government Transfers - Operating	3,158	2,913	3,020	3,210	3,792	3,604
Sales and User Fees	37,851	42,102	39,188	42,981	45,595	47,187
Local Improvement Levies	6	-	-	-	-	-
Interest	87	206	256	206	195	184
	79,063	85,668	82,861	88,762	94,182	98,416
Expenses						
Amortization	15,074	15,928	14,335	16,765	18,019	18,714
Contracted Services	26,032	30,053	26,289	28,658	29,321	32,723
Cost of Land Sold	-	-	-	349	349	349
General	7,727	8,866	9,188	10,260	10,383	11,188
Grants	3,326	2,288	2,235	2,462	2,922	2,902
Human Resources	32,468	34,624	34,831	37,100	40,055	41,712
Interest on Long-Term Debt	898	1,038	1,102	1,164	1,151	1,282
Materials, Equipment and Supplies	4,314	5,339	5,002	5,308	6,046	6,146
	89,841	98,137	92,982	102,066	108,247	115,017
Annual (Deficit) Before the Undernoted	(10,778)	(12,468)	(10,121)	(13,304)	(14,065)	(16,601)
Government Transfers - Capital	5,529	22,825	22,437	17,930	12,804	26,497
Contributed Tangible Capital Assets	9,590	13,737	13,217	6,556	6,595	6,607
Developer Contributions and Levies	905	5,735	2,776	3,711	3,672	3,900
Gain (Loss) on Disposal of Tangible Capital Assets	(180)	-	-	1,670	330	330
	15,844	42,298	38,431	29,866	23,401	37,334
Annual Surplus	**5,066**	**29,830**	**28,309**	**16,562**	**9,336**	**20,734**

Figure: Statement of Operations (From 2020 Corporate Plan)

Again, similar to the Town of Stony Plain, the city has some important projects and initiatives that could increase the near-term debt load of the community, though the City is projecting a longer-term decline. Notably, the City is currently well below its internal City limit.

The following figure, also from the 2020 Corporate Plan, shows how the medium-term impact of new initiatives on the City's debt load. Even at the peak, the City is expecting to stay below the provincial limit, though it may expect to exceed its internal limit.

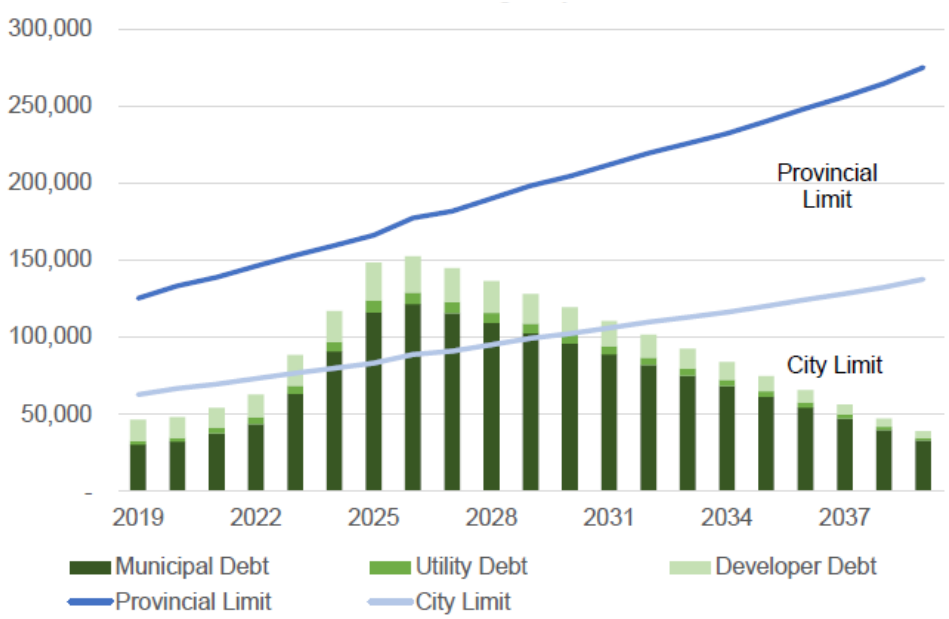


Figure: Long-term Debt Plan (from 2020 Corporate Plan)

Statistical Overview

Similar to the section above, the Statistical Overview provides a brief comparison between each partner in the sub-region in terms of common statistical measures provided in the Alberta Economic Dashboard, as well as the regional work conducted for Labour Market Profiles.

Note: this section is not evaluative in nature and is intended to highlight relevant statistical information for each municipal partner.

Figure: Statistical Profile Overview

Statistical Category	Parkland County	Spruce Grove	Stony Plain
Demographics			
Size (km^2) 2019:	2,387.68	31.65	36.88
Population 2018	32,523	38,031	18,501
Aboriginal Population (%) 2016	6.54%	7.69%	6.87%
Median Age 2016	38.2	34.0	38.2
Unemployment Rate 2016	9.40%	7.80%	9.20%
Median Household Total Income 2017	$107,315	$114,690	$102,110
Mode of Commuting: Driver 2016	92%	88%	87%
Mode of Commuting: Transit 2016	1%	2%	1%
Residence of Parkland County Workers (#) 2016	◆ Edmonton (3,410) ◆ Parkland County (1,845) ◆ Spruce Grove (1,280)	◆ Spruce Grove (4,130) ◆ Parkland County (1,505) ◆ Edmonton (1,310)	◆ Stony Plain (1,740) ◆ Parkland County (1,155) ◆ Spruce Grove (995)
Vehicle Registrations 2017	22,741	46,406	17,414
Community			
Fire Incidents 2014	47	38	14
Housing Foundations 2020	◆ Meridian Housing Foundation ◆ Evergreens Foundation	◆ Meridian Housing Foundation ◆ Grove Seniors' Village	◆ Meridian Housing Foundation
Sport/Recreation Facilities 2017[3]	◆ TransAlta Tri Leisure Centre	◆ TransAlta Tri Leisure Centre ◆ Border Paving Athletic Centre ◆ Spruce Grove Agrena	◆ TransAlta Tri Leisure Centre ◆ Glenn Hall Centennial Arena ◆ Westridge Curling Club ◆ Stony Plain Outdoor Pool & Spray Park ◆ Stony Plain Golf Course
Community Halls/Multi-Purpose Spaces 2017[3]	◆ Garden Valley Community Hall ◆ Parkland Village Community Centre ◆ Sand Hills Community League	◆ Spruce Grove Public Library and Art Gallery ◆ Elks Social Hall	◆ Stony Plain Community Centre ◆ Stony Plain Youth Centre ◆ Multicultural Heritage Centre ◆ P.E.R.C. Building ◆ Heritage Park Pavilion

[3] Includes facilities not owned by the municipality

Statistical Category	Parkland County	Spruce Grove	Stony Plain
	◆ Rosenthal Hall Community hall ◆ Brightbank Community Centre ◆ Muir Lake Community Hall ◆ Blueberry Community Hall ◆ Clymont Community Hal		
Cultural Resources (#)	◆ Creative Cultural Industries – 23 ◆ Community Cultural Organizations – 31 ◆ Cultural Facilities and Spaces – 32 ◆ Natural Heritage – 58 ◆ Cultural Heritage – 29 ◆ Festivals and Events - 11	◆ Creative Cultural Industries – 47 ◆ Community Cultural Organizations – 20 ◆ Cultural Facilities and Spaces – 53 ◆ Natural Heritage – 42 ◆ Cultural Heritage – 5 ◆ Festivals and Events - 13	◆ Creative Cultural Industries – 64 ◆ Community Cultural Organizations – 20 ◆ Cultural Facilities and Spaces – 36 ◆ Natural Heritage – 10 ◆ Cultural Heritage – 5 ◆ Festivals and Events - 13
Libraries 2020	◆ Duffield Public Library ◆ Entwistle Public Library ◆ Keephills Public Library ◆ Tomahawk Public Library ◆ Wabamun Public Library	◆ Spruce Grove Public Library ◆ Yellowhead Regional Library	◆ Stony Plain Public Library
Hamlets	◆ Carvel ◆ Duffield ◆ Entwistle ◆ Fallis ◆ Gainford ◆ Keephills ◆ Tomahawk	N/A	N/A
Villages within Borders	◆ Spring Lake ◆ Wabamun	N/A	N/A
Summer Villages within Borders	◆ Betula Beach ◆ Kapasiwin ◆ Lakeview ◆ Point Alison ◆ Seba Beach	N/A	N/A
Operations			
Total Full-Time Positions 2018	250	285	126.4
Length of Open Roads Maintained (km) 2018	2,143.45	209.21	164.10
Length of Storm Drainage Mains (km) 2018	16.80	128.30	67.90
Planning and Development			
Assessment Base: Residential ($) 2018	$6,440,000,000	$4,612,685,500	$2,236,623,000
Assessment Base: Non-Residential ($) 2018	$4,290,000,000	$1,272,979,410	$422,199,000
Residential Share of Property Assessments 2018	60.02%	78.37%	84.12%

Statistical Category	Parkland County	Spruce Grove	Stony Plain
Residential Property Tax Mill Rate 2018	6.5%	8.6%	8.9%
Non-Residential Property Tax Mill Rate 2018	10.3%	11.9%	9.3%
Dwelling Units 2018	14,150	14,120	7,171
Number of Businesses 2018	1,120	1,149	902
Major Projects 2018	$1,200,000,000	$872,300,000	$700,400,000
Development Permits Issued (#)	498	811	267
Estimated value of Residential construction (building permit) ($)	$44,859,853	$88,847,499	$27,374,782
Estimated value of Commercial construction (building permit) ($)	$58,307,200	$23,985,187	$3,800,000
Estimated value of Industrial construction (building permit) ($)	$470,450	$3,577,047	$1,122,000
Estimated value of Institutional construction (building permit) ($)	$370,000	$19,845,693	$0
Total Value of Development Permits Issued 2018	$104,007,503	$136,255,426	$32,296,782
SDAB Members Appointed (#) 2018	12	8	10
Subdivision and Development Appeal Board appeals heard (#)	8	22	1
Cropland (Acres) 2016	184,026	N/A	N/A

APPENDICES

Appendix A: Document Reference Sheet

Note: The document reference form is regularly evolving and subject to change as additional documents are requested, provided, or finalized.

In addition, the document titles in the detailed list may vary slightly from the titles provided in sections above. Titles in the report were slightly edited for clarity and comparison. The Document ID is provided to ensure matching abilities for the reader.

ID	Document	Effective Date	Municipality
001	Accounting and Financial Reporting Policy	9/11/2017	Stony Plain
002	Accumulated Surplus - Restricted (Reserves) Policy	9/11/2017	Stony Plain
003	Achievement Recognition Policy	5/12/2003	Stony Plain
004	Active Transportation Strategy	1/28/2020	Stony Plain
005	Adoption and Spay/Neuter Program Policy	12/9/2014	Parkland County
006	Agricultural Program and Services Review	7/14/2018	Parkland County
007	Agriculture Equipment Rental Policy	11/26/2002	Parkland County
008	Annual Recycling Summary	1/1/2020	Stony Plain
009	Annual Report	12/31/2018	Stony Plain
010	Annual Report	12/31/2018	Spruce Grove
011	Anti-Idling Municipal Vehicle Policy	1/23/2017	Stony Plain
012	Anti-Drug and Alcohol Policy	12/16/2012	Spruce Grove
013	Anti-Virus Technical Policy	2/18/2014	Spruce Grove
014	Area Structure Plans	1/1/2020	Parkland County
015	Area Structure Plans	1/1/2020	Spruce Grove
016	Area Structure Plans	1/1/2020	Stony Plain
017	Asset Management Policy	10/16/2019	Stony Plain
018	ATCO Franchise Renewal Agreement	1/7/2016	Stony Plain
019	Automated Traffic Enforcement Policy	4/23/2019	Spruce Grove
020	Automated Traffic Enforcement Program Policy	4/28/2014	Stony Plain
021	Awards of Excellence Policy	9/10/2019	Parkland County
022	Bad Debts Policy	6/26/2000	Stony Plain
023	Beautification Grant Program Policy	12/13/2011	Parkland County
024	Beaver Management Policy	6/10/2014	Parkland County

ID	Document	Effective Date	Municipality
025	Biophysical Assessment Policy	6/27/2017	Parkland County
026	Budget Planning - Staffing Form	1/1/2020	Parkland County
027	Budget Planning - Financial Resource Requirements	1/1/2020	Parkland County
028	Burn Downs - Refund of Taxes Policy	7/14/2015	Parkland County
029	Business Association Directory/Documents	1/1/2020	Parkland County
030	Business License Bylaw Policy	7/18/2018	Stony Plain
031	Business Travel and Expense Policy	12/16/2012	Spruce Grove
032	Bylaw Standardization Administrative Policy	7/15/2015	Stony Plain
033	CAO Performance Review Policy	11/25/2019	Stony Plain
034	Capital Recreation Contribution	7/9/2007	Stony Plain
035	Capital Region River Valley Park - Summary Report	1/1/2020	Parkland County
036	Capital Region Water Services Commission MOA	9/12/2018	Stony Plain
037	Cash Donations to Charitable Organization Policy	11/25/2019	Stony Plain
038	Cash Management and Investments Policy	9/11/2017	Stony Plain
039	Cellular Mobile Device Requisitioning Procedure Policy	5/17/2010	Spruce Grove
040	Cemetery Operation and Maintenance	1/1/2018	Spruce Grove
041	Cemetery Master Plan	3/20/2020	Stony Plain
042	Charitable Donations Policy	9/27/2011	Parkland County
043	CIGP Requestors List	1/22/2010	Stony Plain
044	Citizen At Large Board Member Selection Policy	11/27/2017	Stony Plain
045	City Assessor Policy	12/14/2015	Spruce Grove
046	City Centre ARP - Phase 1 - Infrastructure Summary	1/22/2018	Spruce Grove
047	City Centre ARP - Phase 2 - Land Use and Urban Form Summary	4/16/2018	Spruce Grove
048	City Naming Policy	11/3/2014	Spruce Grove
049	Climate Resilience Express Action Plan	3/1/2018	Spruce Grove
050	Clubroot Management Policy	6/10/2014	Parkland County
051	Commercial, Industrial, and Multi-Unit Residential Infill Policy	6/26/2017	Stony Plain
052	Community Association Grant Funding Policy	2/25/2014	Parkland County
053	Community Initiatives Grant Program Application		Stony Plain
054	Community Initiatives Grant Program Policy	7/8/2013	Stony Plain
055	Community Scan and Analysis	4/1/2015	Parkland County

ID	Document	Effective Date	Municipality
056	Community Signage Grant Program Policy	12/13/2011	Parkland County
057	Community Tribute Policy	4/10/2017	Spruce Grove
058	Community Use of Municipal Space and Programs Policy	4/23/2007	Spruce Grove
059	Complaint Resolution Policy	9/1/2019	Spruce Grove
060	Compliance Reports Policy	4/14/2008	Stony Plain
061	Concern or Complaint Reporting Policy	6/26/2000	Stony Plain
062	Contaminated Sites Policy	3/26/2019	Parkland County
063	Corporate and Long-Term Planning Policy	1/9/2017	Stony Plain
064	Corporate Identity Policy	5/25/2009	Stony Plain
065	Corporate Plan	12/1/2019	Stony Plain
066	Corporate Plan	1/1/2020	Spruce Grove
067	Corporate Plan	11/8/2019	Parkland County
068	Corporate Planning Guide	1/1/2020	Stony Plain
069	Cost Allocation Data	1/1/2019	Parkland County
070	Council Administration Protocol Policy	3/11/2013	Spruce Grove
071	Council and Committee Member Code of Conduct Policy	2/9/2016	Parkland County
072	Council Compensation and Expenses Policy	1/1/2019	Stony Plain
073	Council Expenses Policy	4/24/2018	Parkland County
074	Council Norms and Values Policy	10/9/2012	Parkland County
075	Council Orientation Policy	1/26/2010	Parkland County
076	Council Remuneration Policy	9/1/2015	Spruce Grove
077	Coyote Control Policy	1/10/2014	Parkland County
078	Cultural Master Plan	5/1/2012	Stony Plain
079	Cultural Master Plan	6/1/2016	Spruce Grove
080	Cultural Performances for Council Policy	3/12/2018	Spruce Grove
081	Culture and Tourism Event Project Plan	1/1/2018	Tri-Region
082	Dangerous Goods Emergency Response Plan Policy	8/25/2015	Parkland County
083	Dark Sky Outdoor Lighting Policy	10/8/2013	Parkland County
084	Debt Management Policy	10/15/2013	Stony Plain
085	Debt Management Policy	11/24/2015	Parkland County

ID	Document	Effective Date	Municipality
086	Dedication and Use of Municipal Reserve, Environmental Reserve, and Environmental Reserve Easement Policy	11/24/2015	Parkland County
087	Development Agreement Security Requirements Policy	6/26/2012	Parkland County
088	Development and Building Permit Review Process		Stony Plain
089	Downtown Redevelopment Plan - Phase 1	1/1/2011	Stony Plain
090	Dust Control on Multi-parcel Residential Subdivision Roads	11/24/2015	Parkland County
091	Dust Control on Range Roads and Township Roads	11/24/2015	Parkland County
092	Economic Development Strategy	7/8/2019	Stony Plain
093	Economic Development Strategy	9/4/2018	Spruce Grove
094	Edmonton Global - Benchmarking Report	1/1/2019	External
095	Edmonton Global - Strategic Plan	5/30/2018	External
096	Elected Official and Employee Fire Fighters Policy	8/25/2015	Parkland County
097	Elected Official Remuneration Policy	1/14/2020	Parkland County
098	Employee Code of Conduct Policy	9/30/2019	Spruce Grove
099	Employee Rewards and Recognition Program	3/1/2020	Parkland County
100	Employee Services Strategic Plan	2/1/2020	Parkland County
101	Employee Survey Report	1/10/2019	Parkland County
102	EMRB Regional Growth Plan	10/26/2017	External
103	EMRB Transit Services Commission Plan	1/22/2020	External
104	Encroachment Agreements Policy	1/25/2011	Parkland County
105	Energy Management Plan and Greenhouse Gas Reduction Strategy	1/1/2016	Spruce Grove
106	Enforcement Services Investigation Policy	4/9/2019	Parkland County
107	Environmental Strategy/Action Plan - Environmental Stewardship Strategy	1/1/2011	Stony Plain
108	Environmental Strategy/Action Plan - Environmental Sustainability Action Plan	2/1/2011	Spruce Grove
109	Environmental Strategy/Action Plan - Mid Process Review	1/1/2016	Spruce Grove
110	Environmental Conservation Master Plan - Phase 1 - Background Technical Report	6/18/2014	Parkland County
111	Environmental Policy	5/24/2011	Parkland County
112	ERP Roadmap	1/1/2019	Parkland County
113	Event List	3/1/2020	Spruce Grove

ID	Document	Effective Date	Municipality
114	Event List	1/1/2019	Stony Plain
115	Ex-Officio Members Policy	4/25/2000	Stony Plain
116	FCSS Plan of Service	1/1/2020	Spruce Grove
117	FCSS Strategic Plan	1/1/2017	Stony Plain
118	Fees and Charges Bylaw	1/1/2020	Parkland County
119	Fees and Charges Bylaw	1/1/2020	Spruce Grove
120	Fees and Charges Bylaw	11/25/2019	Stony Plain
121	Fence Maintenance Policy	9/14/2009	Stony Plain
122	Financial Health Comparison	1/1/2018	Tri-Region
123	Financial Indicator Graphs	12/31/2018	Stony Plain
124	Financial Indicator Graphs	12/31/2018	Spruce Grove
125	Financial Indicator Graphs	12/31/2018	Parkland County
126	Financial Statement - Statement of Operations	12/2/2019	Parkland County
127	Financial Statement	12/31/2018	Stony Plain
128	Financial Statement	12/31/2018	Parkland County
129	Financial Statement	12/31/2018	Spruce Grove
130	Fire Quality Management Plan	11/1/2018	Parkland County
131	Fire Services Annual Incident Data	1/1/2020	Parkland County
132	Fire Services Master Plan	6/1/2016	Parkland County
133	Fire Services Master Plan	1/7/2020	Stony Plain
134	Fire Services: Emergency Response Service Standards Policy	3/26/2018	Spruce Grove
135	Flag Flying Protocol Policy	10/10/2006	Stony Plain
136	Flags Protocol Policy	6/1/2018	Spruce Grove
137	FOIP Coordinator Policy	7/23/2001	Stony Plain
138	Mobile Vendor Policy	5/27/2015	Spruce Grove
139	Fortis Agreement	6/9/2014	Stony Plain
140	Four Year Road Program Policy	11/24/2015	Parkland County
141	Future of Agriculture Study	6/30/2016	Parkland County
142	General Acceptable Use Technical Policy	2/18/2014	Spruce Grove
143	General Holidays Policy	2/24/2020	Spruce Grove
144	Gifts for Special Occasions Policy	10/11/2011	Parkland County

ID	Document	Effective Date	Municipality
145	GIS Data Integration Diagram	3/19/2020	Parkland County
146	GIS Production Infrastructure Diagram	3/19/2020	Parkland County
147	Glenn Hall Arena Cost Sharing Agreement	1/28/2018	Stony Plain
148	Golf Membership Refund Policy	4/29/1992	Stony Plain
149	Ground Squirrel and Gopher Control Policy	1/10/2014	Parkland County
150	Hamlet Servicing (Service Levels)	1/1/2020	Parkland County
151	Haying Permits - Undeveloped Municipal Reserves Policy	2/11/2003	Parkland County
152	Health and Safety Policy	2/25/2019	Stony Plain
153	Heritage Agriculture Society Agreement	1/20/2020	Stony Plain
154	High Level Bank Stability Review	11/29/2017	Parkland County
155	Housing and Service Needs Estimate	1/1/2018	Tri-Region
156	Human Resources Policy	2/11/2020	Parkland County
157	Human Resources Policy	2/11/2020	Parkland County
158	ICC Transit Presentation	1/1/2020	Tri-Region
159	ICC Waste Subcommittee Next Steps	3/26/2019	Tri-Region
160	Impending Legal Action Policy	11/4/2014	Parkland County
161	Indigenous Engagement Strategy	1/1/2016	Spruce Grove
162	Indoor Recreation Facility Strategy	7/1/2017	Tri-Region
163	Industrial Targeting Strategy	12/30/2019	Spruce Grove
164	Information Security Charter	10/16/2019	Spruce Grove
165	Information Security Strategy	9/29/2018	Spruce Grove
166	Infrastructure Use Policy	5/28/2018	Spruce Grove
167	Insurance Policy	12/16/2014	Parkland County
168	Integrated Community Sustainability Plan - Community Engagement		Parkland County
169	Integrated Community Sustainability Plan	10/1/2017	Parkland County
170	Intermunicipal Collaboration Framework	10/14/2014	Tri-Region
171	Internet Acceptable Use Technical Policy	2/18/2014	Spruce Grove
172	Investments Policy	11/24/2015	Parkland County
173	IS Core Services List	1/1/2020	Spruce Grove
174	IS Strategic Plan	1/1/2020	Spruce Grove

ID	Document	Effective Date	Municipality
175	IS Strategic Plan	3/1/2020	Parkland County
176	IT Capital Plan	1/1/2020	Stony Plain
177	Junior Fire Fighter Program Policy	8/25/2015	Parkland County
178	Labour Market Profile	12/1/2017	Parkland County
179	Labour Market Profile	12/1/2017	Spruce Grove
180	Labour Market Profile - Summary Report	12/1/2017	Tri-Region
181	Labour Market Profile	12/1/2017	Stony Plain
182	Land Management Policy	9/23/2019	Stony Plain
183	Land Use Bylaw	5/31/2019	Parkland County
184	Land Use Bylaw	7/10/2017	Stony Plain
185	Land Use Bylaw	1/1/2013	Spruce Grove
186	Leasing of Agricultural Land Policy	9/26/2000	Parkland County
187	Leisure Services Master Plan	1/1/2009	Tri-Region
188	Letter of Intent for Regional Plan	1/16/2019	Tri-Region
189	Long-Term Strategic Plan		Parkland County
190	Maintaining Biodiversity on County Lands Policy	10/14/2014	Parkland County
191	Maintaining Biodiversity on Private Land Policy	10/14/2014	Parkland County
192	Major Capital Cost Share Funding Policy	3/12/2019	Parkland County
193	Managing User Accounts and Access Controls Technical Policy	2/18/2014	Spruce Grove
194	Marked Crosswalks Policy	4/25/2016	Spruce Grove
195	Media Relations Policy	10/31/2019	Stony Plain
196	Media Response Policy	9/25/2012	Parkland County
197	Memorandum of Agreement - Tri-Region Transit	8/1/2019	Tri-Region
198	Memorandum of Understanding - Environmental Sustainability	7/31/2012	Tri-Region
199	Metropolitan Region Servicing Plan Report (MRSP)	1/1/2019	External
200	Municipal Art Policy	7/10/2012	Parkland County
201	Municipal Census Demographic Report	7/1/2019	Stony Plain
202	Municipal Census Policy	10/17/2016	Spruce Grove
203	Municipal Development Plan - Outdated	1/1/2007	Stony Plain
204	Municipal Development Plan	10/1/2017	Parkland County
205	Municipal Development Plan	1/1/2013	Stony Plain

ID	Document	Effective Date	Municipality
206	Municipal Development Plan - Bylaw	5/9/2016	Spruce Grove
207	Municipal Development Plan - Executive Summary	5/9/2016	Spruce Grove
208	Municipal Development Plan - Implementation Plan	5/9/2016	Spruce Grove
209	Municipal Development Plan	4/1/2020	Stony Plain
210	Municipal Development Standards	4/1/2006	Stony Plain
211	Municipal History Designation Policy	10/27/2008	Stony Plain
212	Municipal Reserve Disposition Policy	4/26/2011	Parkland County
217	Non-Residential Municipal Reserve Contribution Policy	7/16/2007	Spruce Grove
218	Municipal Risk Management Policy	1/9/2017	Stony Plain
219	Naming of Subdivisions, Parks, and Trails Policy	6/27/2017	Parkland County
220	Natural Areas Inventory	12/21/2017	Spruce Grove
221	Natural Areas Inventory	5/28/2013	Parkland County
222	New Employee Orientation Presentation	1/1/2020	Parkland County
223	Not for Profit Organization Grant Funding Policy	5/24/2016	Parkland County
224	Occupational Health and Safety Policy	7/14/2017	Spruce Grove
226	Off Site Levy Bylaw	7/1/2015	Parkland County
227	Off-Site Infrastructure Levies Policy	4/9/2013	Parkland County
228	Off-Site Levy Bylaw	7/8/2018	Stony Plain
229	Oil and Gas Development Policy	8/25/2015	Parkland County
230	Old Town Community Plan	6/10/2019	Stony Plain
231	Open Data Policy	1/9/2018	Parkland County
232	Operating and Capital Plan	12/10/2019	Parkland County
233	Organizational Chart	1/1/2020	Parkland County
234	Organizational Chart	9/24/2019	Spruce Grove
235	Organizational Chart	1/1/2020	Stony Plain
236	Outdoor Ice Policy	4/23/2007	Spruce Grove
237	Outstanding achievement Recognition Policy	5/13/1996	Spruce Grove
238	Over or Non-Budgeted Expenditures Policy	6/26/2000	Stony Plain
239	Overland Drainage Policy	11/24/2015	Parkland County
240	Overtime and Flexible Hours of Work Procedure Policy	12/16/2012	Spruce Grove
241	Park Bench Memorial Program Policy	1/22/2017	Stony Plain

ID	Document	Effective Date	Municipality
242	Parks and Open Space Master Plan	1/1/2015	Stony Plain
243	Parks and Open Space Master Plan	3/1/2007	Spruce Grove
244	Parks, Recreation, and Culture Master Plan	5/1/2017	Parkland County
245	Password and Account Management Procedure Policy	2/18/2014	Spruce Grove
246	Peace Officer Enforcement Jurisdiction Policy	2/1/2010	Parkland County
247	People Policy	6/13/2019	Stony Plain
248	Petitions Policy	10/14/2014	Parkland County
249	Planning and Development Guiding Document Policy	1/1/2019	Stony Plain
250	Planning and Development Permit Statistics - 2018	1/1/2019	Stony Plain
251	Planning and Development Permit Statistics	1/1/2020	Stony Plain
252	Playground Inspection and Maintenance Policy	9/11/2017	Spruce Grove
253	Policy Development Policy	8/21/2018	Stony Plain
254	Policy Development Policy	10/14/2014	Parkland County
255	Poverty and Homelessness Reduction Strategy - Phase 2	3/1/2017	Stony Plain
256	Poverty and Homelessness Reduction Strategy - Needs Assessment	1/1/2016	Stony Plain
257	Poverty and Homelessness Reduction Strategy	1/22/2019	Spruce Grove
258	Poverty and Homelessness Reduction Strategy - Appendices A-D	1/22/2019	Spruce Grove
259	Pre-Application Process for Land Development Projects	1/6/2020	Stony Plain
260	Pre-Feed Study Report	7/15/2016	Tri-Region
261	Prime Contractor Policy	6/8/2015	Stony Plain
262	Private Driveway Snow Removal Subsidy Program Policy	3/8/2016	Parkland County
263	Proclamation Policy	11/25/2019	Stony Plain
264	Procurement and Expenditure Policy	9/11/2017	Stony Plain
265	Procurement Policy	2/9/2016	Parkland County
266	Program Refund Policy	1/24/2000	Stony Plain
267	Programs and Services List	1/1/2020	Parkland County
268	Progressive Discipline Policy	9/1/2019	Spruce Grove
269	Prohibition of Off-Highway Vehicles Policy	12/13/2011	Parkland County
270	Promotional Items Policy	1/31/2012	Parkland County
271	Property Access Approaches Policy	11/24/2015	Parkland County

ID	Document	Effective Date	Municipality
272	Public Art Policy	9/14/2015	Stony Plain
273	Public Art Policy	6/9/2015	Spruce Grove
274	Public Committee Members Policy	4/23/2019	Parkland County
275	Public Engagement Policy	4/12/2016	Parkland County
276	Public Participation Policy	6/11/2018	Stony Plain
277	Public Participation Policy	6/11/2018	Spruce Grove
278	Public Security Peace Officer Program Policy	10/12/2010	Parkland County
279	Public Transit Service Policy	12/8/2015	Parkland County
280	Public Tree Policy	9/28/2009	Stony Plain
281	Quarterly Report	1/1/2020	Stony Plain
282	Quarterly Report - FCSS	1/1/2020	Stony Plain
283	Recognition of Council Members Policy	12/9/2014	Parkland County
284	Recognition of Fire Districts Policy	8/25/2015	Parkland County
285	Recognition of Fire Fighters Policy	8/25/2015	Parkland County
286	Records and Information Management Policy	10/14/2008	Stony Plain
288	Regional Context Statement	9/24/2018	Spruce Grove
289	Regional Context Statement		Stony Plain
290	Related Party Disclosure Key Management Personnel	12/11/2018	Parkland County
291	Reporting and Investigation of Near Misses and Incidents Policy	11/21/2019	Spruce Grove
292	Residential Waste Audit	11/1/2019	Spruce Grove
293	Residential Waste Audit	12/1/2016	Spruce Grove
294	Respectful Workplace Policy	9/1/2019	Spruce Grove
295	Restricted Surplus Policy	2/13/2018	Parkland County
296	Revenue and Taxation Policy	9/11/2017	Stony Plain
297	Risk Control Policy	7/9/2008	Parkland County
298	Road Marking Policy	8/13/2001	Stony Plain
299	Road Surfacing - County Residential Policy	9/10/2019	Parkland County
300	Roadside Seeding Policy	1/26/1999	Parkland County
301	Safety Policy	10/22/2019	Parkland County
302	Safety Policy	3/8/2016	Parkland County
303	Salt Management Policy	11/24/2015	Parkland County

ID	Document	Effective Date	Municipality
304	Sanitary Servicing Study - Update	10/1/2016	Parkland County
305	Seasonal Employee Orientation	1/1/2020	Stony Plain
306	Seed Cleaning Plant Assistance Policy	1/26/1999	Parkland County
307	Service Manager Work Order Destruction Policy	9/19/2019	Spruce Grove
308	Service Recognition Policy	8/16/2018	Spruce Grove
309	Shelterbelt Trees Policy	6/10/2014	Parkland County
310	Shikaoi Exchange Program Procedure	1/1/2019	Stony Plain
311	Sidewalk Maintenance and Repair Policy	4/25/2016	Spruce Grove
312	Sidewalk Maintenance Policy	8/13/2001	Stony Plain
313	Signage Implementation Strategy	5/1/2019	Stony Plain
314	Signage Strategy Policy	10/31/2019	Stony Plain
315	Signing or Authorizing of Municipal Documents Policy	5/23/2006	Stony Plain
316	Smart Phone and Cell Phone Usage Policy	5/17/2010	Spruce Grove
317	Snow and Ice Control Policy	9/11/2017	Spruce Grove
318	Snow Removal and Ice Control Policy	8/13/2001	Stony Plain
319	Snow Removal Policy	7/7/2000	Parkland County
320	Snow Route and Residential Snow Clearing; Communication and Enforcement	12/3/2018	Spruce Grove
321	Social Media Policy	3/14/2019	Stony Plain
322	Social Sustainability Plan	5/16/2016	Spruce Grove
323	Soil Conservation Policy	1/26/1999	Parkland County
324	Specialized Transportation Grants Policy	5/13/2014	Parkland County
325	Sponsorship Policy	10/9/2018	Spruce Grove
326	Staging Bikeathons Policy	11/24/2015	Parkland County
327	Statement on Regionalism Policy	7/10/2017	Stony Plain
328	Storm Sewer Maintenance Policy	8/13/2001	Stony Plain
329	Storm Water Management Facility Naturalization Policy	2/11/2014	Parkland County
330	Stormwater Master Plan - Amendment	8/1/2011	Parkland County
331	Stormwater Master Plan	8/1/2011	Parkland County
332	Stormwater Master Plan	4/15/2019	Stony Plain
333	Strategic and Corporate Plan Q4 Report - 2019	1/1/2020	Stony Plain

ID	Document	Effective Date	Municipality
334	Strategic Plan	1/1/2019	Stony Plain
335	Strategic Plan	1/1/2018	Spruce Grove
336	Strategic Plan	1/1/2016	Parkland County
337	Street Lighting Policy	7/10/2018	Parkland County
338	Street Sweeping Policy	11/11/2017	Spruce Grove
339	Subdivision Appeal Board Bylaw	1/14/2019	Stony Plain
340	Subdivision Conditions and Endorsements Policy	3/27/2012	Parkland County
341	Surveillance Systems	2/14/2005	Stony Plain
342	Target Sector Study and Marketing Plan	1/1/2015	Stony Plain
343	Task Force Policy	7/10/2006	Spruce Grove
344	Tax Rate Bylaw	4/1/2019	Parkland County
345	Tax Rate Bylaw	1/1/2020	Spruce Grove
346	Tax Rate Bylaw - Business Improvement Area	1/1/2019	Spruce Grove
347	Tax Rate Bylaw	5/13/2019	Stony Plain
348	Technical Growth Study	10/1/2017	Parkland County
349	Technical Growth Study	12/1/2016	Spruce Grove
350	Technical Growth Study - Addendum	6/1/2019	Spruce Grove
351	Technology Use Policy	3/22/2010	Stony Plain
352	TLC Outdoor Rink MOA	12/16/2016	Spruce Grove
353	TLC Presentation - Presentation	1/1/2019	Spruce Grove
354	TLC Presentation - Speaking Notes	1/1/2019	Spruce Grove
355	Topsoil Removal Policy	1/26/1999	Parkland County
356	Tourism Action Plan		Parkland County
357	Traffic Bylaw - Off-Highway Vehicles Only		Stony Plain
358	Traffic Impact Assessment	9/19/2018	Parkland County
359	Traffic Safety Plan	1/1/2019	Spruce Grove
360	Transit Annual Report	11/18/2019	Spruce Grove
361	Transit Bus Service Agreement	1/1/2018	External
362	Transit Cost and Revenue Sharing Agreement	1/14/2020	Tri-Region
363	Transit Plan	2/1/2018	Tri-Region
364	Transit Report	1/1/2018	Tri-Region

ID	Document	Effective Date	Municipality
365	Transit Survey	8/16/2018	Spruce Grove
366	Transit Survey	1/24/2016	Spruce Grove
367	Transit Survey	12/1/2015	Spruce Grove
368	Transit Survey	11/20/2018	Spruce Grove
369	Transportation Master Plan	5/1/2012	Spruce Grove
370	Transportation Master Plan	8/1/2011	Stony Plain
372	Tri-Municipal Region Labour Market Strategy and Action Plan	12/1/2018	Tri-Region
373	Turf Maintenance Policy	10/24/2011	Spruce Grove
374	Understanding Municipal Realities	10/4/2019	Spruce Grove
375	Understanding Municipal Realities	10/4/2019	Stony Plain
376	Understanding Municipal Realities	10/4/2019	Parkland County
377	Undeveloped Municipal Reserves Policy	1/26/1999	Parkland County
378	Use of Municipal Resources for Elections Campaigns Policy	4/10/2017	Spruce Grove
379	Utility Bylaw	11/25/2019	Stony Plain
380	Vegetation Control Policy	6/10/2014	Parkland County
381	Vehicle and Equipment Maintenance Policy	8/13/2001	Stony Plain
382	Vehicle Policy	3/10/2008	Stony Plain
383	Video Surveillance Policy	8/23/2019	Spruce Grove
384	Waste Harmonization Study	3/21/2019	Tri-Region
385	Water and Hydrant Systems Maintenance Policy	8/13/2001	Stony Plain
386	Water and Sanitary Master Plan - Update	3/1/2019	Stony Plain
387	Water Conservation Program Plan	2/1/2016	Spruce Grove
388	Water Servicing Study	9/1/2019	Parkland County
389	Website Content Policy	10/31/2019	Stony Plain
390	Weed Inspectors Policy	6/10/2014	Parkland County
391	Western Economic Diversification Contribution Agreement Application	2/8/2019	Tri-Region
392	Wetland Inventory and Historical Loss Assessment	10/1/2016	Parkland County
393	Whistleblower Policy	5/28/2019	Parkland County
394	Workplace Violence Policy	3/5/2019	Stony Plain
395	Workplace Violence Prevention Policy	9/1/2019	Spruce Grove

ID	Document	Effective Date	Municipality
396	Youth Engagement Report	11/1/2016	Spruce Grove
397	Zoning District Map	7/1/2017	Stony Plain
398	Zoning District Map	1/1/2020	Parkland County
400	Occupational Health and Safety for Contractors Policy	9/1/2011	Spruce Grove
401	Sanitary Sewer System Inspection and Maintenance Policy	4/26/2004	Spruce Grove
402	Water Distribution System Inspection and Maintenance Policy	4/26/2004	Spruce Grove
403	Green Buildings Policy	4/28/2014	Spruce Grove
404	Developer Contribution Policy	6/13/2011	Spruce Grove
405	Development Agreement Approval Policy	7/13/2007	Spruce Grove
406	Municipal Development Standards Policy	5/8/2006	Spruce Grove
407	Solid Waste Services Policy	1/26/2015	Spruce Grove
408	Driver Safety and Vehicle Maintenance Policy	3/9/2010	Spruce Grove
409	Municipal Fleet Anti-Idling Policy	2/13/2006	Spruce Grove
410	Cemetery Master Plan - Draft	3/27/2020	Stony Plain
411	Tri-Leisure Centre - Corporate Plan	1/1/2020	Tri-Region
412	Tri-Leisure Centre - Strategic Plan	1/1/2016	Tri-Region
413	Tri-Leisure Centre - Policy List	1/1/2020	Tri-Region
414	Training Facility Joint Use Agreement	1/1/2019	Spruce Grove
415	Joint Firefighter/EMT Paramedic Regional Recruitment Agreement	1/1/2018	Spruce Grove
416	IUOE Collective Agreement	1/1/2016	Spruce Grove
417	IAFF Collective Agreement	7/1/2014	Spruce Grove
418	Regional Fire Chiefs Committee Terms of Reference	6/26/2018	Spruce Grove
419	Aerial Ladder Truck Sales Agreement	9/30/2011	Spruce Grove
420	Fire Quality Management Plan		Spruce Grove
421	Emergency Management Bylaw	11/12/2019	Spruce Grove
422	Horizon Stage Shared Spaced MOA	6/1/2018	Spruce Grove
423	Specialized Transit Contract and Agreement Filing Form	10/1/2017	Spruce Grove
424	Agrena Recreation Cost Share Agreement	1/1/2015	Spruce Grove
425	Horizon Stage Cost Share Agreement	1/1/2015	Spruce Grove
426	Municipal Development Plan - Update due to Annexation	2/24/2020	Spruce Grove

ID	Document	Effective Date	Municipality
427	Mobile Vending Guidelines	3/27/2020	Stony Plain
428	Accessible Transportation Plan	1/1/2019	Stony Plain
429	Arts and Culture Facility Plan and Conceptual Design	12/1/2019	Stony Plain
430	Cultural Roundtable TOR	1/1/2018	Stony Plain
431	Fire Quality Management Plan	3/1/2013	Stony Plain
432	Poverty Impact Report	1/1/2019	Stony Plain
433	Aerial Ladder Truck MOU	3/1/2011	Tri-Region
434	Animal Shelter Service Agreement	6/22/2016	Stony Plain
435	West Parkland Natural Gas Distribution Agreement	1/29/2016	Stony Plain
436	EMS Station MOU	9/15/2014	Stony Plain
437	FCSS Cost Share Agreement	1/1/2019	Stony Plain
438	Shared Peace Officer Service MOA	9/28/2015	Tri-Region
439	Fire Services Mutual Aid Agreement	7/11/2007	Tri-Region
440	Student Resource Officer MOU	11/9/2011	Tri-Region
441	RCMP Shared Facility MOA	5/26/2017	Stony Plain
442	Criminal Analyst MOA	1/16/2012	Stony Plain
443	Pioneer Museum MOA	1/17/2020	Stony Plain
444	TLC Operating Agreement	2/26/2020	Stony Plain
445	Visitor Information Center MOA	1/21/2020	Stony Plain
446	City Assessor Policy	2015	Spruce Grove
447	Property Tax Distribution Policy	2008	Spruce Grove
448	One Time Revenue Policy	2010	Spruce Grove
449	Debt Management Policy	2015	Spruce Grove
450	Unpredictable Revenue Policy	2009	Spruce Grove
451	Tax Payment Plan Policy	2009	Spruce Grove
452	Accounting Policy	2010	Spruce Grove
453	Accumulated Surplus Policy	2015	Spruce Grove
454	Delegation of Signing Authority	2012	Spruce Grove
455	Financial Management Representation Policy	2013	Spruce Grove
456	Notifications for Disruptions to Traffic Policy	1986	Spruce Grove

ID	Document	Effective Date	Municipality
457	Electronic Billboard: Community Group Advertising and Booking Policy	2018	Spruce Grove
458	Town Naming Policy	2020	Stony Plain
459	Boundary Interface Planning Study	2007	Tri-Region
459	Urban Forest Management Plan	2007	Spruce Grove
460	Urban Forest Management Plan	2004	Spruce Grove
461	Urban Forest Management Plan	2004	Spruce Grove
462	Fibre-Optic Broadband Strategy	2019	Spruce Grove
463	Stormwater Master Plan	2015	Spruce Grove
464	Tri-Leisure Center Part Nine - Memorandum of Agreement	2015	Tri-Region
465	Flood Mitigation Strategy	2020	Stony Plain
466	Sturgeon River Watershed Management Plan	2020	Tri-Region
467	Regional Event Hosting Strategy	2014	Tri-Region (Spruce Grove and Stony Plain)
468	SDAB Policy	2001	Stony Plain
469	Committee & Board Recognition Policy	2006	Stony Plain
470	Procurement Procedures Manual	2015	Stony Plain

Appendix B: Project Glossary

Note: The glossary has been developed based on a wide range of existing plans, studies, master plans and policies that have already been defined by the three municipal partners, as well as other similar, relevant growth plans.

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accessibility: Ease by which people are able to access employment, learning and recreation opportunities from their place of residence regardless of age, gender, income, or physical ability.

Adjacent Land: Land that is contiguous or land that would be contiguous if not for a railway, road or utility right-of-way, reserve land, or water body.

Affordable Housing: Housing provided for persons or families who earn less than the median income for their household size and pay more than 30 percent of that household's gross income for housing whether owned or rented.

Agricultural Impact Assessment: An assessment to determine if a development proposal will adversely affect existing and future agricultural activities on-site and in the surrounding area. The assessment describes the proposed development, the on-site and surrounding land uses, and the physical and socio-economic components of the agricultural resource bases; identifies the direct and indirect impacts of the proposed development on existing agricultural operations and on the flexibility of the area to support different types of agriculture; considers mitigation measures for reducing any adverse impacts; considers compensation such as the provision of agricultural protection easements; and makes recommendations in that regard. It has consideration for the cumulative effects of other potential development

Agricultural Land: Land that is or can be used for a range of extensive (e.g. field crops, cow-calf operations) and intensive (e.g. confined feeding operations, greenhouse, market gardens, agricultural processing facilities) agricultural uses that produce food for human or animal consumption.

Airshed: A region sharing a common flow of air, which may become uniformly polluted and stagnant.

Alberta Building Code: The Alberta Building Code is a document that sets standards for technical design and construction of buildings. The Code provides minimum standards to ensure structural stability, fire safety and accessibility. The standards are also designed to reduce health hazards and promote energy efficiency. It is one of a group of documents collectively known as the Alberta Safety Codes which cover different parts or systems in buildings.

Alberta Safety Code: The Alberta Building Code and Alberta Fire Code establish minimum requirements to ensure public and building occupant safety, accessibility, energy conservation, fire safety, and structural integrity. The Alberta Safety Codes Act is provincial law that provides the regulations on which the safety codes are based. It also allows for the Safety Codes Council to be established. It defines the responsibilities and accreditation requirements of safety codes officers, agencies and municipalities that oversee the codes.

Amalgamation: Process by which two municipalities join to become one municipality.

Amortization: The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule. Related to the financial lifecycle of municipal assets.

Annexation: Process by which land is transferred from one municipality to another subject to a process defined by the MGA and the approval of the Minister of Municipal Affairs.

Arterial Commercial: Commercial areas intended for trade and service(s) related to automotive transportation and the automobile traveller, and other commercial land uses which are built at low densities, in planned centres, generally to serve the municipality and the region as a whole.

Area Redevelopment Plan (ARP): A plan adopted as an area redevelopment plan pursuant to the Municipal Government Act, which provides a framework for future development in an already developed area.

Area Structure Plan (ASP): A plan adopted as an area structure plan pursuant to the Municipal Government Act, which provides a framework for future subdivision and development in an area.

Assessment: Process of placing a dollar value on properties for taxation purposes. The value of the assessment determines the equitable distribution of tax burden to all assessed parcels to determine the amount of taxes that will be charged to the owner of the property.

Asset Condition: The physical condition of the asset, often measured based on physical observation, testing or engineering judgement. The condition of the asset will often influence its performance, and ultimately the level of service derived from that asset.

Asset Management: The coordinated activity of an organization to realize value through the strategic management of its assets.

Asset Management Plan: A document that specifies the activities, resources and timescales required for an individual asset, or a grouping of assets, to achieve the organization's infrastructure objectives.

Asset Management Policy: A document that specifies the guidelines and goals relating to asset management set by senior leadership or and Council.

Best Practices: Widespread agreement within a professional or technical field on an activity, technique, method, or process, or any combination of these factors, that is most effective in arriving at a desired outcome.

Big Box Retail: Large warehouse-style stores, often specializing in a specific retail category (i.e. toys, office supplies), many with upwards of 9,000 square metres of floor space and large parking lots.

Biodiversity: Biological diversity is the variety of life and its processes; and it includes the variety of living organisms, the genetic differences among them, and the communities and ecosystems in which they occur.

Brownfield Site: Brownfield sites are the result of industrial activities such as railroads, gas stations, oil refineries, truck terminals, wood treatment facilities, dry cleaners, liquid/chemical storage facilities, steel and heavy manufacturing plants, etc. Often these sites are contaminated and require remediation before redevelopment can occur.

Building Permit: An authorization from a municipality showing that proposed construction work is approved and complies with the Alberta Building Code. Work may include construction, demolition, alteration, relocating buildings, and sometimes repairs to buildings.

Bus Rapid Transit: A variety of transportation techniques that, through improvements to roads, transit infrastructure, vehicle types and scheduling, use buses to provide a level of service that is of higher quality than an ordinary bus transit route. The techniques used may include bus priority lanes on roads, bus activated traffic signals, less frequent stops along a route, and less time between buses at the designated stops.

Business License: A licence issued by municipalities to a business owner confirming lawful operation of a business in the municipality. A business license ensures that measures are in place to protect consumers and ensure public safety.

Business Revitalization Zone (BRZ): Established under the authority of the Municipal Government Act, a BRZ deals with issues such as cleanliness, parking, promotions/marketing and safety and is responsible for one or more of the following initiatives:

- Improving, beautifying and maintaining property in the zone.
- Developing, improving and maintaining public parking.
- Promoting the zone as a business or shopping area.

Business Tax: Tax to raise revenues from businesses within a municipality's boundaries. A municipal council must pass a bylaw to impose a business tax. The business tax payable is the responsibility of the person operating the business.

Bylaw: A law made by a local authority in accordance with the powers conferred by or delegated to it under the Municipal Government Act. Bylaws are enforceable through penalties, able to be challenged in court and must comply with higher levels of law.

Connectivity: Development or infrastructure that maximizes opportunities for people to physically connect with each other on, for example, bike trails, walking paths, or transit.

Conservation Agreement (or Easement): An agreement registered against title whereby a landowner grants to another person or organization provisions for the protection, conservation and enhancement of the environment. A conservation agreement may provide for recreational use, open space use, environmental education use, and research and scientific studies of natural ecosystems

Contiguous Development: Development that occurs immediately adjacent to existing development.

Corridor: A passageway or route such as a major utility, roadway and transit route through an area.

Corporation: A legal entity that is separate from its owners, the shareholders. The corporation name may be identified by the terms Limited, Ltd, Incorporated, Inc, Corporation or Corp.

Country Residential: Subdivision of rural lands that creates multiple residential lots that are serviced with wells or cisterns and septic systems or by connection to communal water and sanitary services.

Typically, Country Residential subdivisions have an average net residential density less than 200 units per quarter section.

Cultural Assets: Something that has value because of its contribution to a community's creativity, knowledge, traditions, culture, meaning, and vitality.

Density: The relative number of people, structures, jobs or some other attribute per a unit of measure, for example, per acre or hectare of land.

Designated Industrial Properties: Facilities regulated by the Alberta Energy Regulator, the Alberta Utilities Commission or the National Energy Board, including land and improvements; linear property which includes electric power systems, telecommunication systems, wells, pipelines, and railway; major plants as set out in the regulations

Development: A change in the intensity of use of land or a building or an act done in relation to land or a building that results in or is likely to result in a change in the intensity of use of land or building.

Development Footprint: The amount of land consumed by development, typically including impervious surfaces, such as the buildings, sidewalks, roads and parking.

Development Permit: Authorization from a municipality for a proposed development including the design, location and use of a building or structure.

Downtown Open Space: Comprised of, but not limited to, publicly accessible parks, plazas, street edge and streetscapes with a mix of hard and soft landscaping designed to beautify the urban core and provide "green" respites from the heat, noise and congestion of the downtown area.

Eco-industrial Park: A type of industrial park in which businesses cooperate with one another and the local community in an attempt to reduce waste, efficiently share resources (such as information, materials, water, energy, infrastructure and natural resources), and produce sustainable development, with the intention of increasing economic gains and improving environmental quality.

Ecological Management System: A database/mapping inventory system that is designed to provide an integrated and sustainable approach to manage ecological features in established and new growth areas.

Economic Development: Any effort, initiative or undertaking designed to aid or increase the growth of an economy. local businesses can succeed and grow, and attracting new enterprises to the community

Edmonton Metropolitan Regional Board: The Capital Region Board established by Section 2 of the Capital Region Board Regulation A.R. 49/2008.

EMRB Growth Plan: A plan for the Edmonton metropolitan region to manage align growth management strategies and improve regional competitiveness on a global scale.

EMRB Region: The Capital Region, specifically the geographic area contained within the participating EMRB municipalities, including all partner municipalities in the sub-region.

Environmental Reserve: Land dedicated (given) to a municipality during the subdivision process because it is considered undevelopable for environmental reasons in accordance with Section 664 of the

Municipal Government Act. This may include areas such as wetlands, ravines, drainage courses, steep slopes, etc.

Enterprise Resource Planning (ERP): The integrated management of main business processes, often in real time and mediated by software and technology.

Environmentally Sensitive Area: An undisturbed or relatively undisturbed site, which because of its natural features, has value to society and ecosystems worth preserving.

Equalized assessment: Equalized assessment is an annual calculation that creates a common assessment base for distributing the provincial education property tax requisition among municipalities, the regional requisitions of some housing authorities, and may also be used to distribute provincial and federal grants among municipalities.

E-Services: The provision of online, digital municipal services to residents via the internet in a self-serve model.

First Nations Reserve: Not a part of any municipality. The federal government takes responsibility for First Nations reserves.

Freedom of Information and Protection of Privacy Act (FOIP): Protects an individual's privacy by setting out rules for collection, use or disclosure of personal information by public bodies.

Geographic Information System (GIS): A technical system allowing for the visualization, analysis, use and presentation of location related data and geographic information. Can also be a service provided specifically by a specialist or team of specialists in a municipality.

Goal: An idealized end towards which planned action is directed and which provides an indication of what is to be achieved.

Governance: Governance refers to the institutions that governments function within and the relationships governments have with other stakeholders. The major characteristics of good governance are participatory, consensus oriented, accountable, transparent, responsive, equitable and inclusive, effective and efficient, and follows the rule of law.

Greenfield Development: The conversion of undeveloped land or land that has been developed for low intensity uses such as agriculture, to more intense forms of development.

Greenway: A greenway is a linear park or public open space that connects parks and other public open spaces to one another. Greenways are active recreation spaces that accommodate active transportation options for the community (e.g., walking or cycling to work etc.).

Growth: Growth of a region or municipality is defined as increase in its size, population or employment.

Growth Strategy: A document that establishes high level policy direction for the long term (50+years) growth of the municipality.

Growth Study: A document that evaluates the supply of developable land relative to demand in the 5-30-year time frame and establishes approaches to issues such as annexation of land, timing of major utility extensions etc.

Healthy Communities: A community that is continuously creating and improving physical and social environments that enable people to achieve a better quality of life by working, for example, to improve obesity and related health problems, air quality, economic vitality and poverty, and social cohesion.

Heavy Industrial Development: A manufacturing or processing activity which, may have a detrimental effect on people and/or the environment through: high volume vehicle movement; pollution of air, soil or water; nuisance as a result of noise, smoke, odour, dust, fumes, glare or humidity; or hazard arising from fire, explosion, radiation or contamination.

Heritage Conservation: All actions or processes that are aimed at safeguarding the character-defining elements of a cultural resource so as to retain its heritage value and extend its physical life. This may involve preservation, rehabilitation, restoration or a combination of these actions or processes.

Inclusive Communities: Communities that have a variety of housing, commerce, recreational, institutional, social and public amenities within their boundary. Inclusive communities provide a physical and social environment where residents can live, learn, work and play without having to travel beyond the community boundary.

Infill Development: Development in existing developed areas, occurring on vacant or underutilized lands, or re-development of a developed site to a higher density.

Infrastructure: Physical assets developed by the province or municipality to provide services to citizens and to support the functioning of a local or regional economy, including roads, sewer lines, transit, emergency response vehicles, recreational facilities, parks, information technology and more.

Infrastructure, Local: Services and facilities that have capital investment and maintenance responsibilities, including roadways, sidewalks, street lights and traffic signals, transit facilities, solid waste and water delivery systems, potable water distribution systems, storm sewers, sanitary sewers, sports fields, playgrounds, arenas, pools, police and emergency stations, civic buildings and parks

Infrastructure, Regional: Physical infrastructure developed by the federal government, province and/or municipality to provide services to citizens and businesses, and to support the functioning of a regional economy (e.g. major interchange, post-secondary institutions, hospitals, bridges, highways, extension of light rail transit line, regional water and/or sewer systems, etc.).

Integrated Community Sustainability Plan (ICSP): A long-term plan, developed in consultation with community members, to help the community realize sustainability objectives within environmental, cultural, social and economic dimensions of its identity.

Intensification: The development of a property, site or area at a higher density than currently exists during redevelopment (including the reuse of Brownfield sites), development of vacant and/or underutilized lots, the conversion or expansion of existing buildings, and infill development, and may include Greenfield sites with development densities higher than historical norms.

Intermunicipal Collaboration Frameworks (ICF): Intermunicipal agreements mandated by Section 708 of the Municipal Government Act addressing negotiation and agreement for regional delivery and cost sharing of transportation, water, waste water, solid waste, recreation and emergency services, and other services where adjacent municipalities agree that services benefit residents in more than one of the municipalities.

Intermunicipal Development Plan (IDP): A statutory plan adopted by two or more councils to establish concurred policy and guide coordination of land use planning matters between the municipalities pursuant to Section 708 of the Municipal Government Act.

Intermunicipal Off Site Levies: A development levy that may be regional in nature enabling the collection of payment as a contribution toward infrastructure serving parcels or subdivided parcels in multiple jurisdictions. The off-site levies can be for roadway, water, wastewater as well as for facilities that may be regional in nature (i.e. firehall or community recreation facility).

Joint Use Agreements: Agreements that define how municipalities and school boards work together to assemble land for school sites, share facility access, and identify/dispose of surplus school sites.

Joint Use Site: A site that houses multiple, but complimentary facilities such as a school, library and recreation centre. Parking and other associated uses can be shared in order to use land efficiently. Facilities may be housed under one roof or in separate buildings.

Land Use Bylaw (LUB): The bylaw that divides a municipality into land use districts and establishes procedures for processing and deciding upon development applications. It sets out rules that affect how each parcel of land in the municipality can be used and developed and includes a zoning map

Leadership in Energy and Environmental Design: Leadership in Energy and Environmental Design (LEED) is the world's most widely recognized system for rating environmentally friendly buildings.

Life Cycle Costs: The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs. (IIMM)

Light Rail Transit (LRT): A transit mode using electrically powered rail vehicles operating in one to five car trains. The rails can be on exclusive right-of-way or incorporated into the road right-of-way.

Linear property: Property that generally has distribution networks or other facilities, and may extend across municipal boundaries (for example, oil and gas wells, pipelines, and electric power systems).

Liveability: The environmental and social quality of an area as perceived by residents, employees, customers and visitors. This includes safety and health, environmental considerations, social interactions, recreation and entertainment. Also referred to as Quality of Life. Often codified in resident satisfaction surveys.

Major Employment Areas: Areas that have, or are anticipated to have, a significant concentration of jobs, such as Port Alberta, Acheson, Nisku and Alberta's Industrial Heartland.

Master Plan: A strategic document typically detailing the current state of a specific area, the desired future state and any initiatives, actions, or recommendations to reach this state.

Memorandum of Agreement (MOA): Establishes a mutually satisfactory relationship between the parties.

Memorandum of Agreement (MOU): Establishes a mutually satisfactory relationship between the parties and an intended common line of action.

May: An operative word meaning a permitted action, based on fulfillment of specific criteria.

Multi-Use Corridor: A generally linear area of land designed to accommodate major infrastructure such as roads, transmission lines, and pipelines within and between regions.

Municipal Development Plan (MDP): A plan adopted by Council as a Municipal Development Plan pursuant to the Municipal Government Act, which is an overall policy guide to a municipality's future growth and development.

Municipal Government Act (MGA): Provincial legislation which outlines the power and obligations of a municipality. Part 17 of the MGA provides the means by which plans, and bylaws may be adopted to guide development and the use of land and buildings.

Municipal Partners: For the purpose of this report municipal partners refers to Parkland County, the City of Spruce Grove, and the Town of Stony Plain

Naturalized Area: An area of land or water that is dominated by native vegetation in naturally occurring patterns. Such areas could include grasslands, forests, wetlands, peatland, or riparian areas. Areas such as groomed parks, sports fields and schoolyards are not natural areas.

Open Space: Open Spaces are areas of land and water that could include active recreation parks, schoolyards, cemeteries, conventional stormwater management facilities, and farmland. Includes lakeshores, riverbanks, provincial parks, recreation areas and crown lands of significant size.

Objective: Directional statements that are usually phrased in measurable terms for given time frames.

Off Site Levies: A fee municipalities may collect to fund municipal servicing improvements for new construction such as expanding roads, sanitary sewer systems, storm sewers, water systems, community recreation facilities, fire halls, police stations and libraries.

Performance Security: A performance security is money submitted to a municipality by a developer as a form of guarantee that the public infrastructure built by the developer is structurally and functionally sound and meets standards. Examples of public infrastructure covered by the performance security may include roads, sidewalks and underground utilities.

Policy: A deliberate statement of action to guide decisions and achieve rational outcome(s).

Preserve: An act to maintain the quality or condition of a resource in its current form, and to retard the deterioration of the resource (e.g. agricultural land).

Principle: A basic or shared value that guides the direction of policy formulation.

Priority Growth Area: Locations where growth is directed due to existing or planned multi modal transportation corridors, the proximity to existing or proposed major employment areas, the redevelopment or intensification opportunities, and the ability to utilize and maximize existing infrastructure.

Provincial Land Use Framework: A policy of the Government of Alberta to introduce and implement regional land use plans to ensure the long-term health of Alberta's communities, economy and the environment.

Reclamation: Action taken to restore disturbed lands to the state or near to the state that the lands were in prior to disturbance.

Regional Context Statement: Report prepared by each municipality that describes how the municipal policies, principles and programs support the Capital Region Growth Plan and is included as part of a Municipal Development Plan.

TransAlta Tri Leisure Centre (TLC): An activity centre formed as a union between the municipalities of Parkland County, Stony Plain and Spruce Grove. The centre was opened to the public in 2003.

Tri-Municipal Regional Plan (TMRP): The final deliverable of the project. The goal of the plan is to improve governance, service delivery, fiscal capacity and economic prosperity for the benefit of all residents in the sub-region.

Tri-Municipal Regional Plan Service Area Sub-Strategies: The sub-strategies required to form the comprehensive, integrated regional plan. These include the: Current State Analysis, Municipal Services Analysis, Economic Development Strategy, Transportation, Utilities, and Infrastructure Strategy, Preferred Land Use Strategy, Competitiveness Review, Social Strategy, Cultural Strategy, Recreation Strategy, and the House Needs Assessment and Strategy

Tri-Municipal Regional Plan Committee: The primary governance committee for the project. The group includes members of municipal council who will be ambassadors for the plan going forward.

Tri-Municipal Regional Plan Administrative Committee: The internal project committee for the project. This team is responsible for providing overall guidance, and information review.

Tri-Municipal Regional Plan Integration Consultant: The integration consultant's role is to continually engage the region and sub-consultants throughout the engagement to ensure consistency of the final strategic document.

Tri-Municipal Regional Plan Secondary Consultant: The secondary consultant's role is to develop and deliver the Service Area Sub-Strategies.

Regulated Property: Farmland, machinery and equipment, linear property, and railway property.

River Valley Alliance: A corporation formed by the City of Edmonton, City of Fort Saskatchewan, Parkland County, Leduc County, Sturgeon County, Strathcona County and Town of Devon for the development of the North Saskatchewan River Valley for environmental and recreation purposes pursuant to "A Plan of Action for the Capital Region River Valley Park".

Service Levels: Levels of service statements describe the outputs or objectives an organization or activity intends to deliver to customers.

Shall: An operative clause word meaning mandatory compliance.

Should: An operative word meaning that, in order to achieve regional objectives, it is strongly advised that the action be taken.

Site Servicing Plan: A site servicing plan relates to a specific development. It is a scale drawing that depicts proposed or altered underground site servicing infrastructure (i.e. water, sanitary, stormwater drainage) for a development. It also includes any proposed changes to site grading, surface drainage and on-site stormwater retention.

Social Infrastructure: Social infrastructure, or soft infrastructure, can refer to services provided by or in municipalities such as hospitals, community and recreational facilities, public spaces, social housing, volunteer networks and community-based agencies.

Statutory Plan: A statutory plan is an intermunicipal development plan (IDP), a municipal development plan (MDP), an area structure plan (ASP), or an area redevelopment plan (ARP) adopted by a municipality.

Subdivision and Development Appeal Board (SDAB): The Subdivision and Development Appeal Board (SDAB) is a board that hears appeals of certain decisions on development permits and subdivisions. Enforcement orders may also be appealed to the SDAB. The SDAB has the authority to uphold, overturn or modify decisions or orders. All persons affected by a decision that has been appealed are entitled to address the board. Members of the SDAB are appointed.

Sub-Region: See Municipal Partners entry.

Tangible Capital Assets: Tangible capital assets are non-financial assets having physical substance that:

i. are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets

ii. have useful economic lives extending beyond an accounting period

iii. are to be used on a continuing basis; and

iv. are not for sale in the ordinary course of operations.

Transit Node: A strategic location where development is directed because of good accessibility to transit services.

Transit-Oriented Development (TOD): Refers to intensified development around transit stations with progressively lower density development spreading outwards from the centre.

Traffic Demand Management (TDM): Strategies aimed at reducing the number of vehicle trips, shortening trip lengths, and changing the timing of trips so that they occur outside of peak hours. These strategies include use of public transit, carpools, bicycling and walking and typically focus on home-to-work trips

Universal Design: Universal design refers to the design of the built environment so that it is readily usable by all people.

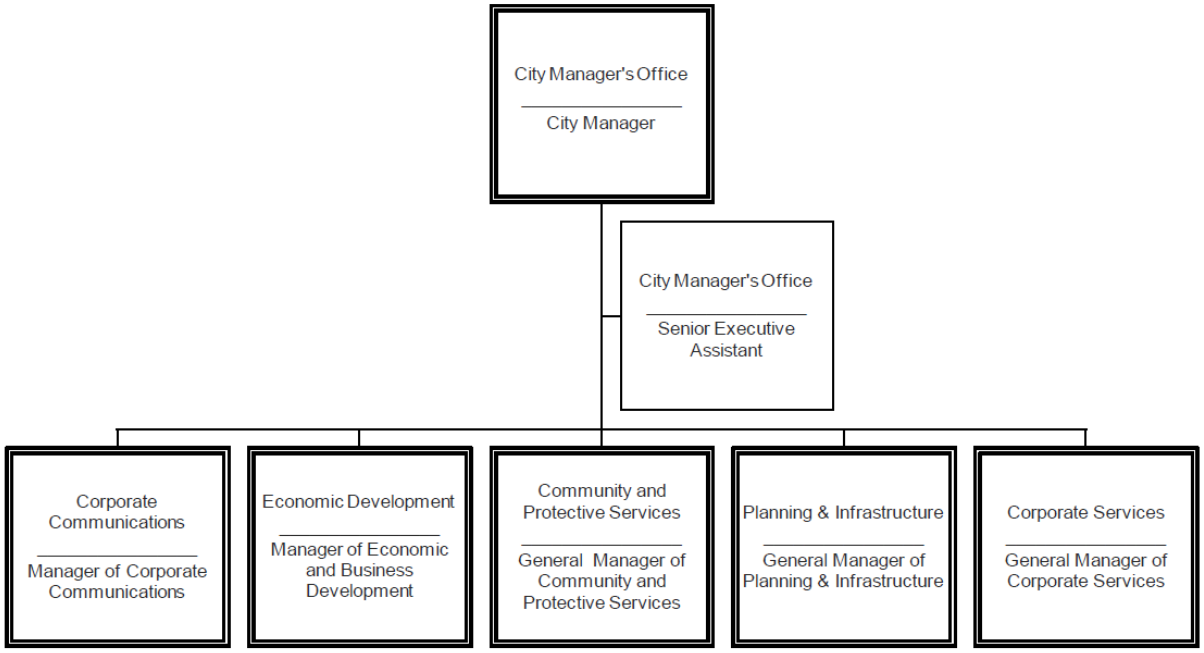
Utilities: Facilities for gas, electricity, telephone, cable television, water, storm and sanitary sewer.

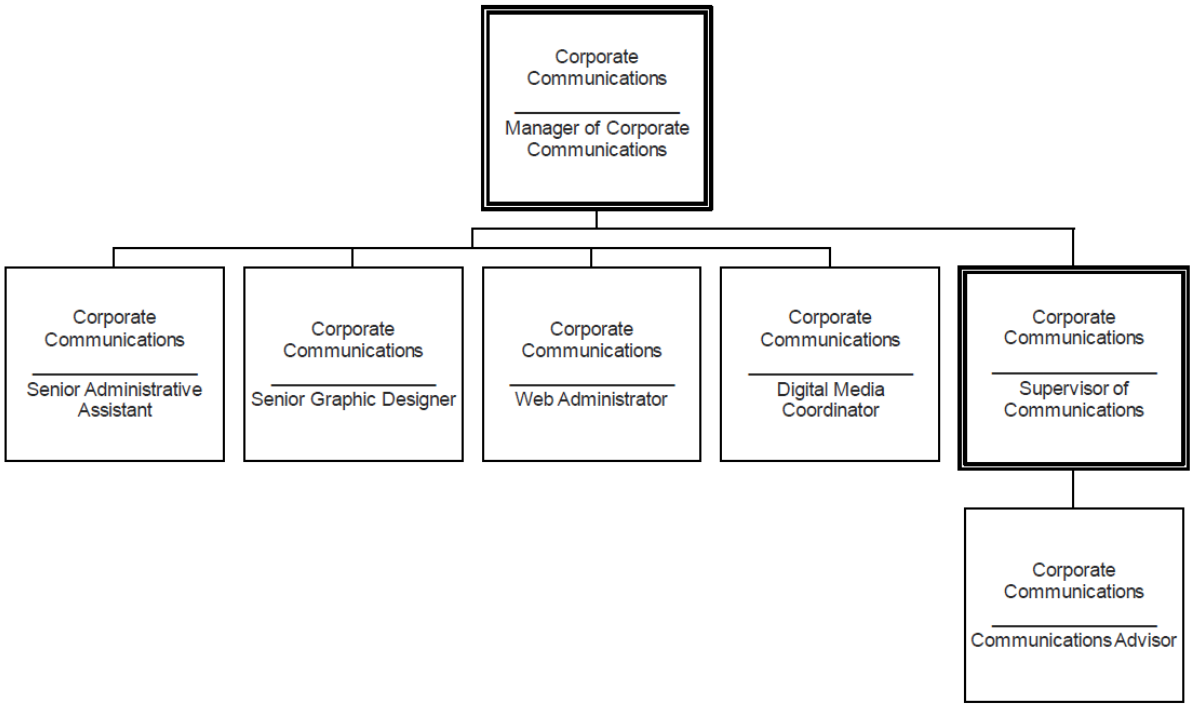
Watersheds: An area of land that is geographically distinct in which snowmelt and rainfall are drained by a river and its tributaries to the same outlet, and the river, tributaries and outlet are unique to that geographical area. Watersheds are also sometimes referred to as drainage basins.

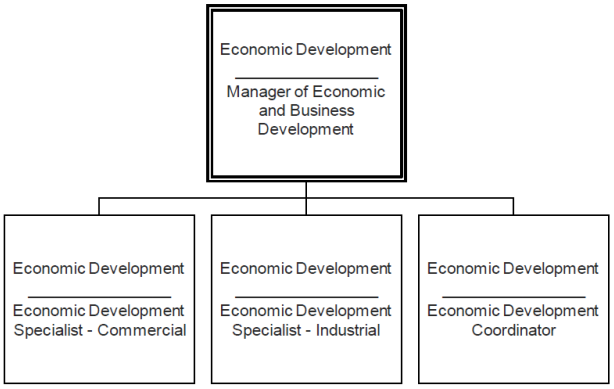
Appendix C: Detailed Organizational Charts

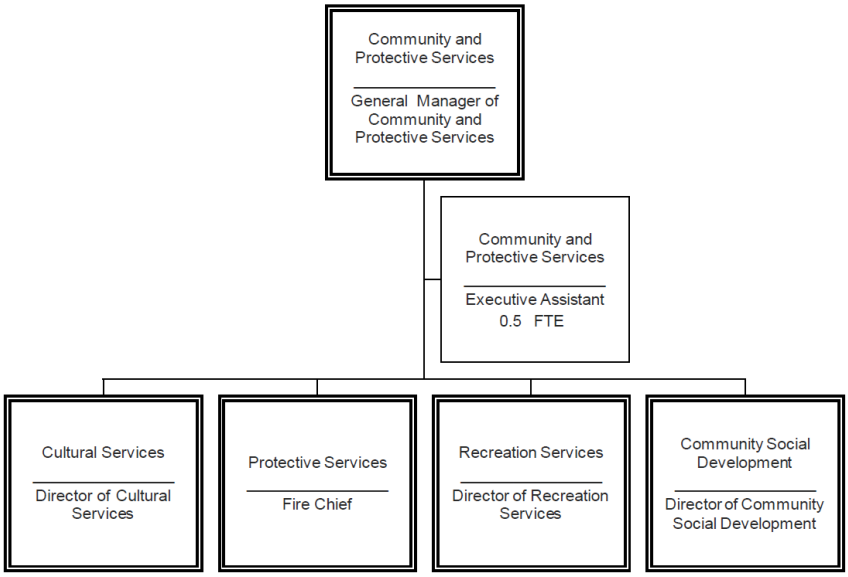
Organizational Charts provided reflect the most updated version in the document database. Organizational Charts are subject to change throughout the initiative.

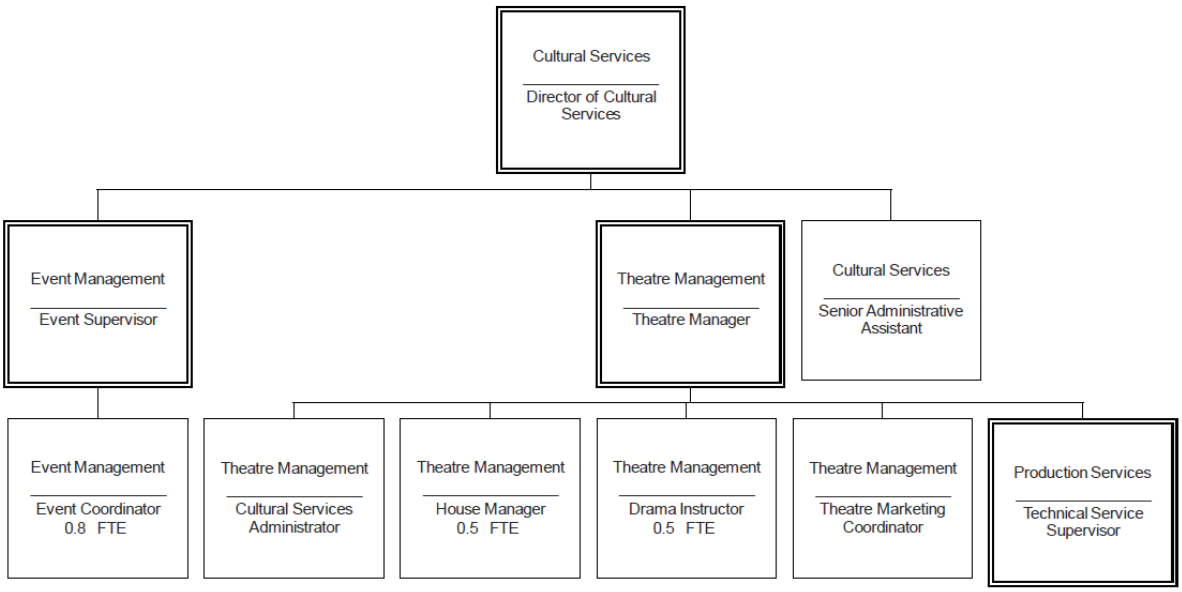
City of Spruce Grove

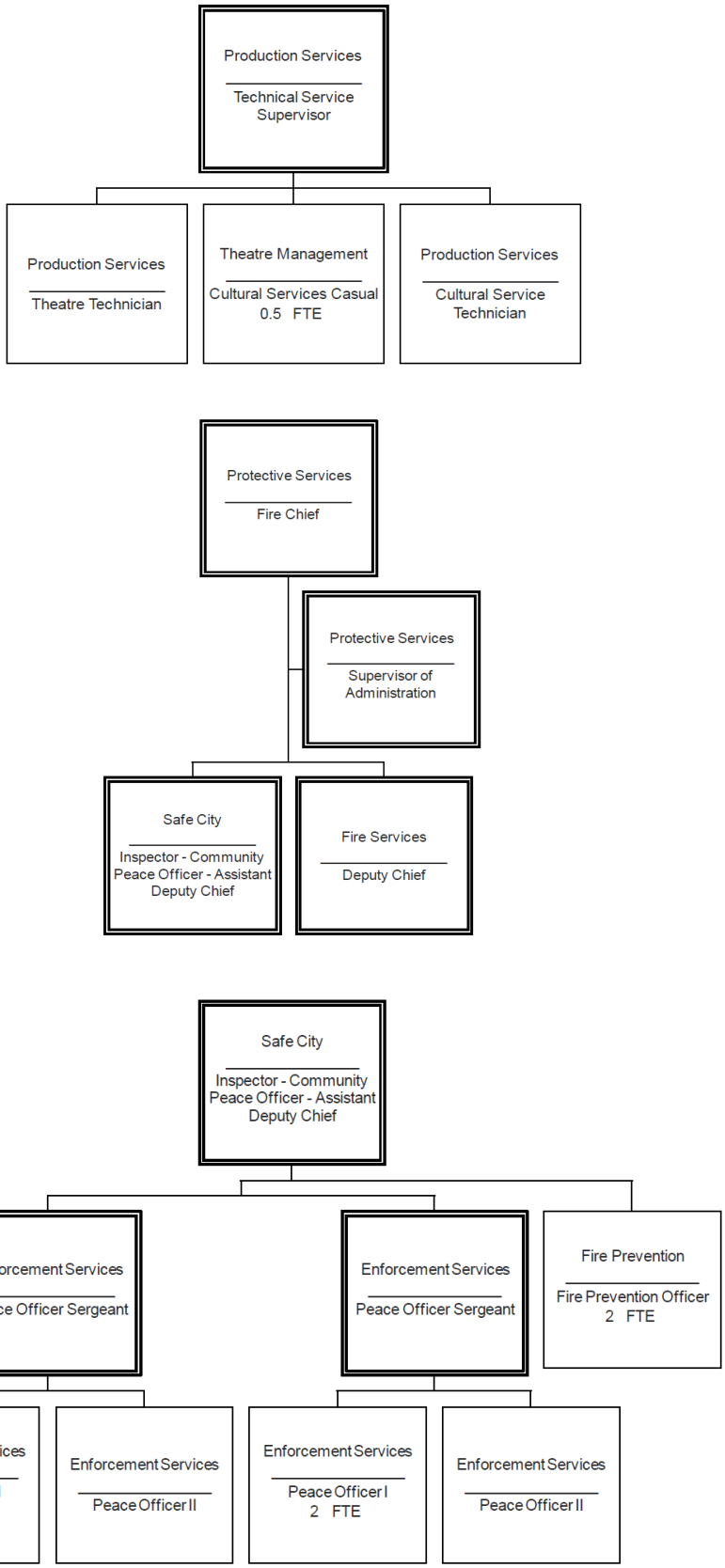


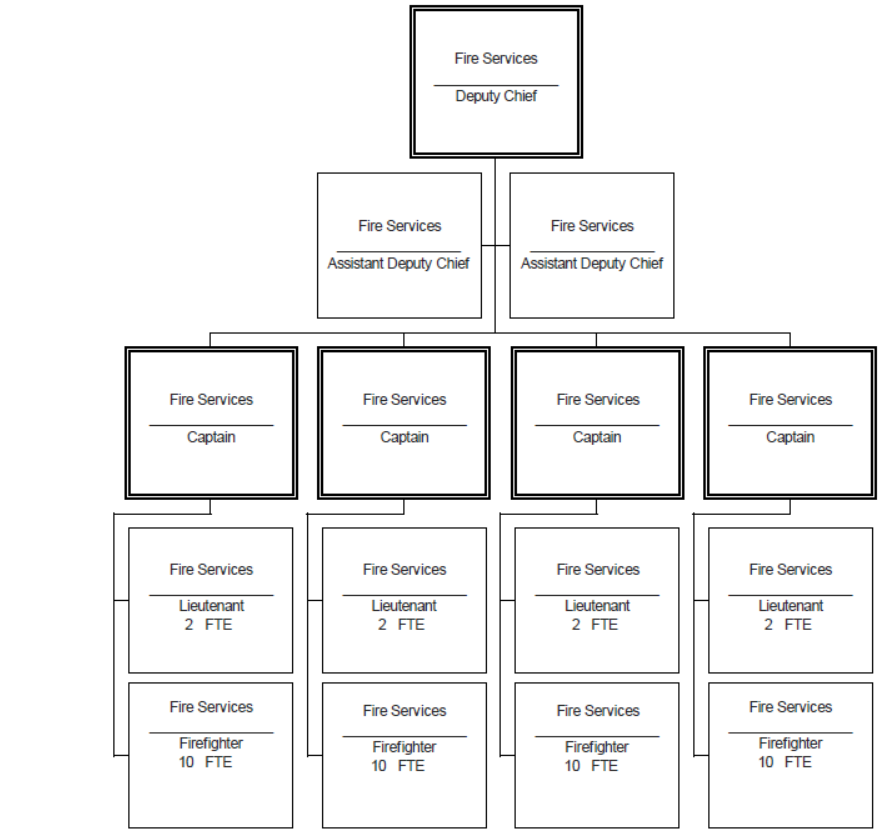


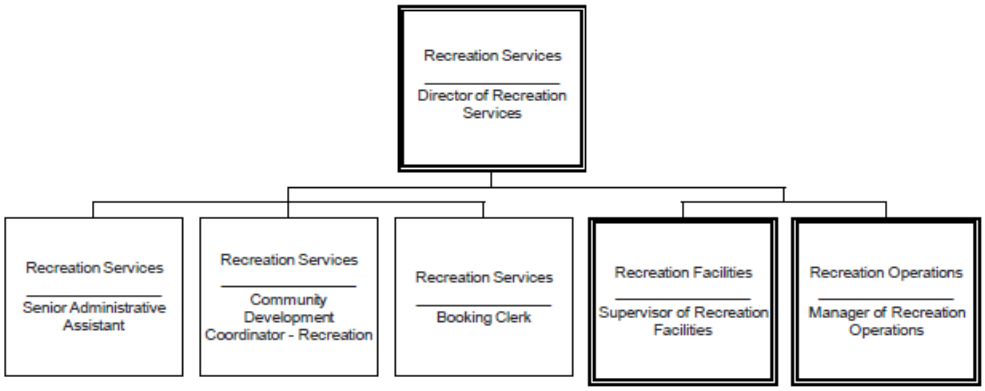

Economic Development
Manager of Economic and Business Development
Economic Development
Economic Development Specialist - Commercial
Economic Development
Economic Development Specialist - Industrial
Economic Development
Economic Development Coordinator

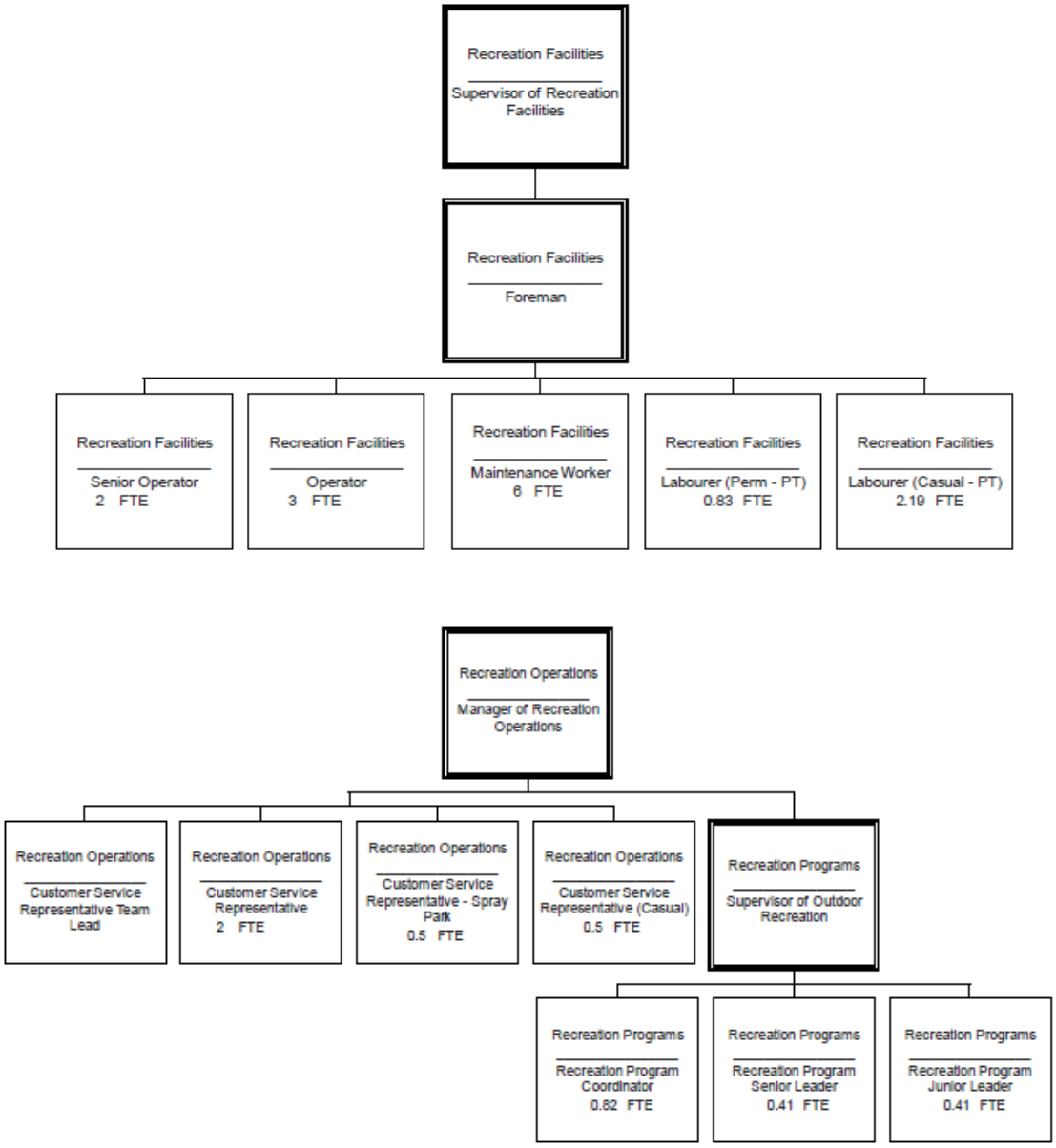

Community and Protective Services
General Manager of Community and Protective Services
Community and Protective Services
Executive Assistant 0.5 FTE
Cultural Services
Director of Cultural Services
Protective Services
Fire Chief
Recreation Services
Director of Recreation Services
Community Social Development
Director of Community Social Development

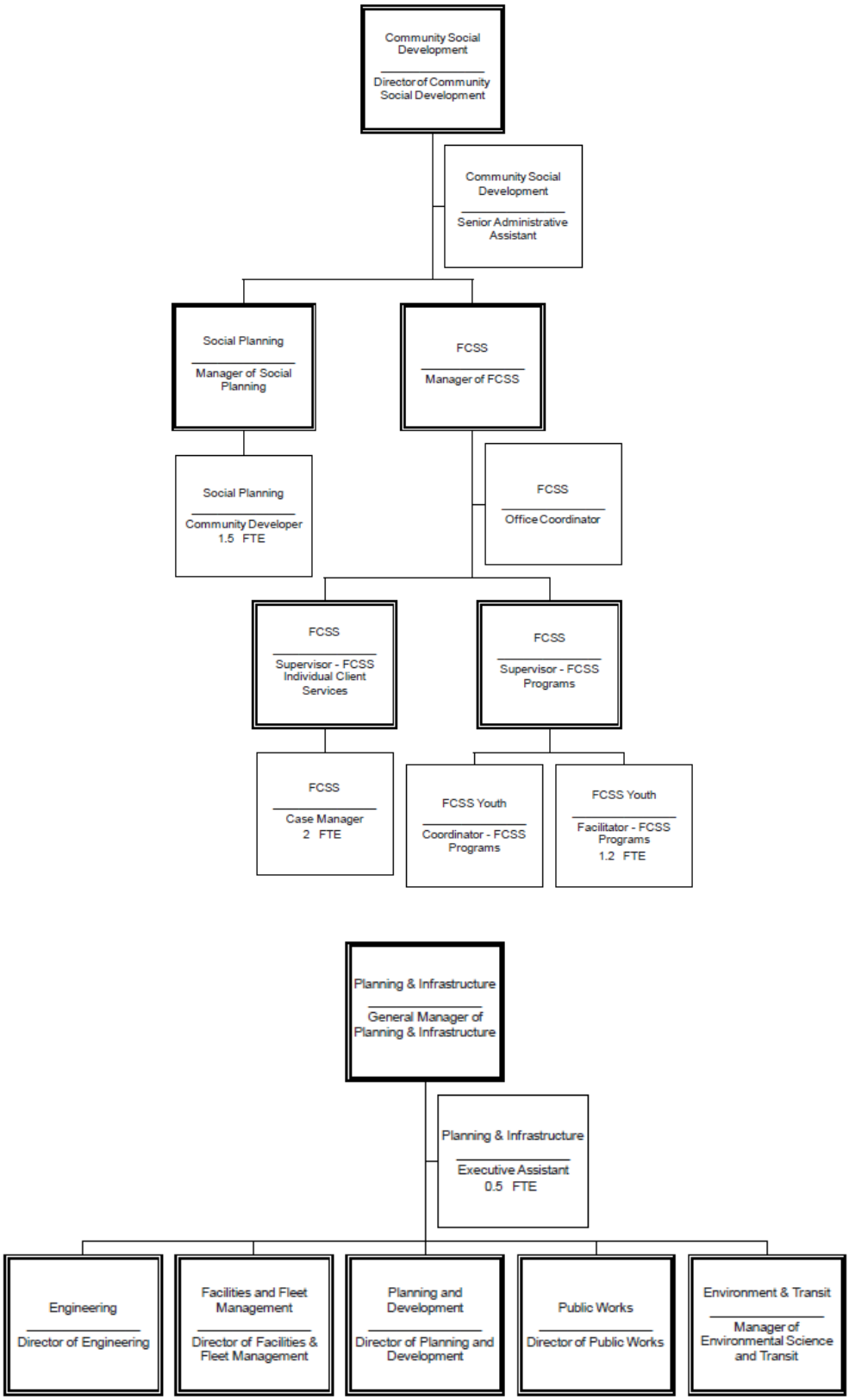

Cultural Services
Director of Cultural Services
Event Management
Event Supervisor
Theatre Management
Theatre Manager
Cultural Services
Senior Administrative Assistant
Event Management
Event Coordinator 0.8 FTE
Theatre Management
Cultural Services Administrator
Theatre Management
House Manager 0.5 FTE
Theatre Management
Drama Instructor 0.5 FTE
Theatre Management
Theatre Marketing Coordinator
Production Services
Technical Service Supervisor

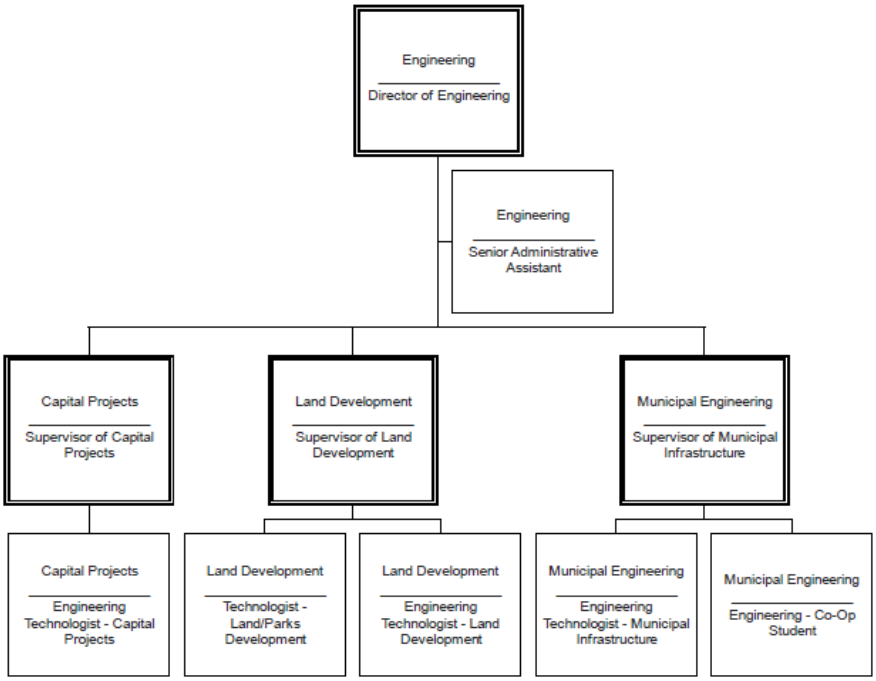

Production Services
Technical Service Supervisor
Production Services
Theatre Technician
Theatre Management
Cultural Services Casual 0.5 FTE
Production Services
Cultural Service Technician
Protective Services
Fire Chief
Protective Services
Supervisor of Administration
Safe City
Inspector - Community Peace Officer - Assistant Deputy Chief
Fire Services
Deputy Chief
Safe City
Inspector - Community Peace Officer - Assistant Deputy Chief
Enforcement Services
Peace Officer Sergeant
Enforcement Services
Peace Officer Sergeant
Fire Prevention
Fire Prevention Officer 2 FTE
Enforcement Services
Peace Officer I 2 FTE
Enforcement Services
Peace Officer II
Enforcement Services
Peace Officer I 2 FTE
Enforcement Services
Peace Officer II

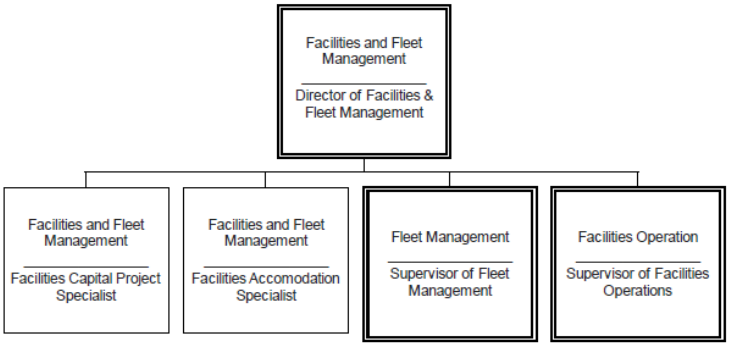

Fire Services
Deputy Chief
Fire Services
Assistant Deputy Chief
Fire Services
Assistant Deputy Chief
Fire Services
Captain
Fire Services
Captain
Fire Services
Captain
Fire Services
Captain
Fire Services
Lieutenant
2 FTE
Fire Services
Lieutenant
2 FTE
Fire Services
Lieutenant
2 FTE
Fire Services
Lieutenant
2 FTE
Fire Services
Firefighter
10 FTE
Fire Services
Firefighter
10 FTE
Fire Services
Firefighter
10 FTE
Fire Services
Firefighter
10 FTE

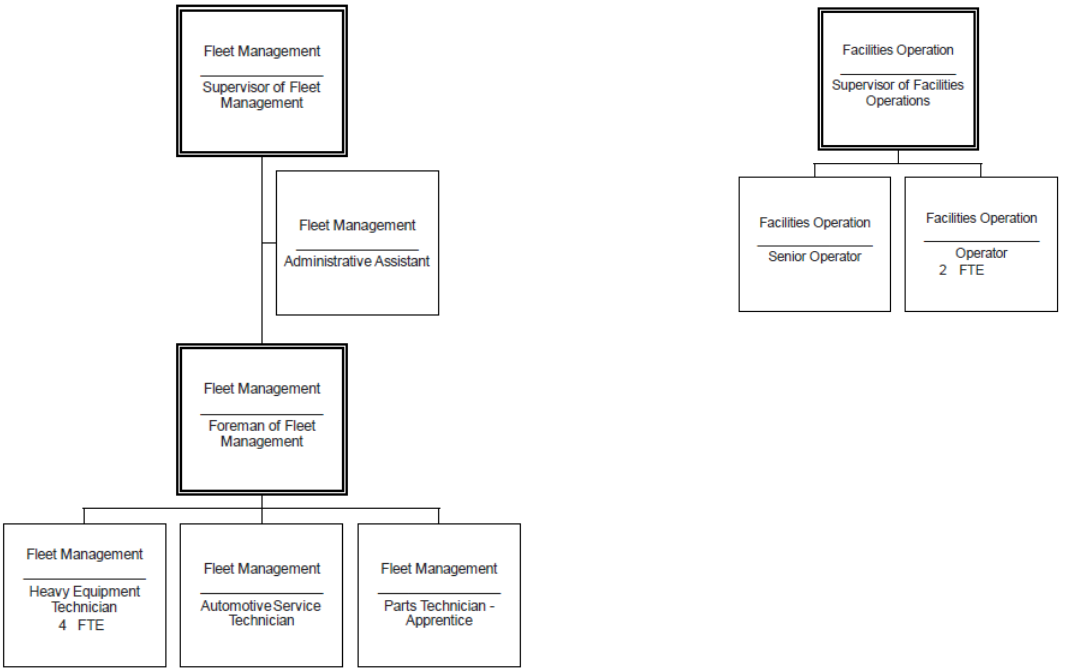

Recreation Services
Director of Recreation Services
Recreation Services
Senior Administrative Assistant
Recreation Services
Community Development Coordinator - Recreation
Recreation Services
Booking Clerk
Recreation Facilities
Supervisor of Recreation Facilities
Recreation Operations
Manager of Recreation Operations

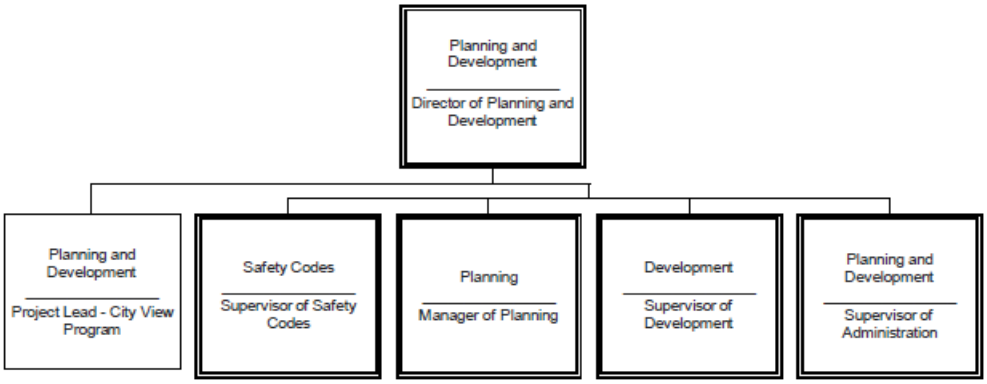

Recreation Facilities
Supervisor of Recreation Facilities
Recreation Facilities
Foreman
Recreation Facilities
Senior Operator
2 FTE
Recreation Facilities
Operator
3 FTE
Recreation Facilities
Maintenance Worker
6 FTE
Recreation Facilities
Labourer (Perm - PT)
0.83 FTE
Recreation Facilities
Labourer (Casual - PT)
2.19 FTE
Recreation Operations
Manager of Recreation Operations
Recreation Operations
Customer Service Representative Team Lead
Recreation Operations
Customer Service Representative
2 FTE
Recreation Operations
Customer Service Representative - Spray Park
0.5 FTE
Recreation Operations
Customer Service Representative (Casual)
0.5 FTE
Recreation Programs
Supervisor of Outdoor Recreation
Recreation Programs
Recreation Program Coordinator
0.82 FTE
Recreation Programs
Recreation Program Senior Leader
0.41 FTE
Recreation Programs
Recreation Program Junior Leader
0.41 FTE

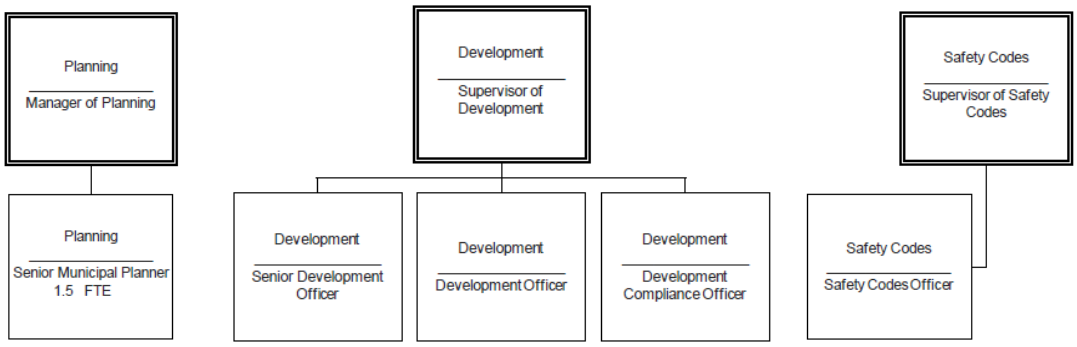

Community Social Development
Director of Community Social Development
Community Social Development
Senior Administrative Assistant
Social Planning
Manager of Social Planning
FCSS
Manager of FCSS
Social Planning
Community Developer 1.5 FTE
FCSS
Office Coordinator
FCSS
Supervisor - FCSS Individual Client Services
FCSS
Supervisor - FCSS Programs
FCSS
Case Manager 2 FTE
FCSS Youth
Coordinator - FCSS Programs
FCSS Youth
Facilitator - FCSS Programs 1.2 FTE
Planning & Infrastructure
General Manager of Planning & Infrastructure
Planning & Infrastructure
Executive Assistant 0.5 FTE
Engineering
Director of Engineering
Facilities and Fleet Management
Director of Facilities & Fleet Management
Planning and Development
Director of Planning and Development
Public Works
Director of Public Works
Environment & Transit
Manager of Environmental Science and Transit

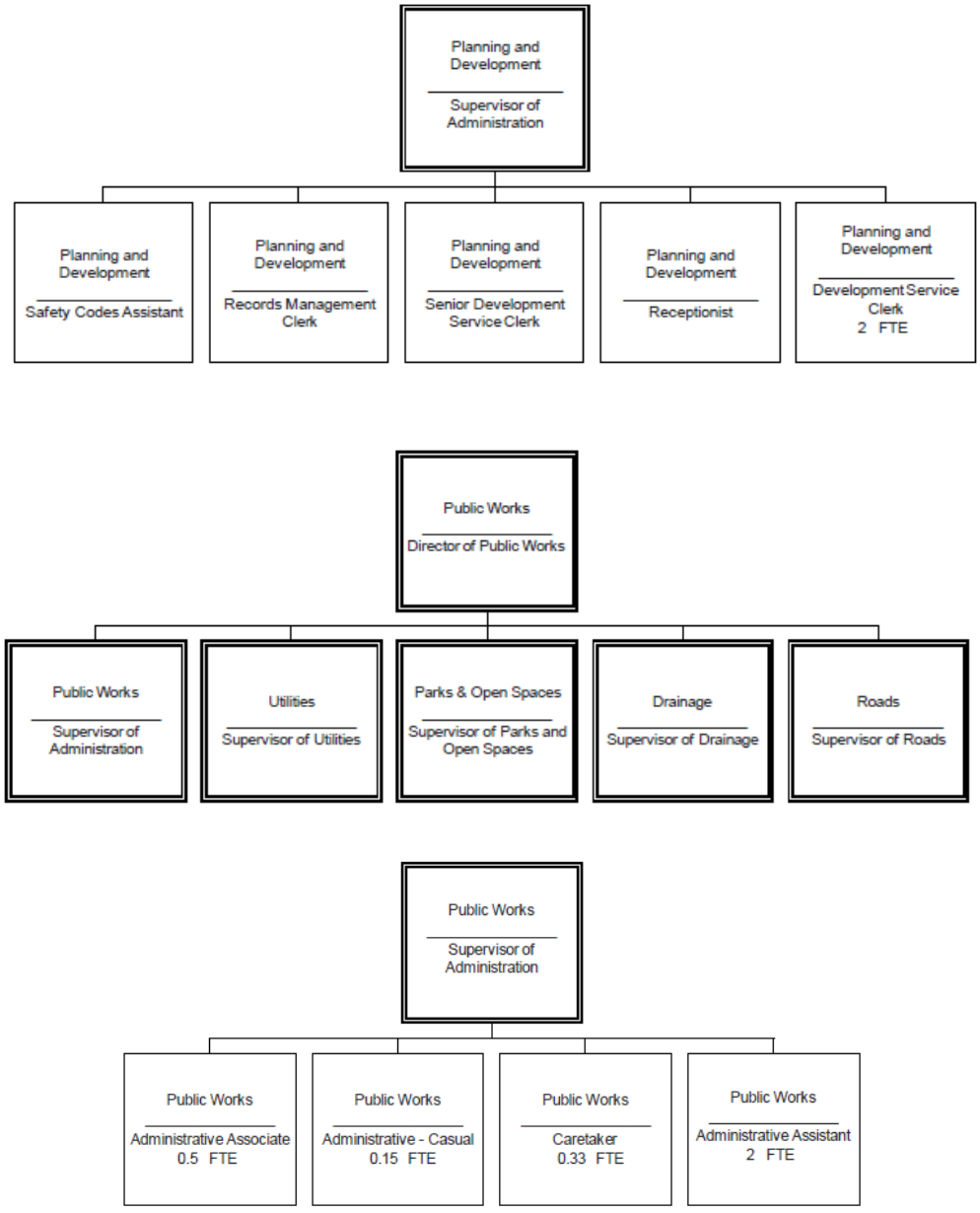

Engineering
Director of Engineering
Engineering
Senior Administrative Assistant
Capital Projects
Supervisor of Capital Projects
Land Development
Supervisor of Land Development
Municipal Engineering
Supervisor of Municipal Infrastructure
Capital Projects
Engineering Technologist - Capital Projects
Land Development
Technologist - Land/Parks Development
Land Development
Engineering Technologist - Land Development
Municipal Engineering
Engineering Technologist - Municipal Infrastructure
Municipal Engineering
Engineering - Co-Op Student

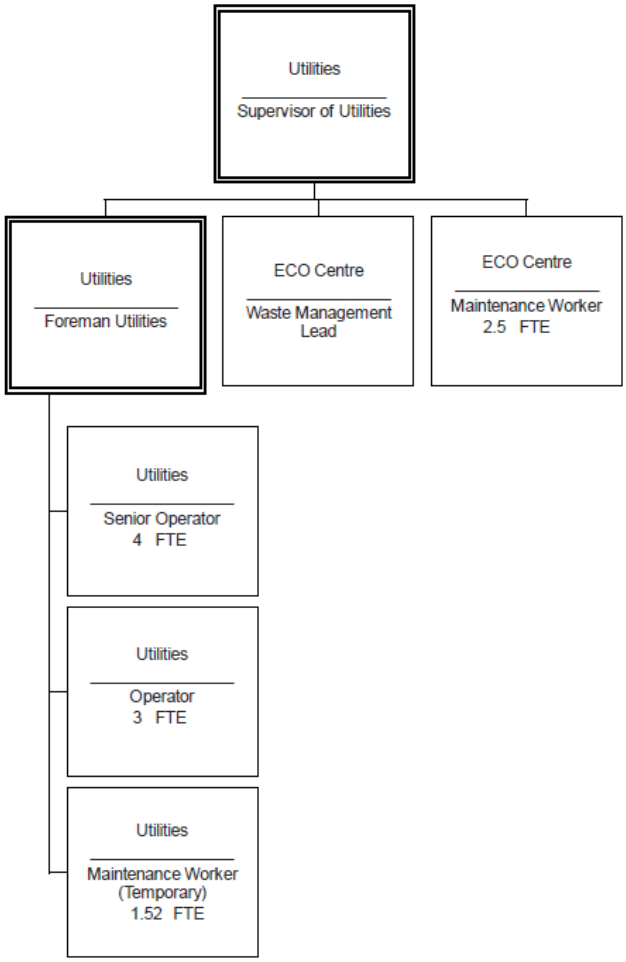

Facilities and Fleet Management
Director of Facilities & Fleet Management
Facilities and Fleet Management
Facilities Capital Project Specialist
Facilities and Fleet Management
Facilities Accomodation Specialist
Fleet Management
Supervisor of Fleet Management
Facilities Operation
Supervisor of Facilities Operations

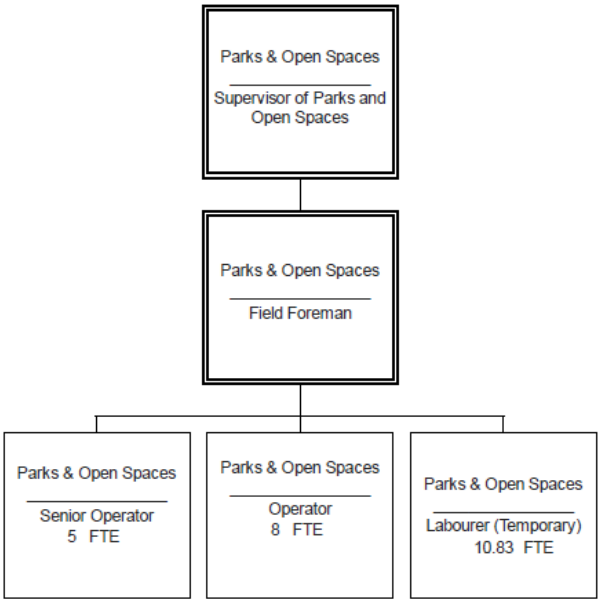

Fleet Management
Supervisor of Fleet Management
Fleet Management
Administrative Assistant
Fleet Management
Foreman of Fleet Management
Fleet Management
Heavy Equipment Technician
4 FTE
Fleet Management
Automotive Service Technician
Fleet Management
Parts Technician - Apprentice
Facilities Operation
Supervisor of Facilities Operations
Facilities Operation
Senior Operator
Facilities Operation
Operator
2 FTE

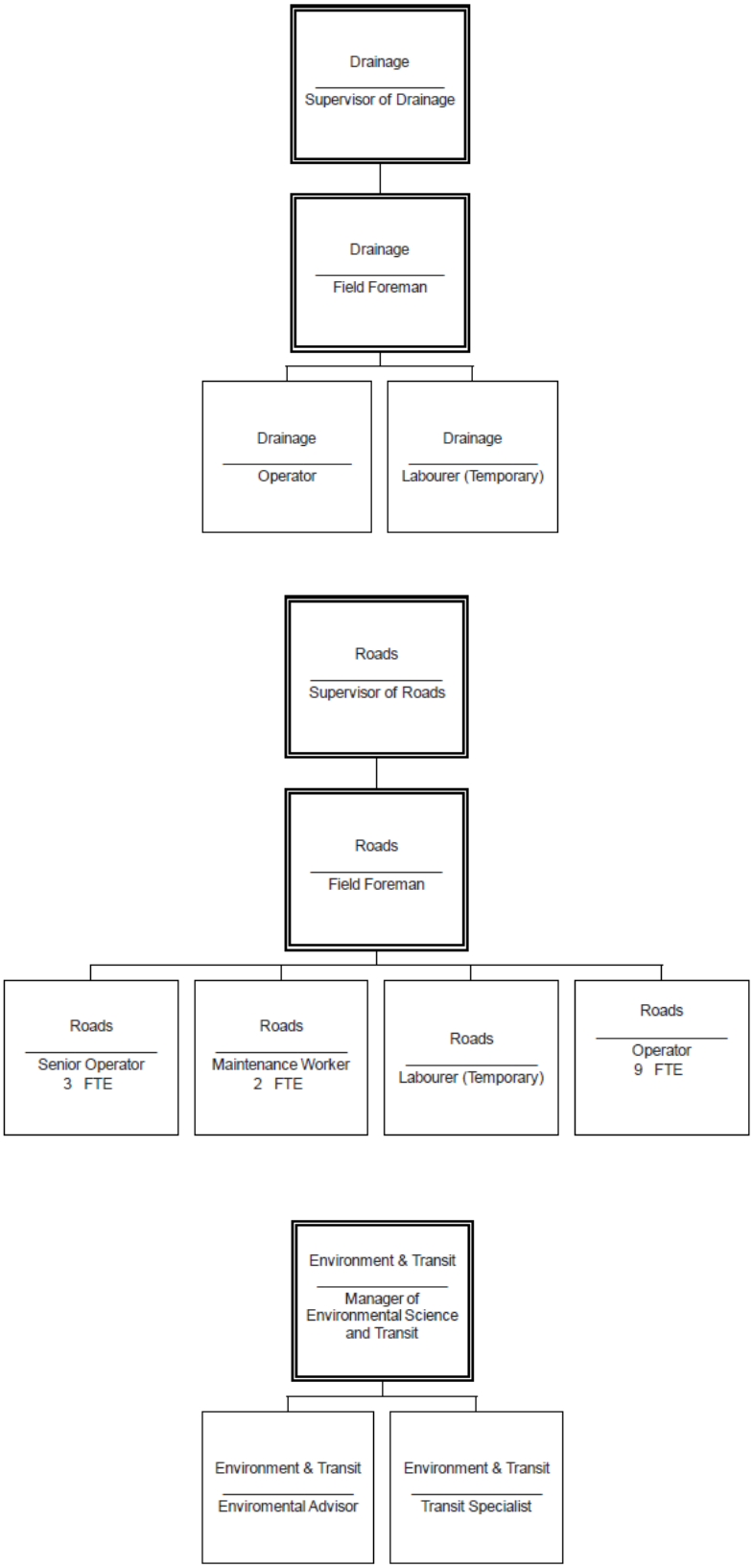

Planning and Development
Director of Planning and Development
Planning and Development
Project Lead - City View Program
Safety Codes
Supervisor of Safety Codes
Planning
Manager of Planning
Development
Supervisor of Development
Planning and Development
Supervisor of Administration

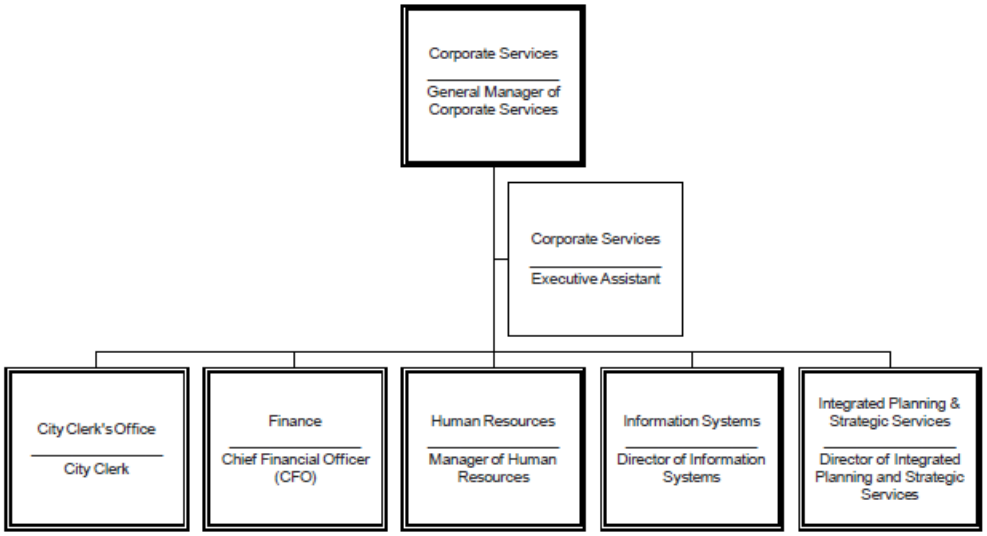

Planning
Manager of Planning
Planning
Senior Municipal Planner
1.5 FTE
Development
Supervisor of Development
Development
Senior Development Officer
Development
Development Officer
Development
Development Compliance Officer
Safety Codes
Supervisor of Safety Codes
Safety Codes
Safety Codes Officer

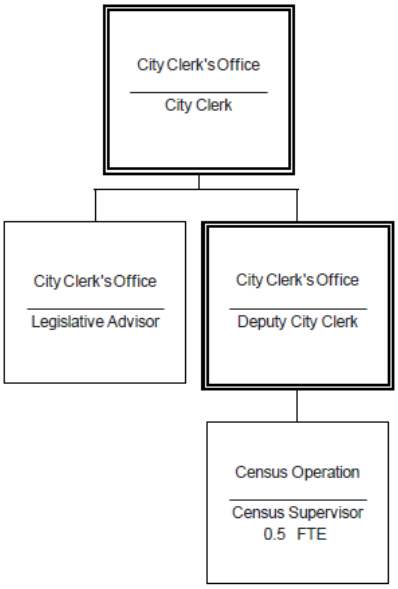

Planning and Development
Supervisor of Administration
Planning and Development
Safety Codes Assistant
Planning and Development
Records Management Clerk
Planning and Development
Senior Development Service Clerk
Planning and Development
Receptionist
Planning and Development
Development Service Clerk
2 FTE
Public Works
Director of Public Works
Public Works
Supervisor of Administration
Utilities
Supervisor of Utilities
Parks & Open Spaces
Supervisor of Parks and Open Spaces
Drainage
Supervisor of Drainage
Roads
Supervisor of Roads
Public Works
Supervisor of Administration
Public Works
Administrative Associate
0.5 FTE
Public Works
Administrative - Casual
0.15 FTE
Public Works
Caretaker
0.33 FTE
Public Works
Administrative Assistant
2 FTE

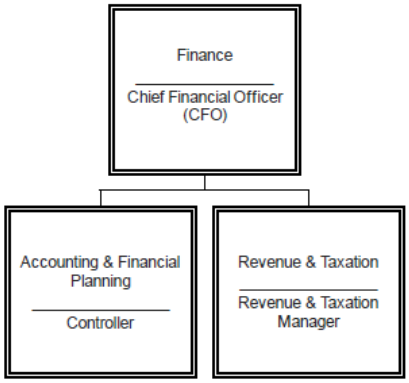

Utilities
Supervisor of Utilities
Utilities
Foreman Utilities
ECO Centre
Waste Management Lead
ECO Centre
Maintenance Worker 2.5 FTE
Utilities
Senior Operator 4 FTE
Utilities
Operator 3 FTE
Utilities
Maintenance Worker (Temporary) 1.52 FTE

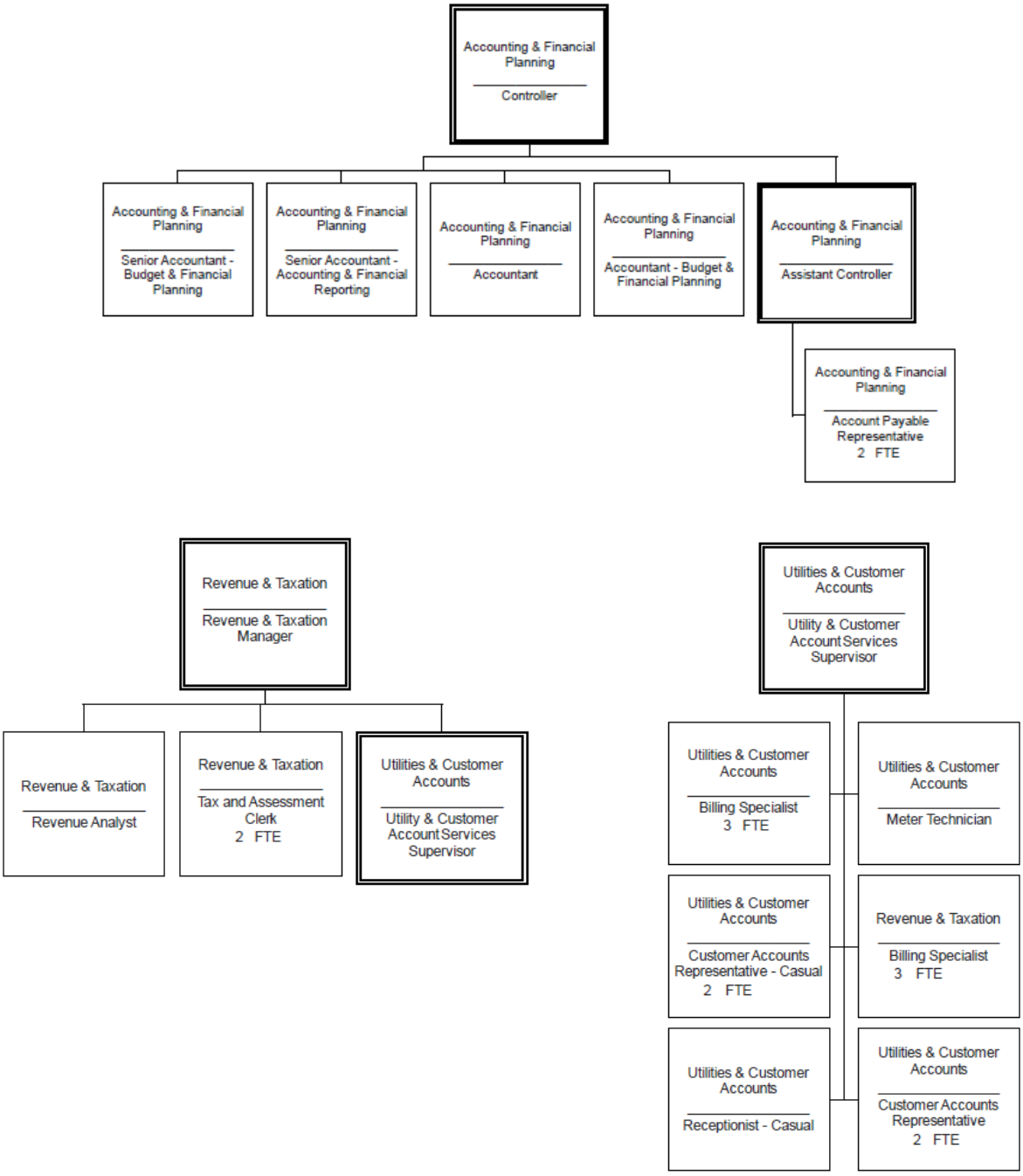

Parks & Open Spaces
Supervisor of Parks and Open Spaces
Parks & Open Spaces
Field Foreman
Parks & Open Spaces
Senior Operator 5 FTE
Parks & Open Spaces
Operator 8 FTE
Parks & Open Spaces
Labourer (Temporary) 10.83 FTE

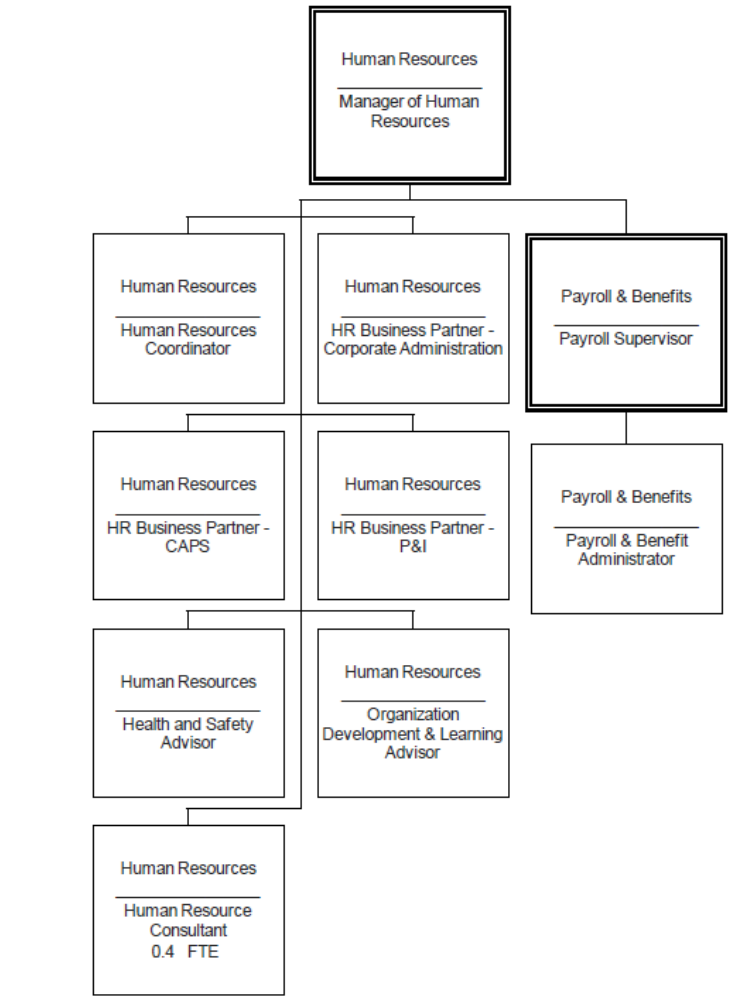

Drainage
Supervisor of Drainage
Drainage
Field Foreman
Drainage
Operator
Drainage
Labourer (Temporary)
Roads
Supervisor of Roads
Roads
Field Foreman
Roads
Senior Operator
3 FTE
Roads
Maintenance Worker
2 FTE
Roads
Labourer (Temporary)
Roads
Operator
9 FTE
Environment & Transit
Manager of Environmental Science and Transit
Environment & Transit
Enviromental Advisor
Environment & Transit
Transit Specialist

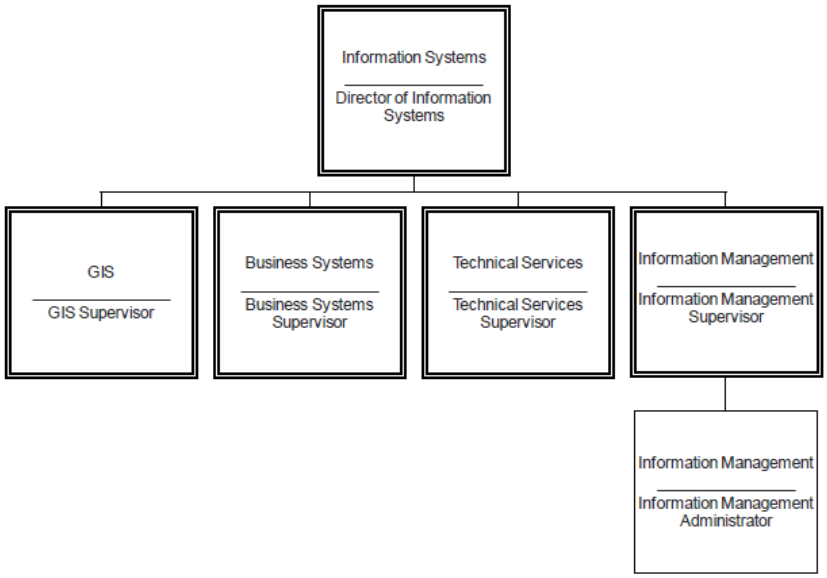

Corporate Services
General Manager of Corporate Services
Corporate Services
Executive Assistant
City Clerk's Office
City Clerk
Finance
Chief Financial Officer (CFO)
Human Resources
Manager of Human Resources
Information Systems
Director of Information Systems
Integrated Planning & Strategic Services
Director of Integrated Planning and Strategic Services

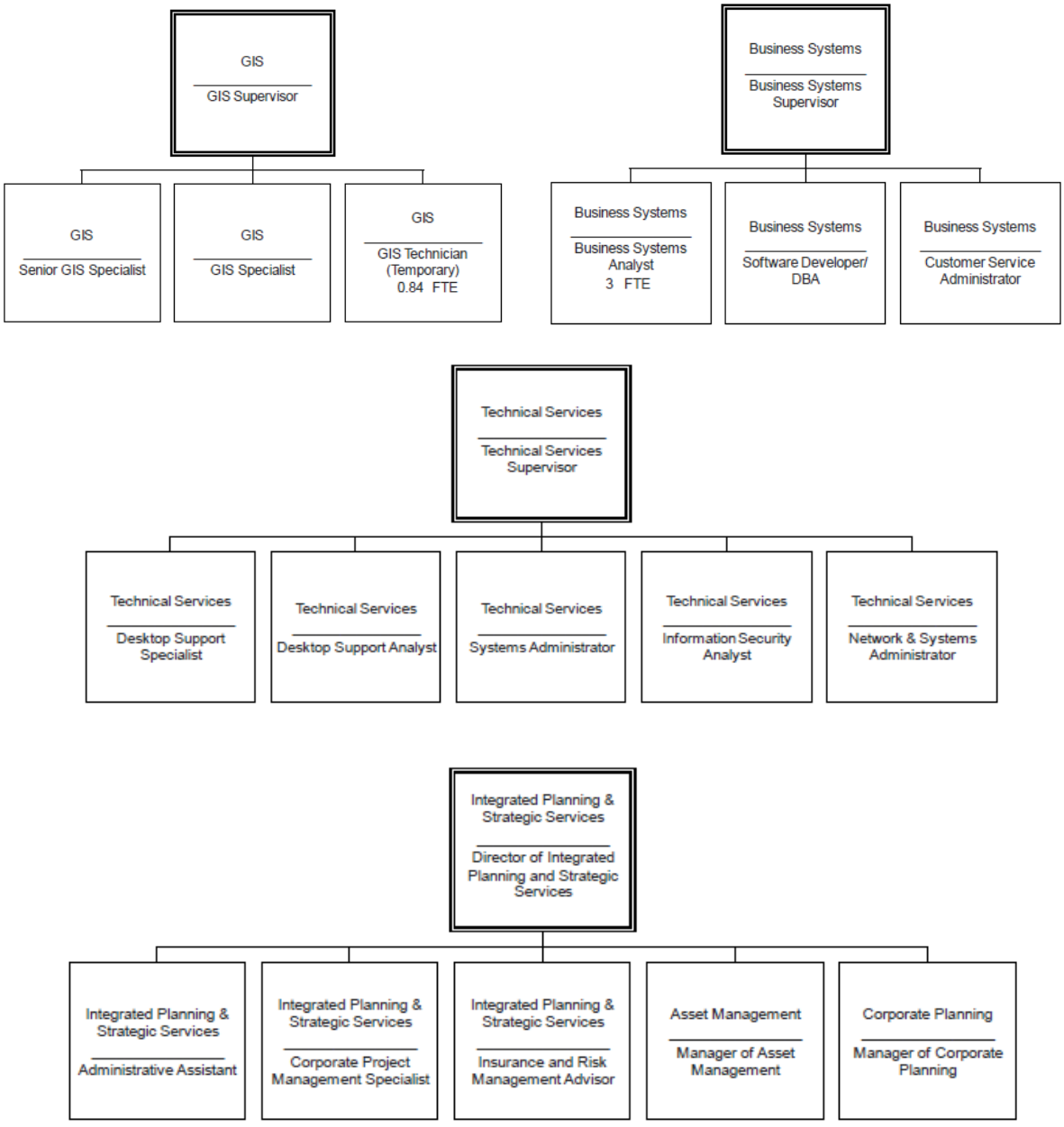

City Clerk's Office
City Clerk
City Clerk's Office
Legislative Advisor
City Clerk's Office
Deputy City Clerk
Census Operation
Census Supervisor
0.5 FTE


Finance
Chief Financial Officer (CFO)
Accounting & Financial Planning
Controller
Revenue & Taxation
Revenue & Taxation Manager

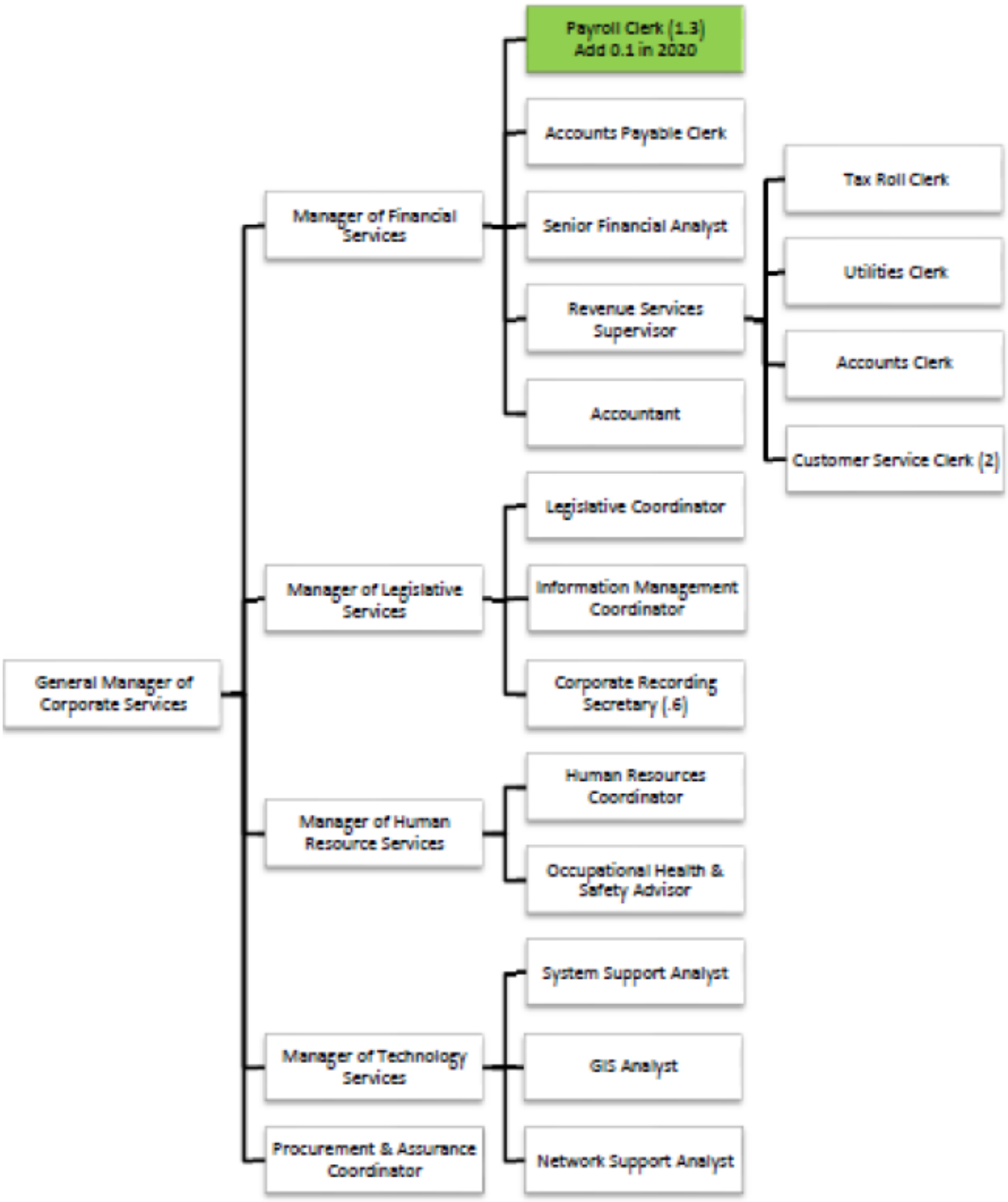

Accounting & Financial Planning
Controller
Accounting & Financial Planning
Senior Accountant - Budget & Financial Planning
Accounting & Financial Planning
Senior Accountant - Accounting & Financial Reporting
Accounting & Financial Planning
Accountant
Accounting & Financial Planning
Accountant - Budget & Financial Planning
Accounting & Financial Planning
Assistant Controller
Accounting & Financial Planning
Account Payable Representative
2 FTE
Revenue & Taxation
Revenue & Taxation Manager
Revenue & Taxation
Revenue Analyst
Revenue & Taxation
Tax and Assessment Clerk
2 FTE
Utilities & Customer Accounts
Utility & Customer Account Services Supervisor
Utilities & Customer Accounts
Utility & Customer Account Services Supervisor
Utilities & Customer Accounts
Billing Specialist
3 FTE
Utilities & Customer Accounts
Meter Technician
Utilities & Customer Accounts
Customer Accounts Representative - Casual
2 FTE
Revenue & Taxation
Billing Specialist
3 FTE
Utilities & Customer Accounts
Receptionist - Casual
Utilities & Customer Accounts
Customer Accounts Representative
2 FTE

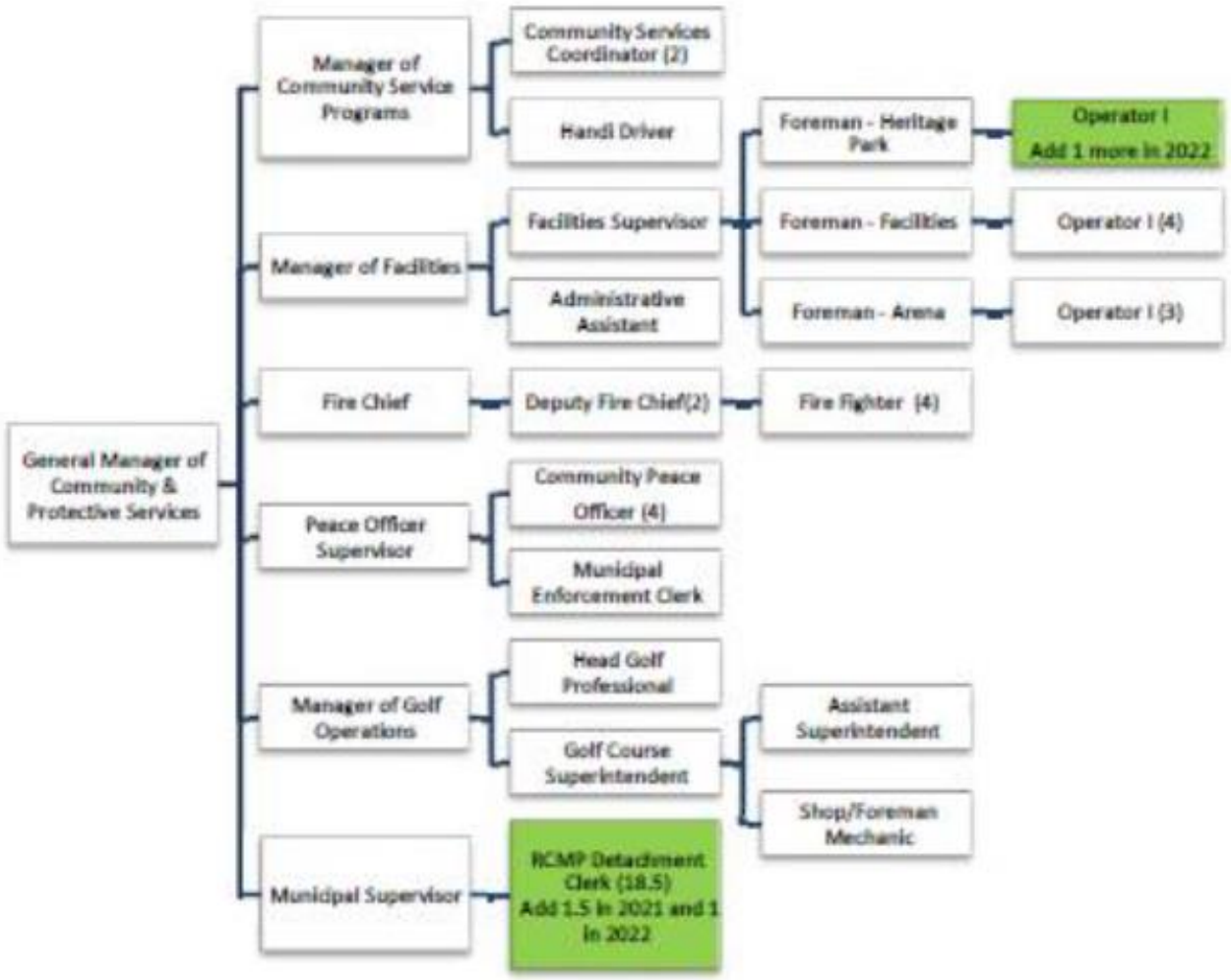

Human Resources
Manager of Human Resources
Human Resources
Human Resources Coordinator
Human Resources
HR Business Partner - Corporate Administration
Payroll & Benefits
Payroll Supervisor
Human Resources
HR Business Partner - CAPS
Human Resources
HR Business Partner - P&I
Payroll & Benefits
Payroll & Benefit Administrator
Human Resources
Health and Safety Advisor
Human Resources
Organization Development & Learning Advisor
Human Resources
Human Resource Consultant
0.4 FTE

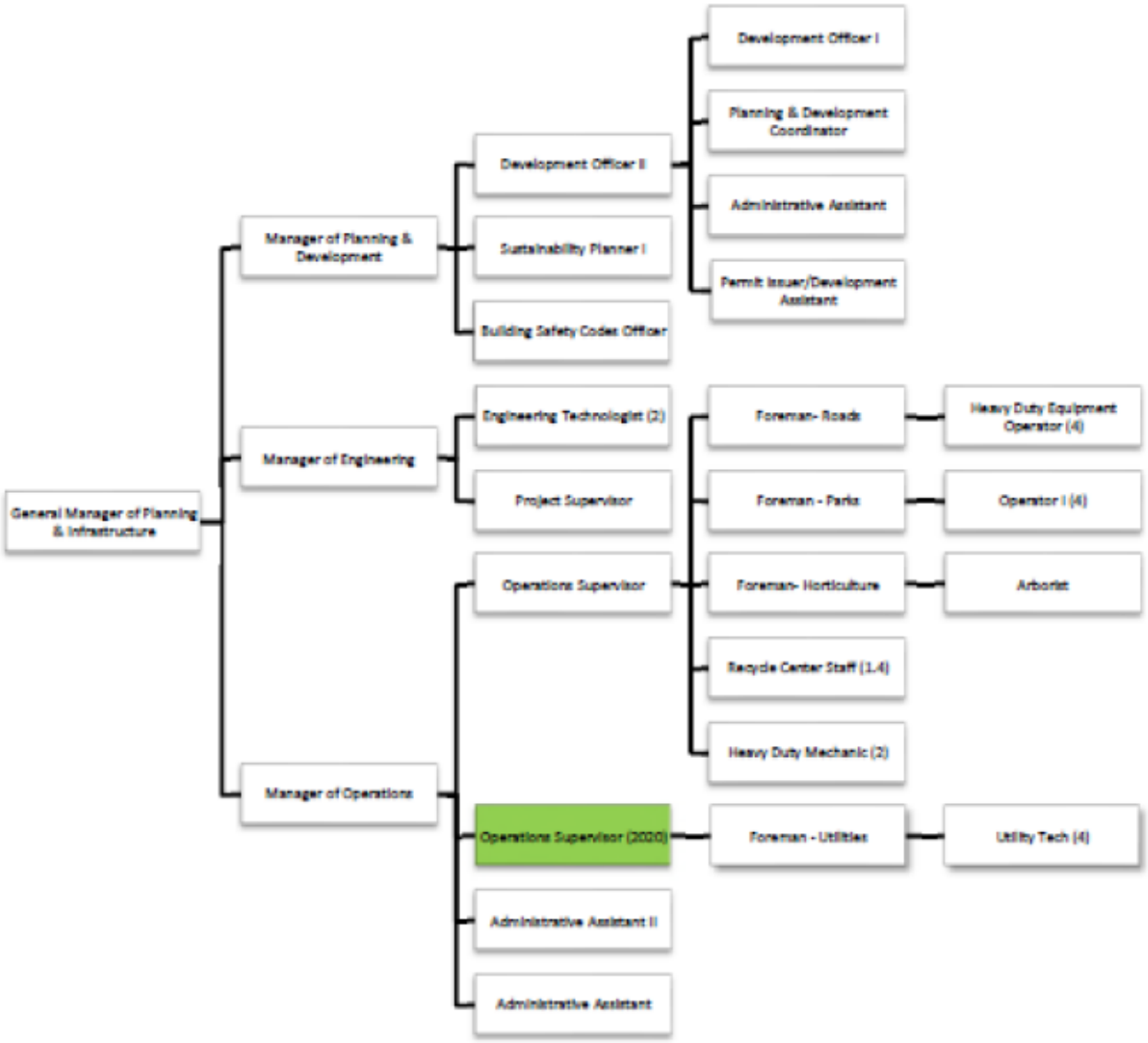

Information Systems
Director of Information Systems
GIS
GIS Supervisor
Business Systems
Business Systems Supervisor
Technical Services
Technical Services Supervisor
Information Management
Information Management Supervisor
Information Management
Information Management Administrator


GIS
GIS Supervisor
GIS
Senior GIS Specialist
GIS
GIS Specialist
GIS
GIS Technician (Temporary) 0.84 FTE
Business Systems
Business Systems Supervisor
Business Systems
Business Systems Analyst 3 FTE
Business Systems
Software Developer/ DBA
Business Systems
Customer Service Administrator
Technical Services
Technical Services Supervisor
Technical Services
Desktop Support Specialist
Technical Services
Desktop Support Analyst
Technical Services
Systems Administrator
Technical Services
Information Security Analyst
Technical Services
Network & Systems Administrator
Integrated Planning & Strategic Services
Director of Integrated Planning and Strategic Services
Integrated Planning & Strategic Services
Administrative Assistant
Integrated Planning & Strategic Services
Corporate Project Management Specialist
Integrated Planning & Strategic Services
Insurance and Risk Management Advisor
Asset Management
Manager of Asset Management
Corporate Planning
Manager of Corporate Planning

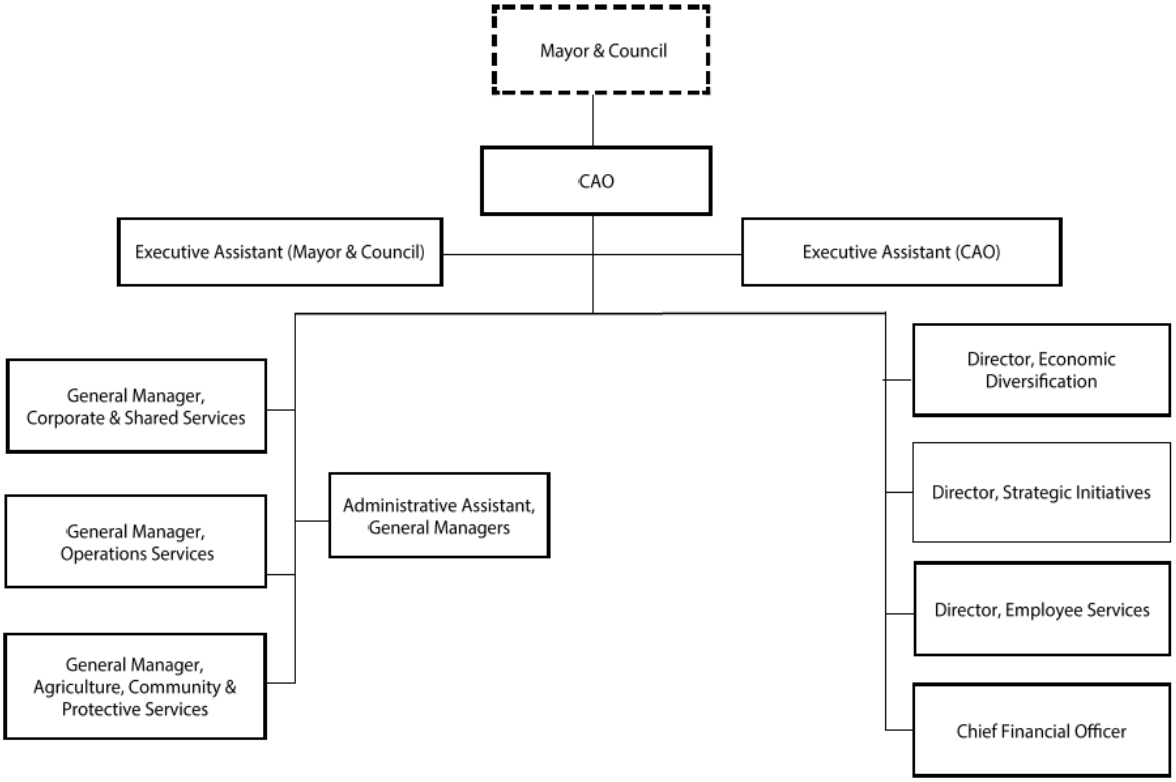
Town of Stony Plain

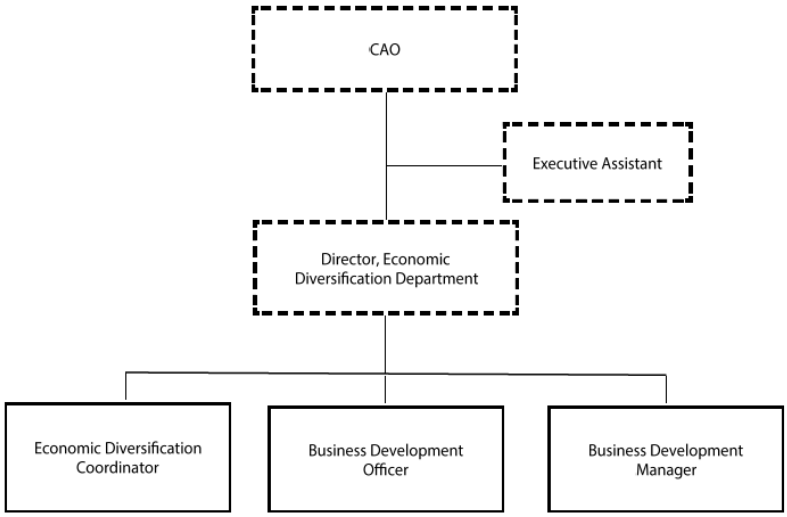

General Manager of Corporate Services
Manager of Financial Services
Payroll Clerk (1.3) Add 0.1 in 2020
Accounts Payable Clerk
Senior Financial Analyst
Revenue Services Supervisor
Accountant
Tax Roll Clerk
Utilities Clerk
Accounts Clerk
Customer Service Clerk (2)
Manager of Legislative Services
Legislative Coordinator
Information Management Coordinator
Corporate Recording Secretary (.6)
Manager of Human Resource Services
Human Resources Coordinator
Occupational Health & Safety Advisor
Manager of Technology Services
System Support Analyst
GIS Analyst
Network Support Analyst
Procurement & Assurance Coordinator


General Manager of Community & Protective Services
Manager of Community Service Programs
Community Services Coordinator (2)
Handi Driver
Foreman - Heritage Park
Operator I Add 1 more in 2022
Manager of Facilities
Facilities Supervisor
Foreman - Facilities
Operator I (4)
Administrative Assistant
Foreman - Arena
Operator I (3)
Fire Chief
Deputy Fire Chief(2)
Fire Fighter (4)
Peace Officer Supervisor
Community Peace Officer (4)
Municipal Enforcement Clerk
Manager of Golf Operations
Head Golf Professional
Golf Course Superintendent
Assistant Superintendent
Shop/Foreman Mechanic
Municipal Supervisor
RCMP Detachment Clerk (18.5) Add 1.5 in 2021 and 1 in 2022

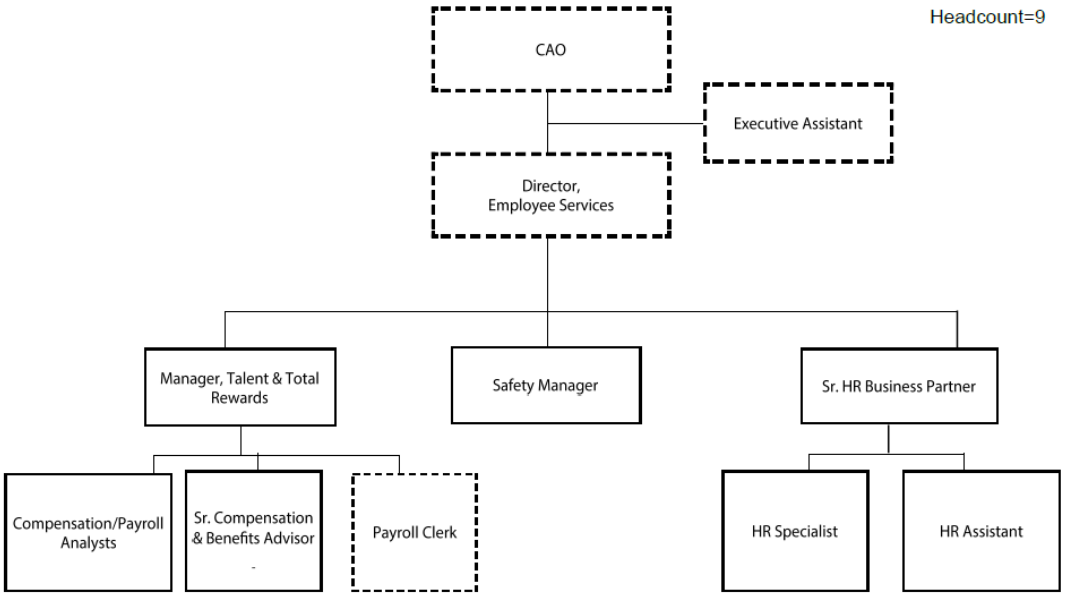

General Manager of Planning & Infrastructure
Manager of Planning & Development
Development Officer II
Development Officer I
Planning & Development Coordinator
Administrative Assistant
Sustainability Planner I
Permit Issuer/Development Assistant
Building Safety Codes Officer
Manager of Engineering
Engineering Technologist (2)
Project Supervisor
Manager of Operations
Operations Supervisor
Foreman- Roads
Heavy Duty Equipment Operator (4)
Foreman - Parks
Operator I (4)
Foreman- Horticulture
Arborist
Recycle Center Staff (1.4)
Heavy Duty Mechanic (2)
Operations Supervisor (2020)
Foreman - Utilities
Utility Tech (4)
Administrative Assistant II
Administrative Assistant

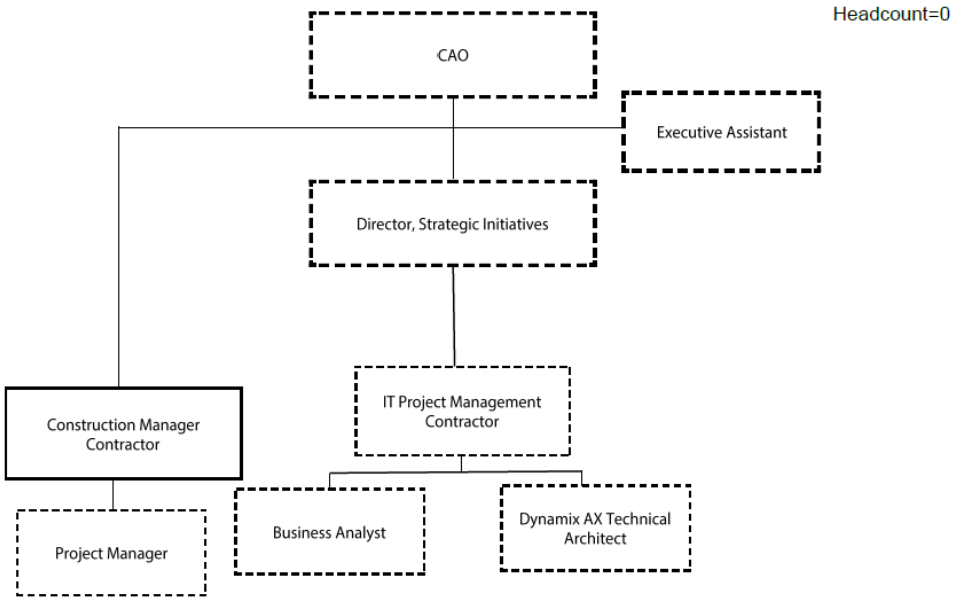
Parkland County

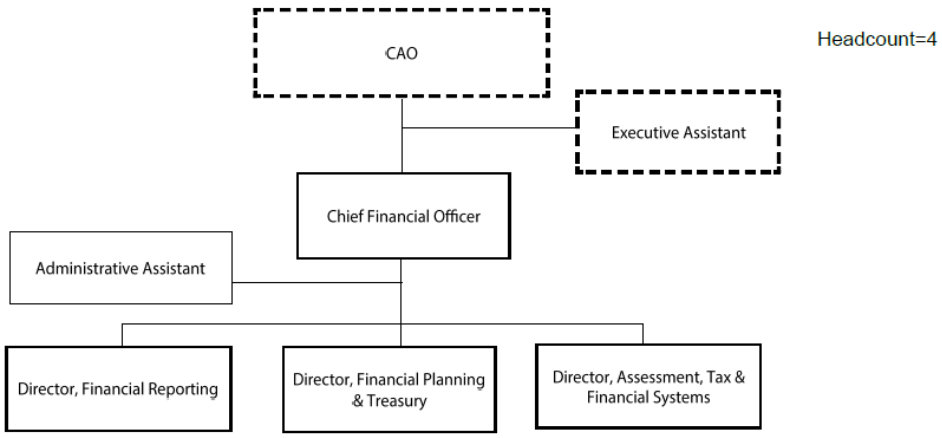


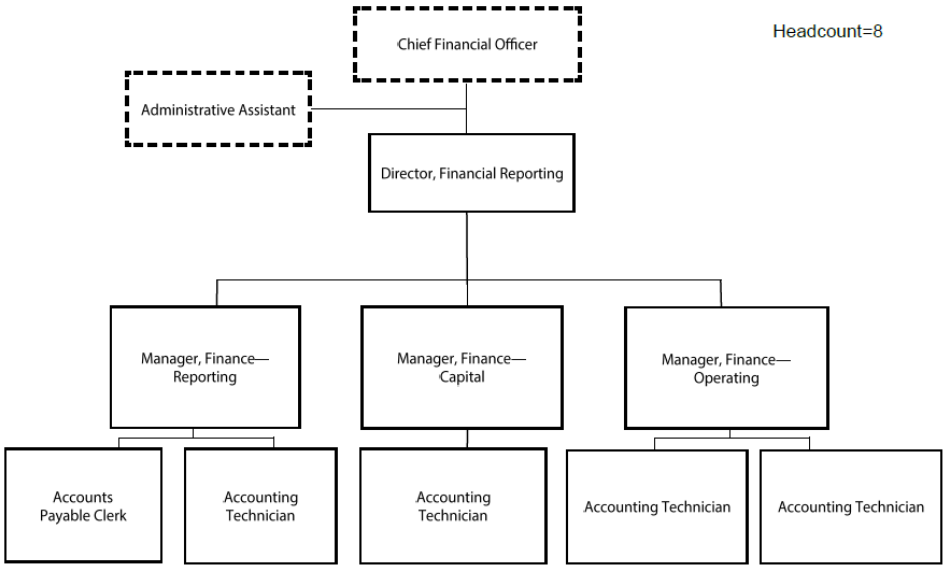


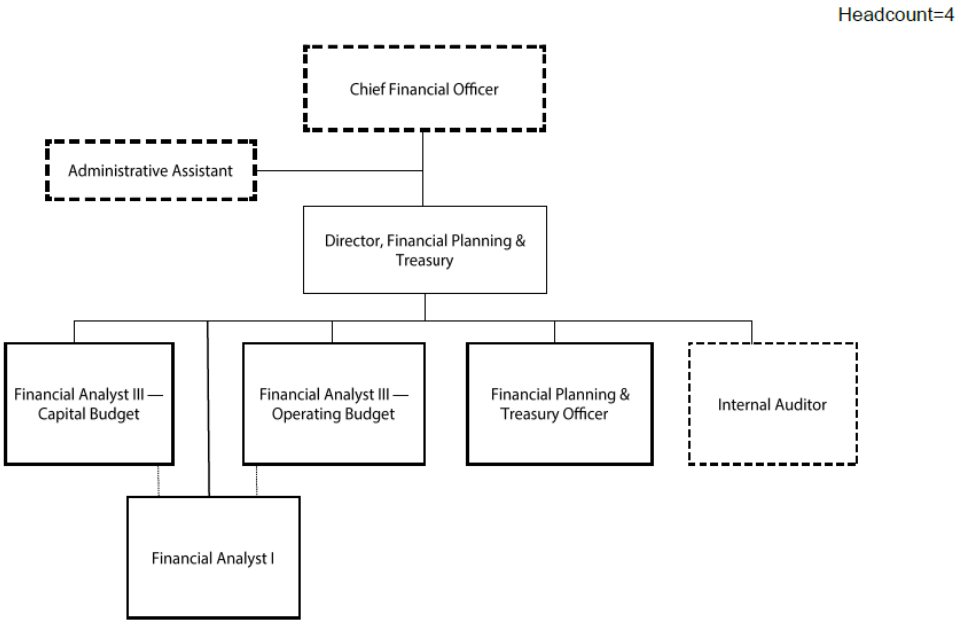
Headcount=3

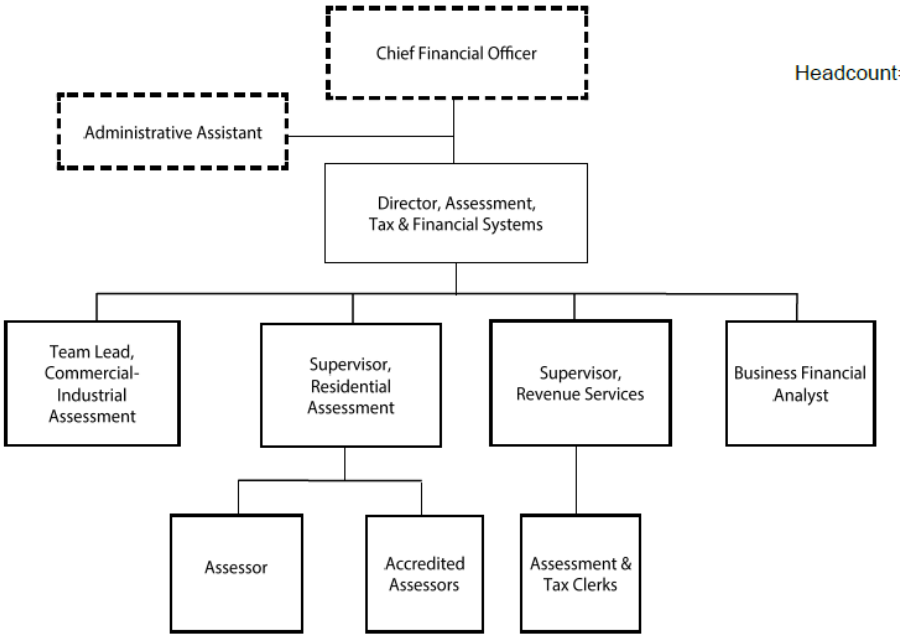

Headcount=9
CAO
Executive Assistant
Director, Employee Services
Manager, Talent & Total Rewards
Safety Manager
Sr. HR Business Partner
Compensation/Payroll Analysts
Sr. Compensation & Benefits Advisor
Payroll Clerk
HR Specialist
HR Assistant

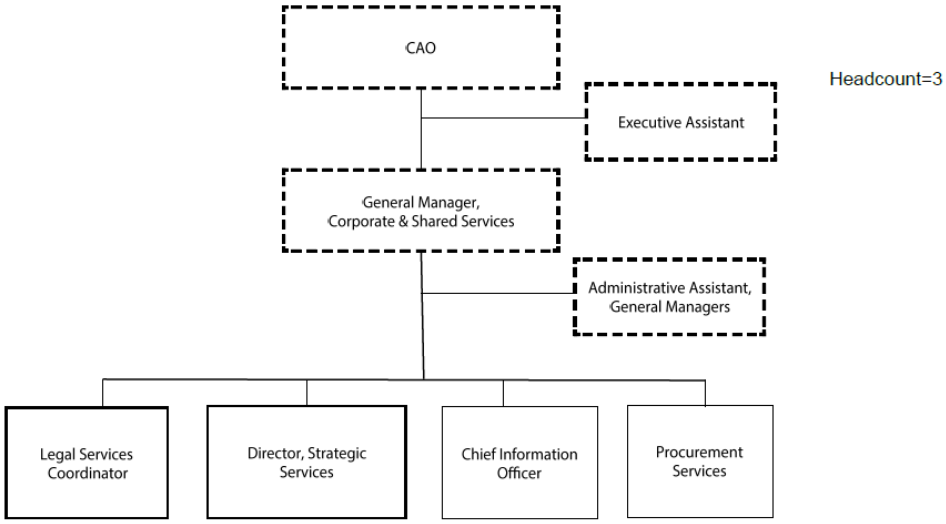

Headcount=0
CAO
Executive Assistant
Director, Strategic Initiatives
IT Project Management Contractor
Construction Manager Contractor
Project Manager
Business Analyst
Dynamix AX Technical Architect

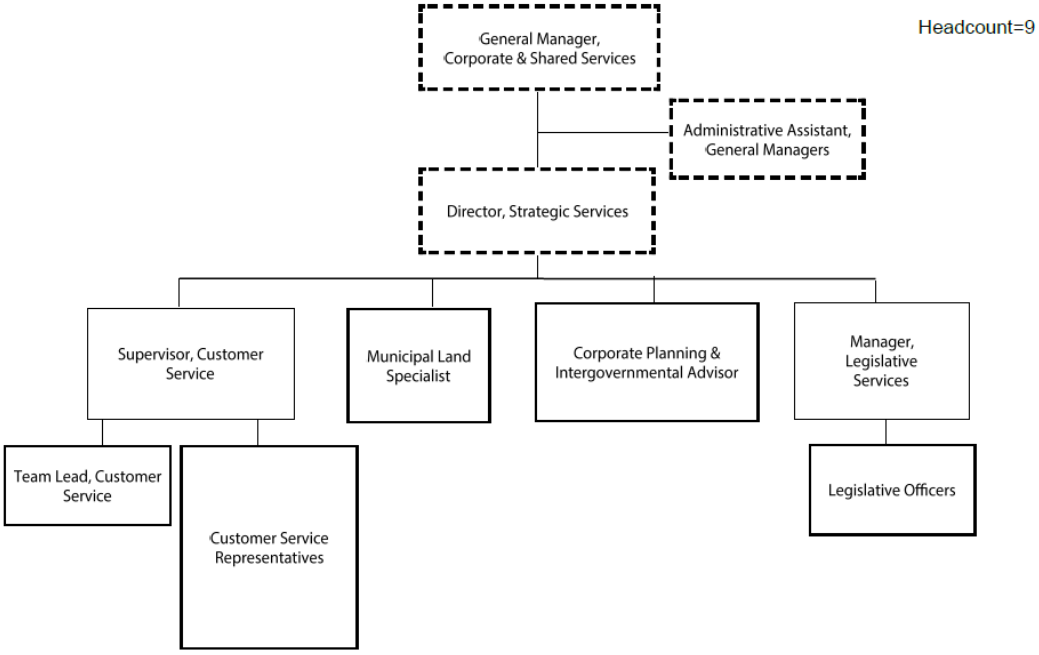

Headcount=4
CAO
Executive Assistant
Chief Financial Officer
Administrative Assistant
Director, Financial Reporting
Director, Financial Planning & Treasury
Director, Assessment, Tax & Financial Systems

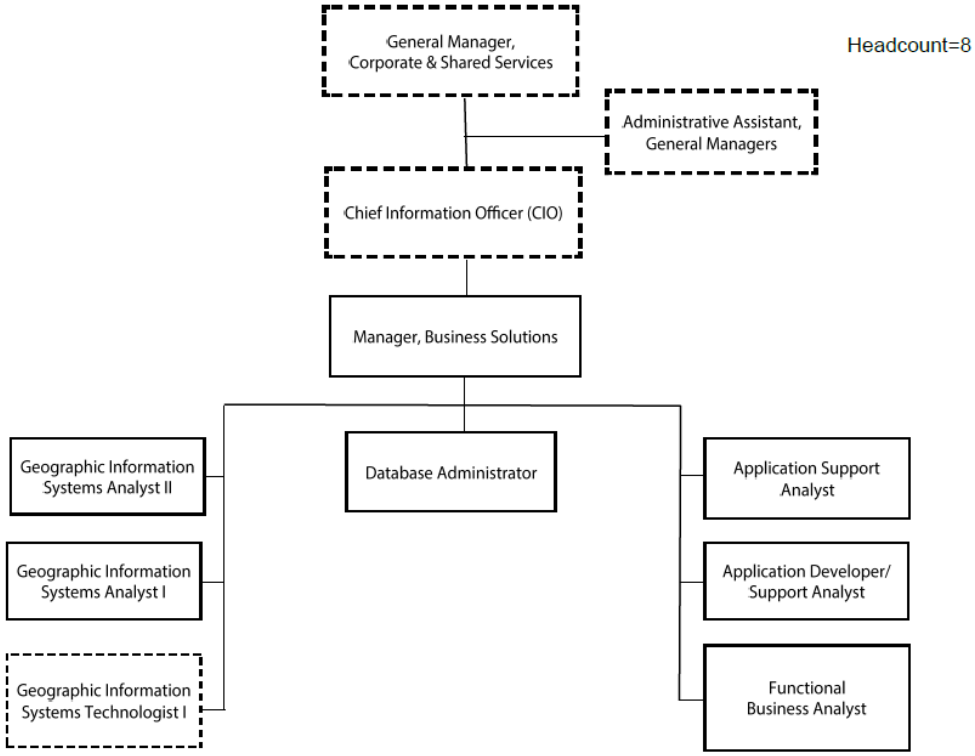

Headcount=8
Chief Financial Officer
Administrative Assistant
Director, Financial Reporting
Manager, Finance—Reporting
Manager, Finance—Capital
Manager, Finance—Operating
Accounts Payable Clerk
Accounting Technician
Accounting Technician
Accounting Technician
Accounting Technician

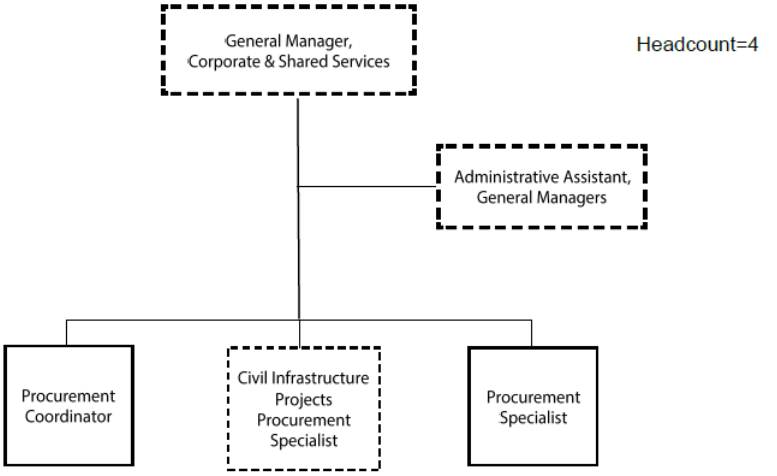

Headcount=4
Chief Financial Officer
Administrative Assistant
Director, Financial Planning & Treasury
Financial Analyst III — Capital Budget
Financial Analyst III — Operating Budget
Financial Planning & Treasury Officer
Internal Auditor
Financial Analyst I

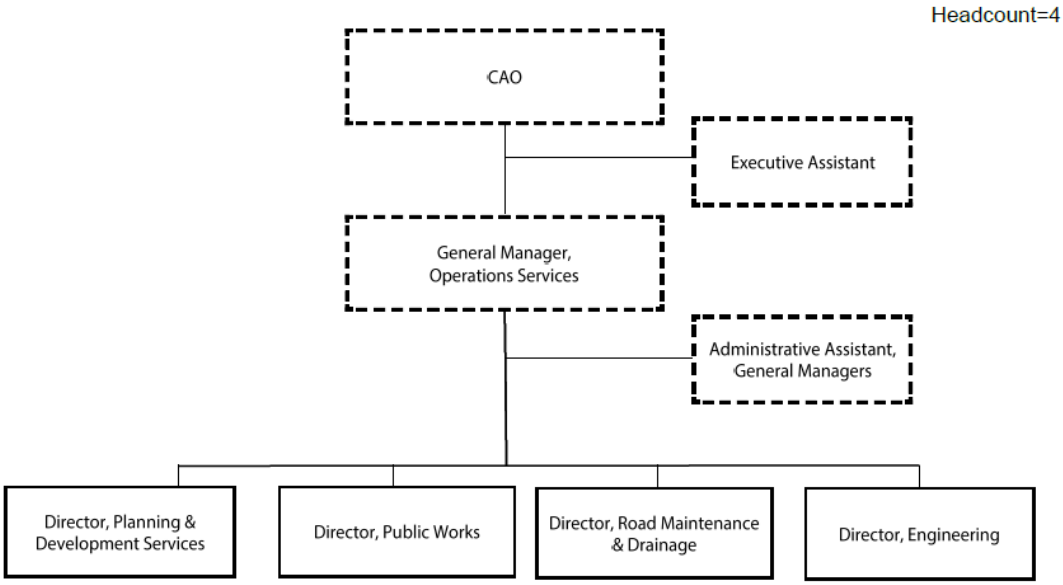

Chief Financial Officer
Headcount=10
Administrative Assistant
Director, Assessment, Tax & Financial Systems
Team Lead, Commercial-Industrial Assessment
Supervisor, Residential Assessment
Supervisor, Revenue Services
Business Financial Analyst
Assessor
Accredited Assessors
Assessment & Tax Clerks

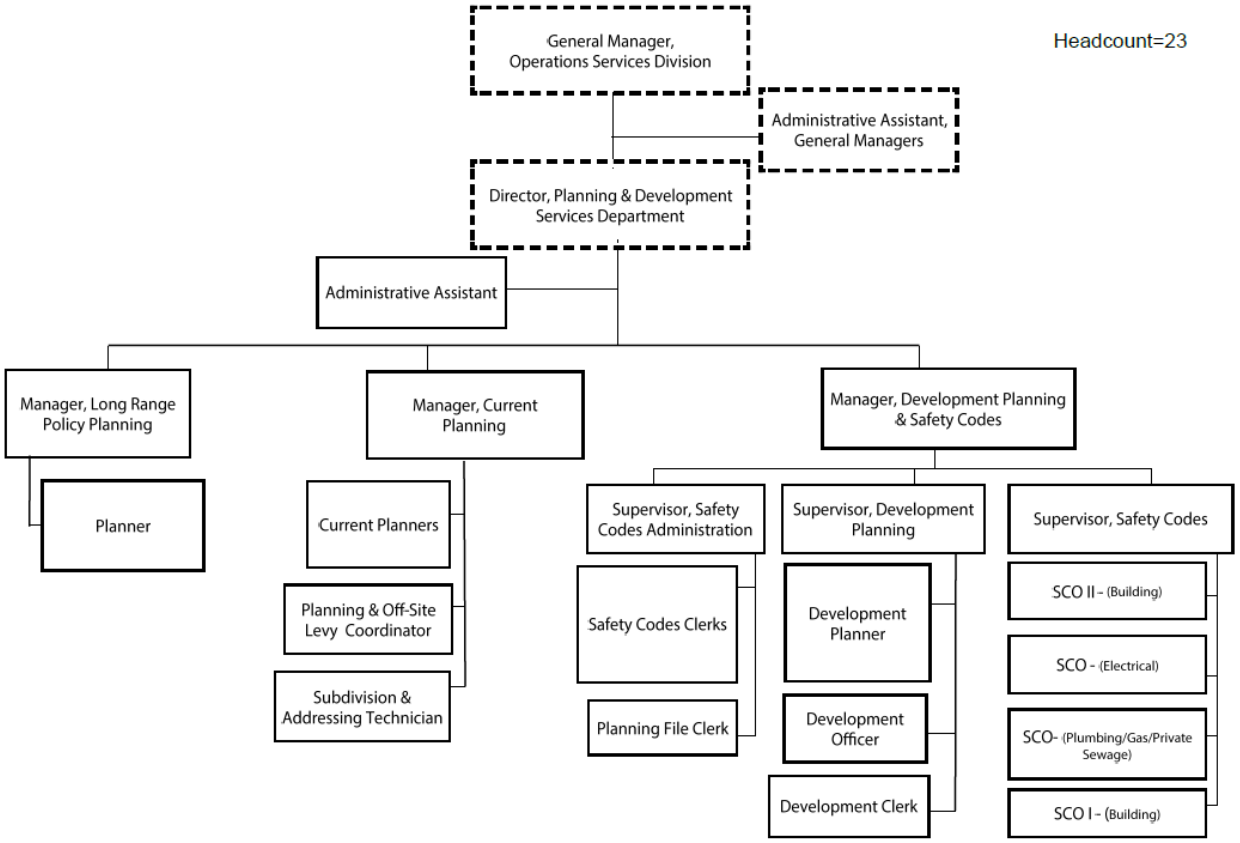

CAO
Headcount=3
Executive Assistant
General Manager, Corporate & Shared Services
Administrative Assistant, General Managers
Legal Services Coordinator
Director, Strategic Services
Chief Information Officer
Procurement Services

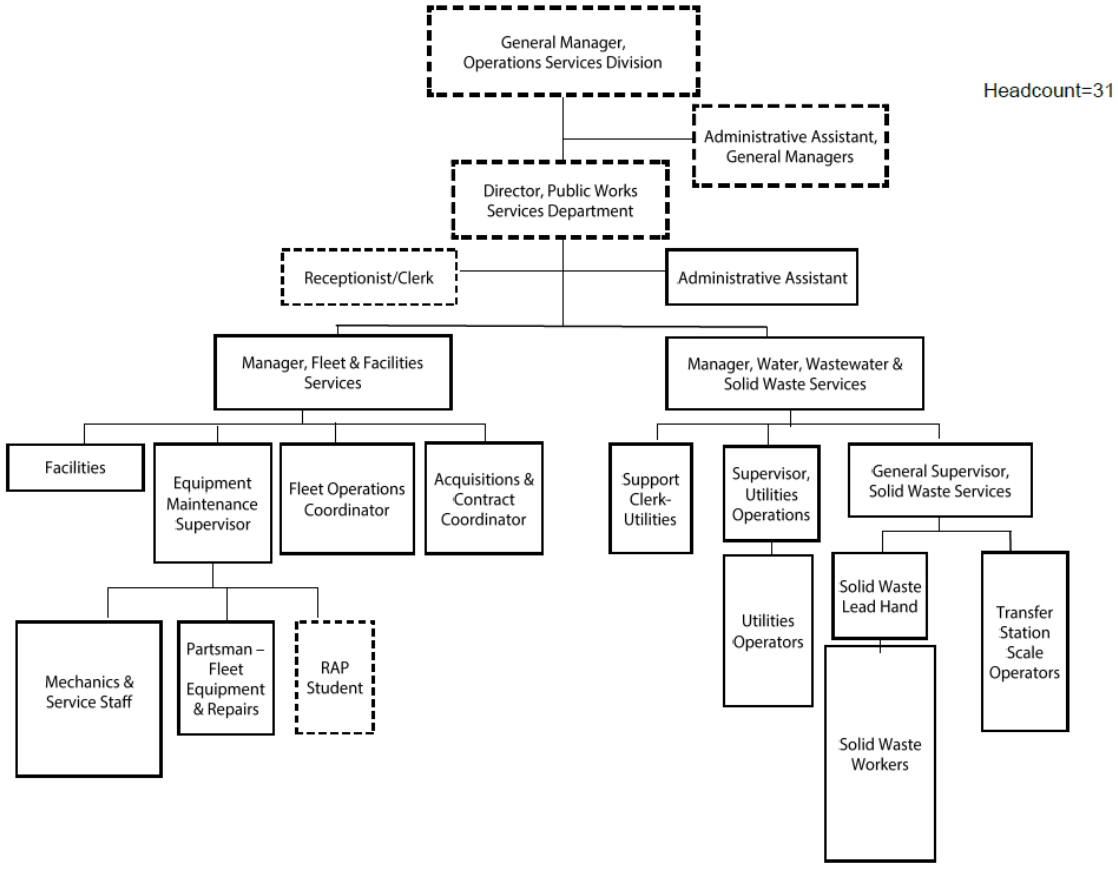

Headcount=9
General Manager, Corporate & Shared Services
Administrative Assistant, General Managers
Director, Strategic Services
Supervisor, Customer Service
Municipal Land Specialist
Corporate Planning & Intergovernmental Advisor
Manager, Legislative Services
Team Lead, Customer Service
Customer Service Representatives
Legislative Officers

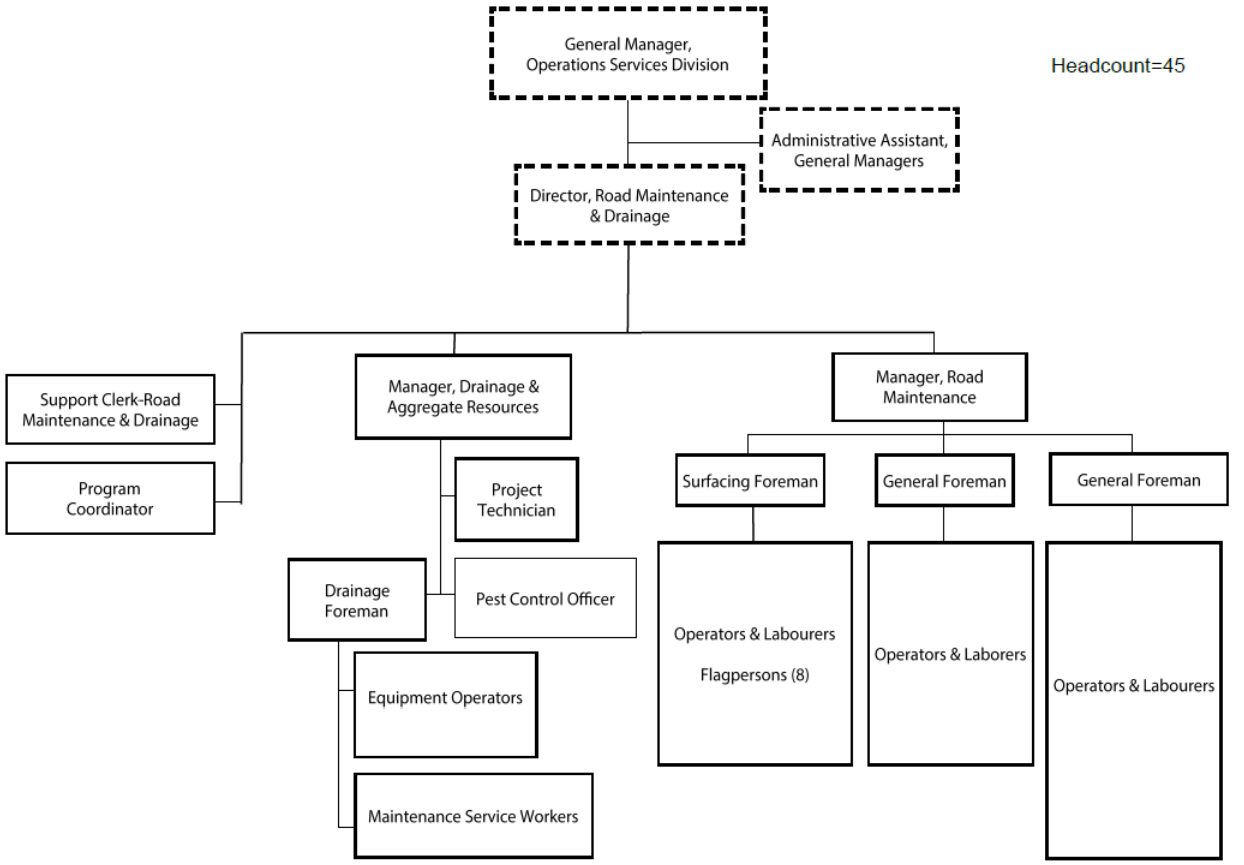

Headcount=8
General Manager, Corporate & Shared Services
Administrative Assistant, General Managers
Chief Information Officer (CIO)
Manager, Business Solutions
Geographic Information Systems Analyst II
Geographic Information Systems Analyst I
Geographic Information Systems Technologist I
Database Administrator
Application Support Analyst
Application Developer/ Support Analyst
Functional Business Analyst

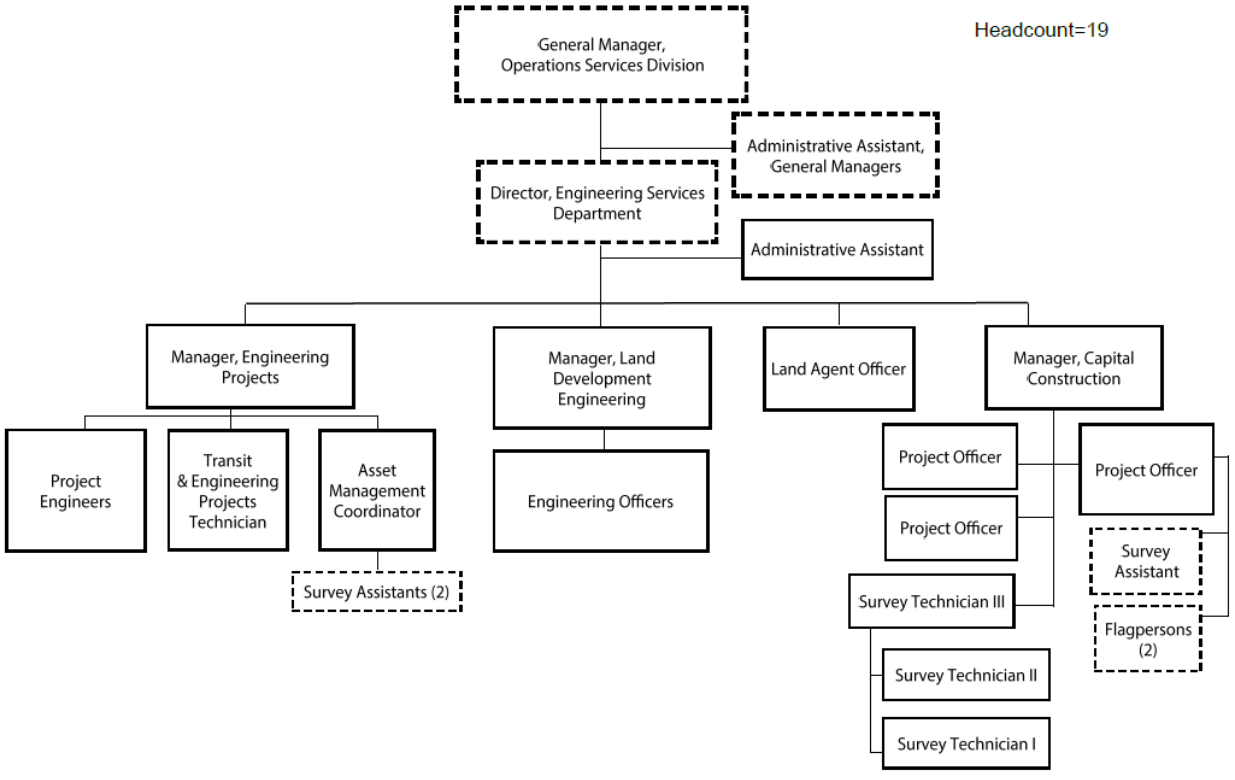

General Manager, Corporate & Shared Services
Headcount=4
Administrative Assistant, General Managers
Procurement Coordinator
Civil Infrastructure Projects Procurement Specialist
Procurement Specialist

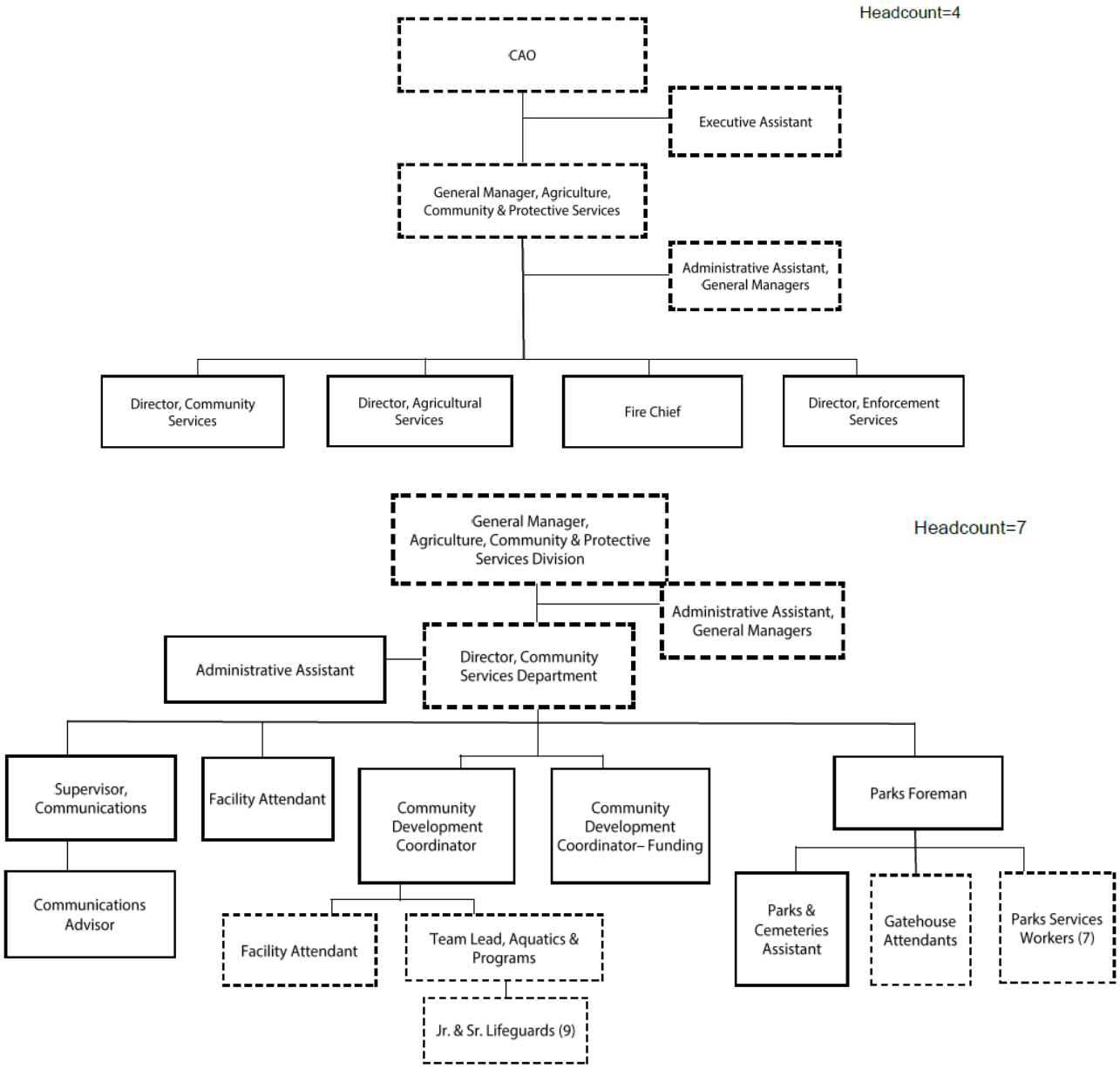

Headcount=4
CAO
Executive Assistant
General Manager, Operations Services
Administrative Assistant, General Managers
Director, Planning & Development Services
Director, Public Works
Director, Road Maintenance & Drainage
Director, Engineering

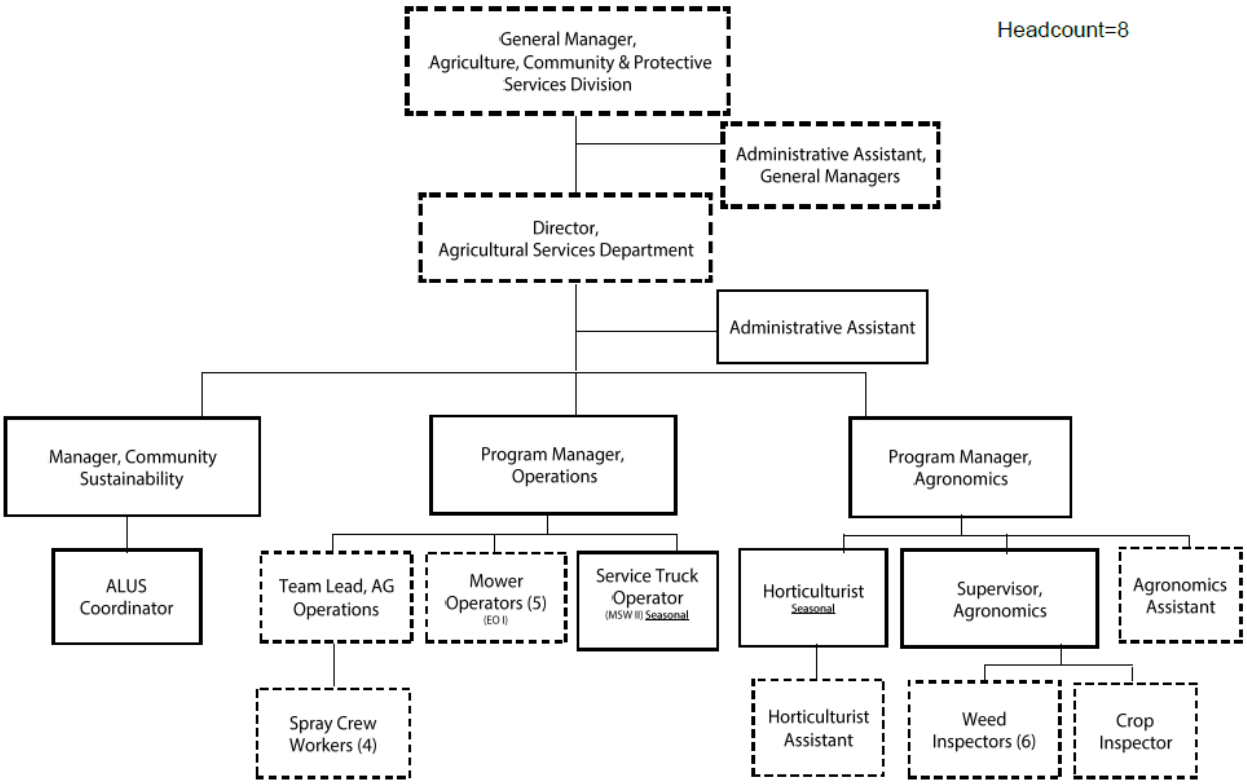

Headcount=23
General Manager, Operations Services Division
Administrative Assistant, General Managers
Director, Planning & Development Services Department
Administrative Assistant
Manager, Long Range Policy Planning
Planner
Manager, Current Planning
Current Planners
Planning & Off-Site Levy Coordinator
Subdivision & Addressing Technician
Manager, Development Planning & Safety Codes
Supervisor, Safety Codes Administration
Safety Codes Clerks
Planning File Clerk
Supervisor, Development Planning
Development Planner
Development Officer
Development Clerk
Supervisor, Safety Codes
SCO II - (Building)
SCO - (Electrical)
SCO- (Plumbing/Gas/Private Sewage)
SCO I - (Building)

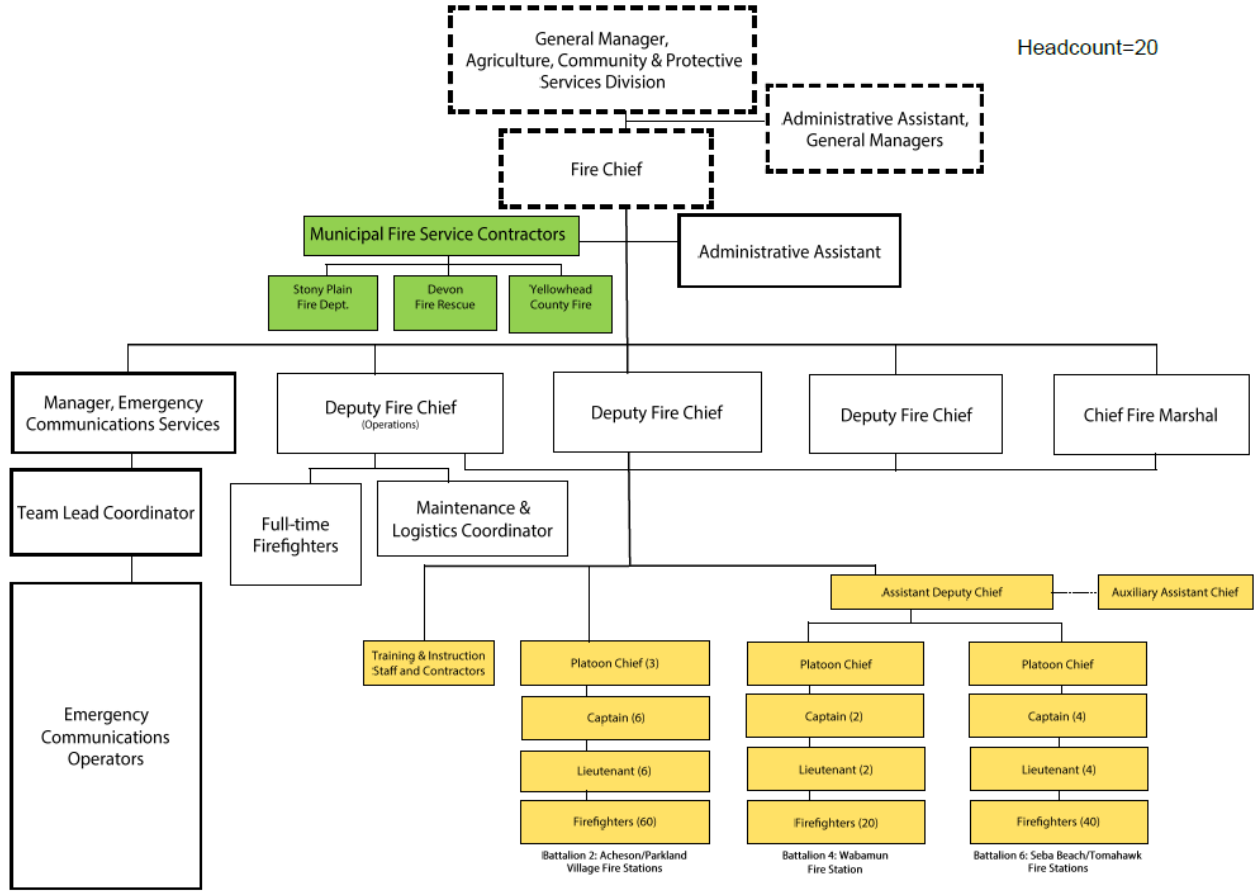

Headcount=31
General Manager, Operations Services Division
Administrative Assistant, General Managers
Director, Public Works Services Department
Receptionist/Clerk
Administrative Assistant
Manager, Fleet & Facilities Services
Facilities
Equipment Maintenance Supervisor
Fleet Operations Coordinator
Acquisitions & Contract Coordinator
Mechanics & Service Staff
Partsman – Fleet Equipment & Repairs
RAP Student
Manager, Water, Wastewater & Solid Waste Services
Support Clerk- Utilities
Supervisor, Utilities Operations
Utilities Operators
General Supervisor, Solid Waste Services
Solid Waste Lead Hand
Solid Waste Workers
Transfer Station Scale Operators

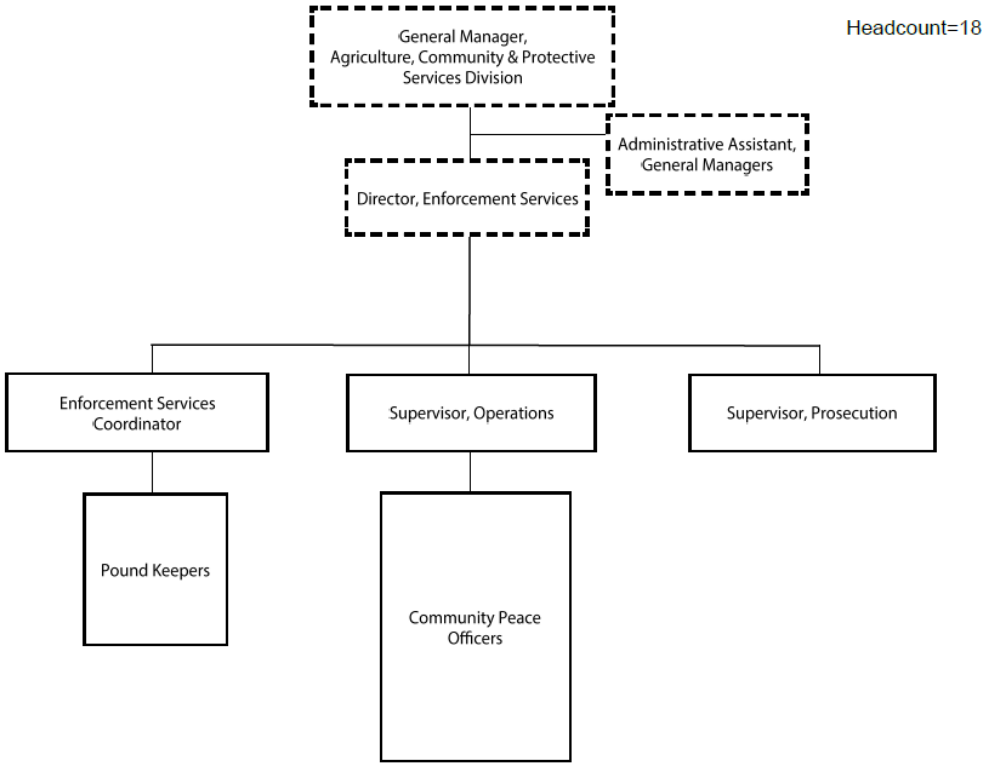

General Manager, Operations Services Division
Headcount=45
Administrative Assistant, General Managers
Director, Road Maintenance & Drainage
Support Clerk-Road Maintenance & Drainage
Program Coordinator
Manager, Drainage & Aggregate Resources
Project Technician
Drainage Foreman
Pest Control Officer
Equipment Operators
Maintenance Service Workers
Manager, Road Maintenance
Surfacing Foreman
General Foreman
General Foreman
Operators & Labourers
Flagpersons (8)
Operators & Laborers
Operators & Labourers


General Manager, Operations Services Division
Headcount=19
Administrative Assistant, General Managers
Director, Engineering Services Department
Administrative Assistant
Manager, Engineering Projects
Project Engineers
Transit & Engineering Projects Technician
Asset Management Coordinator
Survey Assistants (2)
Manager, Land Development Engineering
Engineering Officers
Land Agent Officer
Manager, Capital Construction
Project Officer
Project Officer
Project Officer
Survey Assistant
Survey Technician III
Flagpersons (2)
Survey Technician II
Survey Technician I


Headcount=4
CAO
Executive Assistant
General Manager, Agriculture, Community & Protective Services
Administrative Assistant, General Managers
Director, Community Services
Director, Agricultural Services
Fire Chief
Director, Enforcement Services
Headcount=7
General Manager, Agriculture, Community & Protective Services Division
Administrative Assistant, General Managers
Administrative Assistant
Director, Community Services Department
Supervisor, Communications
Facility Attendant
Community Development Coordinator
Community Development Coordinator– Funding
Parks Foreman
Communications Advisor
Facility Attendant
Team Lead, Aquatics & Programs
Parks & Cemeteries Assistant
Gatehouse Attendants
Parks Services Workers (7)
Jr. & Sr. Lifeguards (9)


Headcount=8
General Manager, Agriculture, Community & Protective Services Division
Administrative Assistant, General Managers
Director, Agricultural Services Department
Administrative Assistant
Manager, Community Sustainability
Program Manager, Operations
Program Manager, Agronomics
ALUS Coordinator
Team Lead, AG Operations
Mower Operators (5) (EO I)
Service Truck Operator (MSW II) Seasonal
Horticulturist Seasonal
Supervisor, Agronomics
Agronomics Assistant
Spray Crew Workers (4)
Horticulturist Assistant
Weed Inspectors (6)
Crop Inspector


Headcount=20
General Manager, Agriculture, Community & Protective Services Division
Administrative Assistant, General Managers
Fire Chief
Municipal Fire Service Contractors
Administrative Assistant
Stony Plain Fire Dept.
Devon Fire Rescue
Yellowhead County Fire
Manager, Emergency Communications Services
Deputy Fire Chief (Operations)
Deputy Fire Chief
Deputy Fire Chief
Chief Fire Marshal
Team Lead Coordinator
Full-time Firefighters
Maintenance & Logistics Coordinator
Assistant Deputy Chief
Auxiliary Assistant Chief
Emergency Communications Operators
Training & Instruction Staff and Contractors
Platoon Chief (3)
Captain (6)
Lieutenant (6)
Firefighters (60)
Battalion 2: Acheson/Parkland Village Fire Stations
Platoon Chief
Captain (2)
Lieutenant (2)
Firefighters (20)
Battalion 4: Wabamun Fire Station
Platoon Chief
Captain (4)
Lieutenant (4)
Firefighters (40)
Battalion 6: Seba Beach/Tomahawk Fire Stations


Headcount=18
General Manager, Agriculture, Community & Protective Services Division
Administrative Assistant, General Managers
Director, Enforcement Services
Enforcement Services Coordinator
Supervisor, Operations
Supervisor, Prosecution
Pound Keepers
Community Peace Officers