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- Tantus Solutions Group for overseeing and integrating the vast amount of information into this integrated Tri-Municipal Regional Plan.

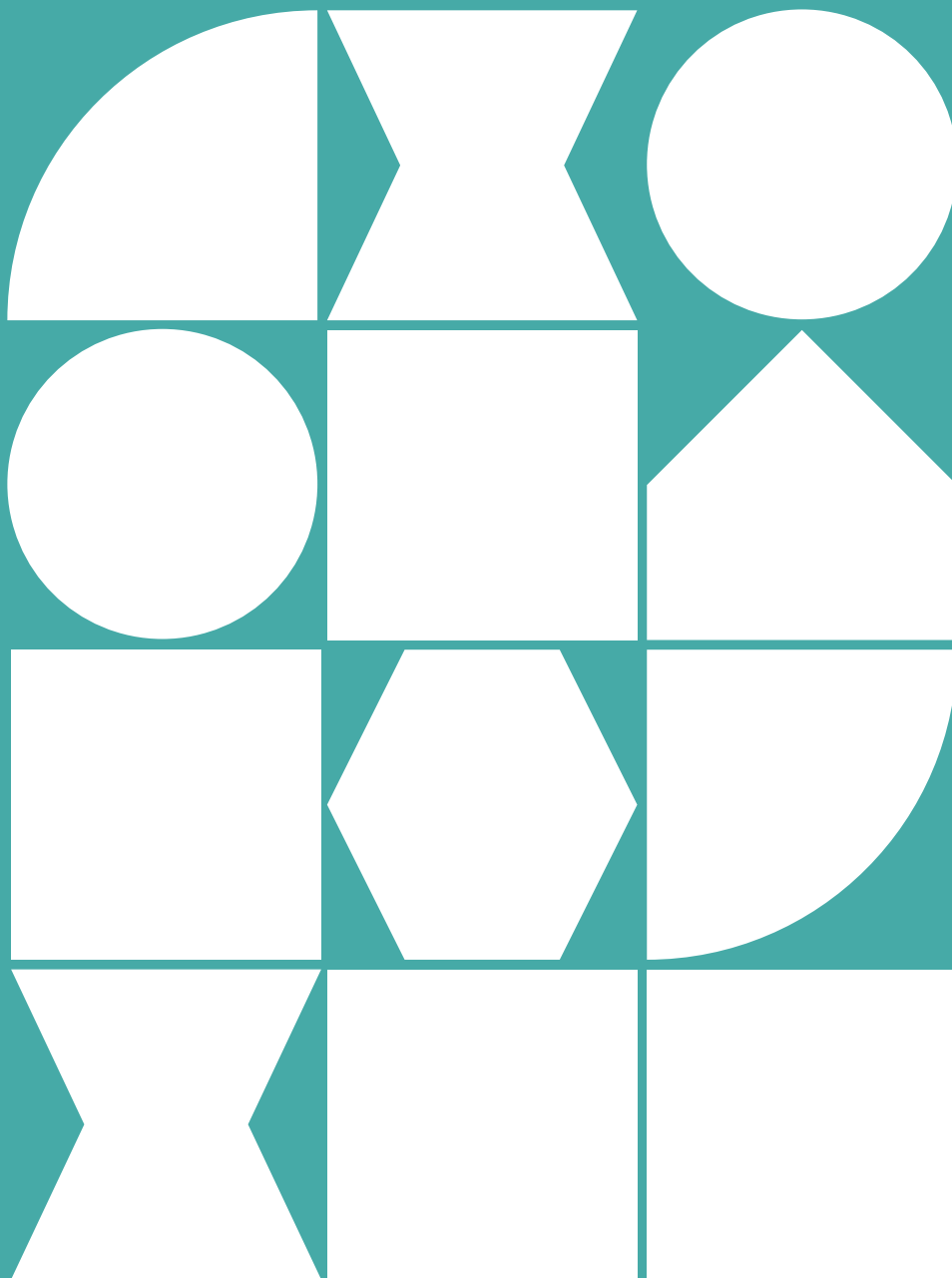
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How to Use This Report

This report is an integration of the work performed on the Tri-Municipal Regional Plan. Included are the resulting recommended strategies from the Municipal Services Strategy; Preferred Land Use Scenario; Transportation, Utilities, and Infrastructure Strategy; Cultural Strategy; Recreation Strategy; Housing Needs Assessment and Strategy; Economic Development Strategy and Social Development Strategy. The report can be read cover to cover to gather a comprehensive understanding of the work completed to date for the project and future recommendations.

The report is not intended to set a lock-step course for the development of collaboration in the Region. Rather it provides a blueprint of why the municipal partnership should continue to evolve their work together to enhance the predictability of potential initiatives and provide a more formalized process to collaboration activities, where warranted. The plan also provides a refined list of possible projects to aid this formalization and provide high-value examples of where greater collaboration is available.

Of key interest in the final integrated report is the investment packages component. A section has been developed to group recommendations from each secondary consultant strategy into realistic packages of projects and estimated roadmaps for completion. Each of these project packages varies in scope and scale and can be viewed below in Section 5.0 Investment Packages.



1.0

Introduction

Introduction

Parkland County, the City of Spruce Grove and the Town of Stony Plain are good neighbours. They have planned, worked and lived adjacent to each other since their formation as municipal entities. Together, they have supported each other in good times and bad and the Tri-Municipal Regional Plan is just the latest effort in ensuring good governance and value for the residents of the region.

“Madam Speaker, I’m lucky enough to live in what we call the trimunicipal (sic) area. The trimunicipal (sic) area is Parkland county, Stony Plain, and the city of Spruce Grove.

When we have our communities in silos, everybody can make something good. We can have a small rec centre in each community. We can have decent infrastructure in each community. But when our communities get together, as they do in the trimunicipal (sic) area very often, we can provide something great for all of our citizens.”¹

What has changed is the world in which we find ourselves. Technology and international business have made it seem much smaller than it did only a few decades ago. The speed of change and the complexity of the life has made us all more reliant on others and so, it is not surprising that municipal entities look to each other for support, expertise and partnership.

In February 2018, the Government of Canada announced the phase 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 TMRP. Funding was secured from Western Economic Diversification in early 2019.

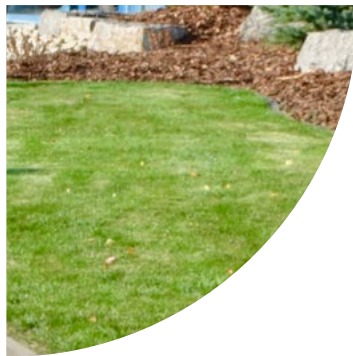
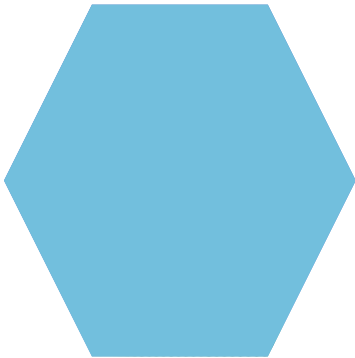
Later in 2019, the three municipalities committed to the development of a new Regional Plan. The three municipalities have collaborated on significant projects and initiatives in the past, including the Tri-Leisure Centre. The commitment in this plan, builds on this past success and represents a holistic and coordinated effort to enhance and formalize this collaboration. The Tri-Municipal Regional Plan (TMRP) was envisioned to be a document that will “improve governance, service delivery, fiscal capacity, and economic prosperity for the benefit of the citizens of the sub-region”².

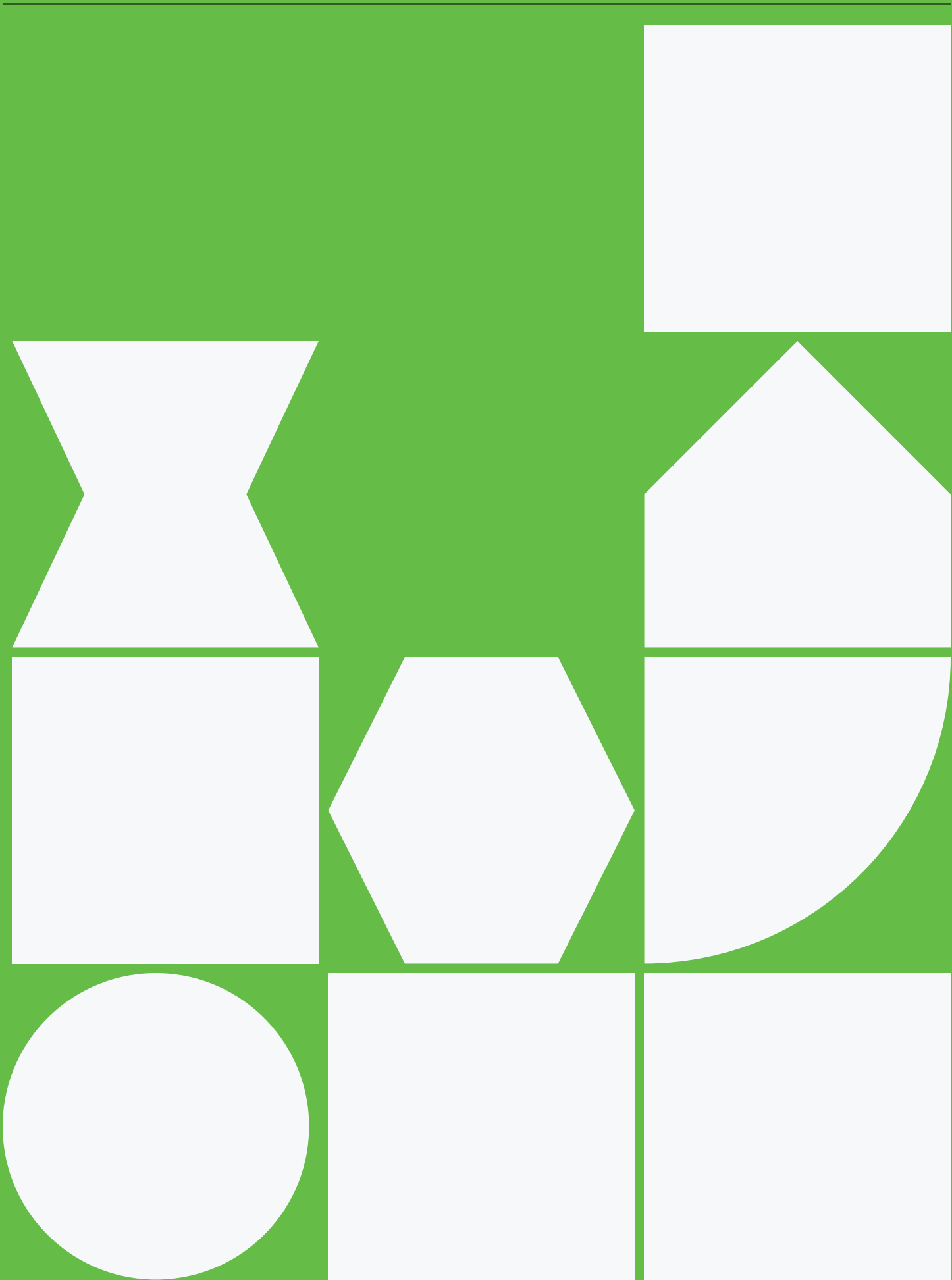
What resulted was a significant effort to look for opportunity across a vast array of municipal undertakings. From Social Development to Economic Development, from Recreation to Transportation, almost all aspects of municipal planning and operations have been analyzed. These results have been synthesized into this Integrated Plan, providing a refined slate of initiatives with the highest potential for collaboration or highest potential value in a single multi-faceted plan.

This is the culmination of that work. Municipal staff and elected officials have invested countless hours, building on their current and past collaborative experiences, to develop a plan. This plan not only models the collaborative processes that are desired but also outlines a host of potential projects. Together, the projects formalize existing collaborative relationships and provide clarity and predictability to multi-jurisdictional work creating value for residents of all three municipalities moving forward.

¹Babcock, E. (2017, May 11). Alberta Legislative Assembly. Edited Hansard. The 29th Legislature Third Session, Retrieved from Alberta Legislative Assembly website, https://docs.assembly.ab.ca/LADDAR_files/docs/hansards/han/legislature_29/session_3/20170511_0900_01_han.pdf

²Parkland County, City of Spruce Grove and Town of Stony Plain, Tri-Municipal Sub-Regional Plan: Project Charter, October 1, 2019





2.0

Continuing the Collaboration Journey

Continuing the Collaboration Journey

Parkland County, the City of Spruce Grove and the Town of Stony Plain have collaborated on significant projects and initiatives in the past, including the Tri-Leisure Centre, Fire Services, Enforcement Services, Special Events, Family and Community Support Services delivery, Accessible Transit Service (ATS) Operations and ATS Vehicle Maintenance. The commitment to this TMRP represents a more holistic and coordinated effort to enhance and formalize this collaboration.

This TMRP will enable the partners to strategically align land use, services and infrastructure to achieve mutual benefit. The Plan has 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 TMRP provides clarity for the Region through alignment of key municipal elements and fulfills the Government of Alberta’s requirement that municipalities “work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.”

To guide this process, the City of Spruce Grove, Town of Stony Plain, and Parkland County established a project committee composed of the Mayors, two Councillors and Chief Administrative Officers (CAOs) from each municipality. The Project Committee articulated a goal for the Tri-Municipal Regional Plan of “improving governance, service delivery, fiscal capacity, and economic prosperity for the benefit of the citizens of the Region.” Further, the Project Committee made a commitment to key Principles of being Citizen Centric, Inclusive, and Supporting Regionalism.

To help guide its work, the Project Committee expressed Norms and Values, including:

- Trust, honesty, fairness, and respect
- Shared Investment for 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

Finally, the Project Committee engaged a qualified Integration Consultant, to work with the Tri-Municipal Region on development of the Tri-Municipal Regional Plan (TMRP).

The Integration Consultant completed a Current State Analysis and a Municipal Services Strategy and guided the integration of strategies completed by secondary consultants. These strategies included:

- Competitiveness Review
- Preferred Land Use Concept
- Transportations, Utilities and Infrastructure Strategy
- Cultural Strategy
- Social Development Strategy
- Recreation Strategy
- Housing Needs Assessment and Strategy
- Economic Development Strategy

Engagement between secondary strategy consultants was encouraged throughout the process to ensure sharing of information, alignment and ease the integration of these multidisciplinary documents. To ensure consistent assumptions and alignment between strategies, a Centralized Data and Forecast approach was also facilitated.

The approach used was also one of high engagement with an Administration Committee and Subject Matter Experts from various departments of each of the three municipal partner organizations. In addition, regular briefings were held with CAOs to ensure that strategies were understood, well-informed and supported. Finally, monthly meetings were held with the Project Committee to ensure information sharing and understanding. These interactions helped build consistency in common stakeholder

Definitions of Success and to maintain alignment of purpose.

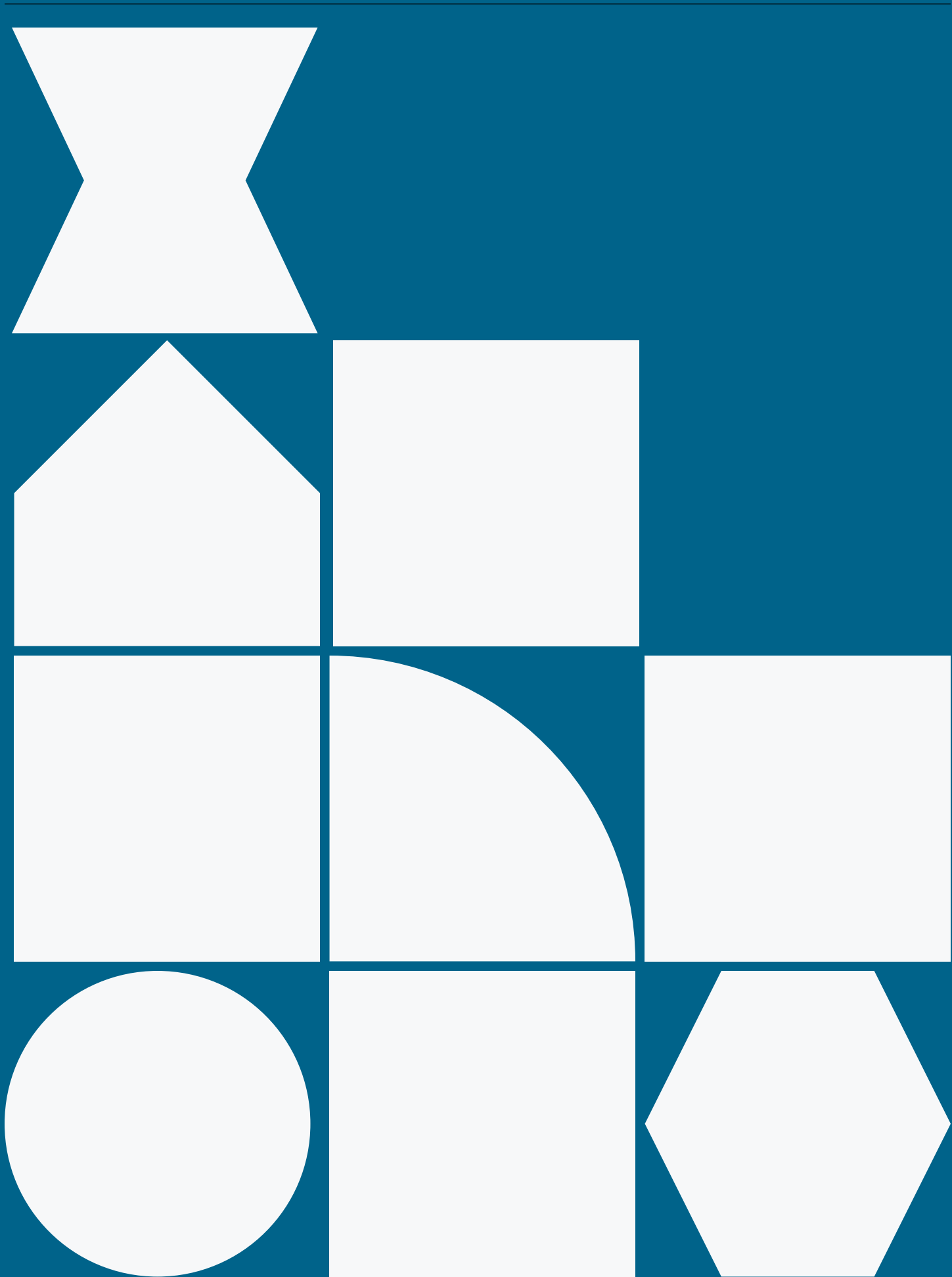
Early in the process, the Integration Consultant facilitated the Project Committee through a process to define success for the Tri-Municipal Region Plan project. The following dimensions resulted:

Definition of Success:

- Resident Experience
- Diversification of the Tri-Regional Economy
- Tri-Regional Identity
- Community Quality of Life
- Effective, Efficient and Integrated Service Delivery
- Financial Sustainability
- Tri-Regional Planning
- Advocacy / Political Communication
- Transparent and Open Communication

At the conclusion of this exercise, the Integration Consultant has delivered an integrated Tri-Municipal Region Plan reflecting a documented strategic roadmap providing high-level recommendations and proposed costing for implementation by the Tri Municipal Region. In addition, the municipalities have eleven high-value strategic documents that will remain a valuable resource for Tri Municipal staff reflecting upwards of 250 projects and initiatives that the Tri-Municipal Region may undertake.





3.0

The Value of Collaboration

The Value of Collaboration



Municipal governments have been collaborating for decades. Whether this is because of a general sense of altruism, a ‘good neighbour mentality’ or the lasting impacts of historical events like the Great Depression or the World Wars, Alberta local governments have been willing to work together to provide value for their residents. In few other places, has this spirit been more prevalent than in the Tri-Municipal region.

The high degree of collaboration, both formal and informal, that exists among the partners is rare in the municipal world. In particular, the Tri-Leisure Centre is a noted example of long-standing, successful municipal collaboration in the region.

Formal collaboration at this scale is not typically common. Municipal collaborations often involve informal structures and *ad hoc* arrangements. Collaboration of this kind, tending to occur as the need arises, is very pragmatic in nature; taking root where value is observed and discarded where it isn't. Most initiatives have grown from personal relationships among peers in the three organizations based on an impromptu phone call or a formal request from one Council to another. These informal collaborations have the following general characteristics:

- Informal in nature,
- Supported by limited documentation,
- Focused on a narrow delivery of service,
- Initiated in personal relationships, and
- Escalated for decision to the lowest hierarchical level in the organization with authority to approve.

In contrast, large-scale, formal collaborations like the Tri-Leisure Centre are often driven from the ‘top-down,’ and occur in sporadic one-off initiatives. The drivers for change are usually unique such as a response to legislation, external pressures, or large-scale strategic priorities. They tend to have the following general traits:

- Highly formal,
- Require service, funding, or construction contracts,
- Cover a broad swath of services,
- Driven from the political level and
- Each instance requiring long, complex negotiations as each are treated as unique events.

While there is a great degree of flexibility in the organic nature of these approaches, they also come with some drawbacks. They are unpredictable and raise questions as to who gets to make the decision to proceed? How much work should I put into large-scale partnership? Will I be seen as disloyal if I suggest that someone else deliver service to our residents? Systematic collaboration needs to provide answers and a level of comfort around the way to collaborate.

Collaboration is Hard

As noted above, there are a great many challenges to collaboration, and many are unique to each specific opportunity but there are three common barriers for strategic collaboration:

Time

Collaborative efforts take time to develop. Short-term, collaboration will take more time and effort than providing services independently; however, long-term it can save time.

Turf

Turf issues surface when an imbalance, perceived or real, of benefits to the collaboration partners occurs. For example, one agency might see that another agency reaps more benefits from the collaborative effort; or, one agency takes on less responsibility, or has more decision-making power. Partners do not see each other as equally involved in benefiting from the collaboration.

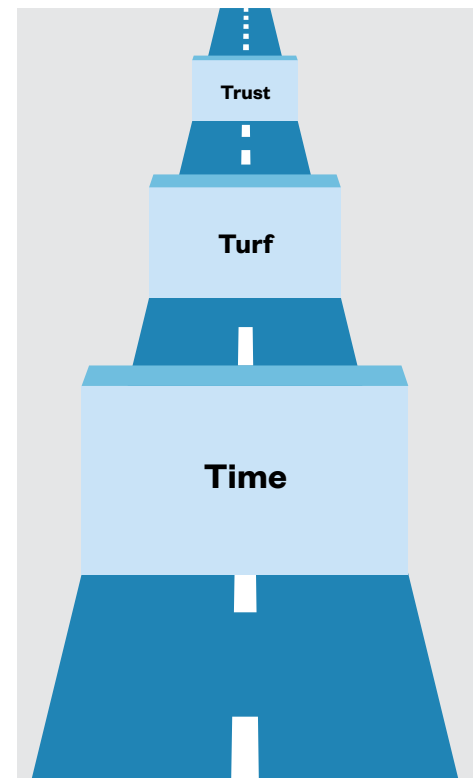
Trust

Lack of trust becomes a barrier in collaborative efforts. Trust can be influenced by prior or current troubled working relationships, or by lack of understanding on how agencies or disciplines operate, or by personal factors such as personality or temperament of an agency representative.³

This project looks to overcome these challenges and has modeled a way that the region can approach collaboration in the future. The overall driver to this plan is to use collaboration as a way to “improve governance, service delivery, fiscal capacity, and economic prosperity for the benefit of the citizens of the region.” This plan recommends structures that can act as the foundation for working together in a more formal manner. It also opens the door to documenting the path of decision-making required to get approval for collaborative action. This goal of more efficient decision-making at least partially addresses the three common barriers by reducing time required, providing a longer-term view to evaluate regional benefit and documenting a ‘way of doing business’ providing predictability. Predictability builds trust. Finally, the project is strongly focused on outlining specific initiatives and achievable, shared priorities that can be acted on – we believe that action will answer more questions, and solve more problems, than prolonged analysis.

Through the course of this project, it has been apparent that there is a sense among staff and councils that, in general, there is value in collaboration. The formalization that has been described so far should make it easier to collaborate. But what is the value of collaboration, itself?

The Barriers to Collaboration



³Orla O'Donnell, "Strategic collaboration in local government: A review of international examples of strategic collaboration in local government", Institute of Public Administration, Report No.2, January 2012, p. 8.

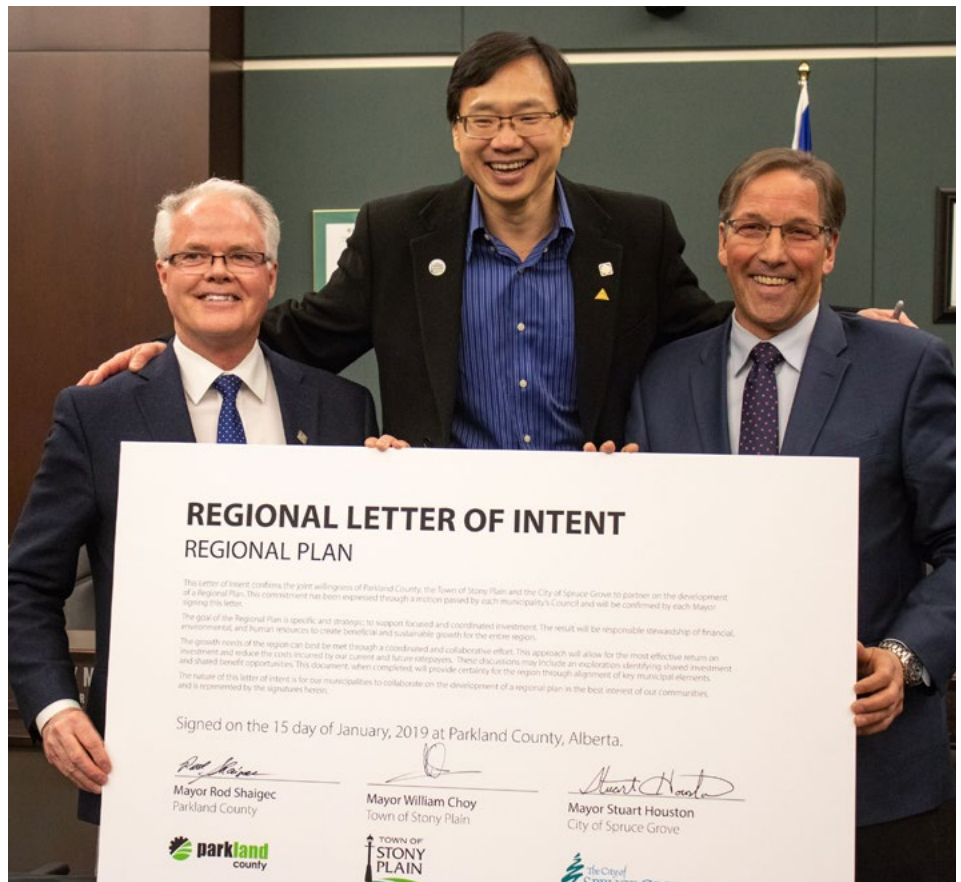
Collaborative Value

The Province of Alberta has recognized the benefits of municipalities working together through various regulatory requirements and have even enshrined collaboration as an expectation of Council. Part 3 of the Municipal Government Act states that one of the “purposes of municipalities” is to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

Intermunicipal collaboration is a broad description of initiatives that municipalities can undertake together. They all share similar characteristics:

- More than one local government is involved,
- There is an exchange of money, assets, or services, that provides some degree of benefit to each party, and
- The portfolio of these efforts increase value for all participants in an equitable manner

There is enormous potential to create value for residents, businesses, and other stakeholders or internally for the municipal corporation itself. An interesting way to look at it is by seeing how collaboration can be a critical tool in addressing some common pressures on local government.



Relieving Cost and Efficiency Pressures



For decades, there has been increased pressure on local governments to reduce costs and improve efficiencies. This pressure continues to increase and new challenges such as the COVID-19 pandemic and the reduction of activity in the oil and gas sector will likely fuel the demand for efficiency.

Collaboration provides a promise (borne out in many Canadian and international jurisdictions) of reducing operational expenses through economies of scale in the use of assets, information technology systems and expert knowledge. If facilities, systems or individual resources are not used to capacity, there is an opportunity to get greater use from them and spread the costs across more delivery.

A focus on cost efficiency typically points to the areas with the most straightforward value: combining purchases from a vendor to gain volume discounts, or the ability to combine comparable positions and remove redundant tasks. However, the project work highlighted that many of these 'simple' areas of value have already been pursued, and municipal partners are operating in a fairly lean manner, leaving less room for 'obvious' savings. Though with a certain degree of compromise on equipment/tools/materials/systems preferences, there are still areas that can provide immediate value.

A far more promising source of savings is the long-term alignment of capital expenditures, including technology investment. The opportunity to invest in one new facility in a strategic location to service multiple portions of the region could defer the need for another in the region for an additional 10 or 20 years; the ability to invest in one piece of specialized equipment to be shared by the partners could eliminate the need for redundant purchases and underutilization; the ability to plan infrastructure upgrades in one location could defer the need for upgrades in another area; and finally, the ability to jointly engage in technology purchases could provide better leverage on implementation costs, licensing costs and ongoing support. In total, the ability to better align capital expenditures could provide millions of dollars in regional savings – the challenge is that these savings can only be realized over a longer-term, and they take real compromise and commitment from municipal partners to realize.

Addressing Increased Service Demand



At the same time, municipalities are experiencing an increase in the types of services and levels of service demanded by the public. This has been combined with increased “downloading” (either formally or by reducing delivery) for many programs and services. Policing, affordable housing, bridge maintenance and social programs are examples of services that at one time were managed or funded by the province that have become a municipal responsibility.

Collaboration helps partner municipalities address these increases in scope through the sharing of specialized human resources and capital assets, gaining both economies of scale and economies of scope. It also supports innovation by sharing risk on new service delivery approaches and combining expertise. Regardless of the strategy, working together can offer better means to absorb downloading.

In some cases, value may mean “doing more with the same amount of money,” rather than “doing the same with less money.”

The project work highlights the potential value of focusing on extending service delivery as a source of financial value to the region. Bringing positions together across the region is less about eliminating redundancies, and instead focuses on optimizing capacity or introducing new skills and expertise into the organizations at a much lower price point than if each partner invested independently. In this area, the region is effectively trading current costs to avoid or defer larger future costs, while gaining capacity to absorb future growth, implement specialized capabilities, or increase service levels across the region.

Managing Deficits



The COVID-19 pandemic has forced an unprecedented level of borrowing at the federal and provincial levels. This will lead to rising deficits and debt at a time where growing voter resistance to tax increases will make revenue generation extremely challenging. Borrowing will cause governments (local and provincial) to increasingly focus on core areas of service, explore privatization, out-sourcing and downloading, and reassess every service that they provide for taxpayers. The likely outcome is that governments, at all levels, will continue the decades old trend of moving from a 'doer' to a 'facilitator' of services to the public.

Collaboration offers a means to spread out capital costs, as noted above, but also provides an opportunity to share the key strengths of each partner municipality across a region. This may be in the form of specialized knowledge or excellence in program delivery that can be used to improve services for all residence at a reduced cost. In areas where it is determined that outsourcing may be the best course of action, collaboration can generate more attractive terms by tendering larger contracts and gaining volume discounts.

Demonstrating Effectiveness



Also growing in importance to the public is local government's ability to demonstrate their effectiveness. Taxpayers have become more engaged and more aware, becoming less content to just trust that government services are providing the best return on tax dollars. Most governments have been hard-pressed to consistently demonstrate value for money given the difficulty in collection and reporting evidence of actual results.

There are two pieces to the challenge of showing effectiveness. First, governments rarely collect all of the complicated data required to illustrate

these results. Secondly, is the growing realization of how complex many social challenges are. Rarely do straight-forward metrics provide the context of how well local governments activities are doing at addressing these multi-faceted issues. The overall result has increased the tendency of citizens to question government's ability to address problems and make the decisions of where to best invest tax dollars. To address this many municipalities are moving to some form of evidence-based decision making (such as performance-based budgeting, asset management, etc.) which promises to support better deliberation on spending but also reinforces that need for good quality, accessible data.

Technology will be one aspect of government's ability to address this challenge. Though not a solution by itself, data systems can capture this great volume of data and report it in understandable, usable form. Collaboration offers a greater number of partners to spread the cost and expertise needed for the technology systems. It also builds on each partner's network of relationship which provides a broader range of perspective. Research into solving big, complex problems suggests that the key to generating workable solutions is gathering input and harnessing the efforts of large, diverse stakeholder groups.

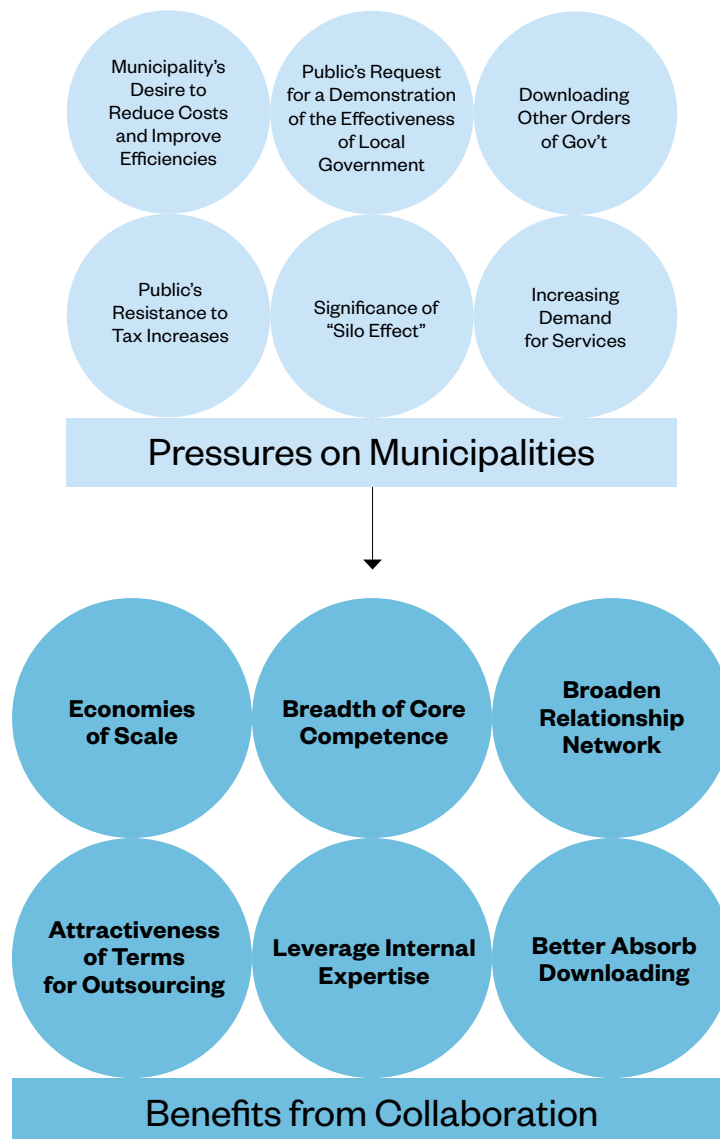
Formalizing Collaboration Produces Value

Municipalities are complex organizations, operating about 20 different business areas to provide services to residents, businesses, stakeholders, and other internal departments. The evolution of the municipal corporation has led to a significant “silo effect” where separate operating areas have little contact or understanding of each other. This can lead to duplication of effort, lack of coordination and lack of a systems perspective to address societal issues.

To get a local government ready for formal, repeatable collaboration, the municipalities must first better understand their own business. This can be done through the definition of services and service levels, determination of the cost of service and through this information, a better understanding of municipal priorities. Collaboration is not the only driver for this type of work but can provide the side benefit of dramatic increases in pan-organizational understanding leading to service improvements and cost reductions.

The TMRP provides the Town of Stony Plain, the City of Spruce Grove and Parkland County a structure and a means to make their historical collaborative practices consistent, repeatable and affordable. The project has also produced a list of high-value opportunities to pursue and the experience of collaborating on a major initiative to model collaborative behaviours moving forward.

The Value of Collaboration





4.0

The Next Twenty Years

The Next Twenty Years

For decades, municipalities have collaborated with their neighbours without losing their governing autonomy to make decisions in the best interest of their residents and local stakeholders. This plan provides the next steps to continue the evolution of using collaboration more formally as a strategic tool to meet common objectives with speed, cost-effectiveness and quality. It also supports the understanding that there are times when independent action is more important.

In 20 years, the Tri-Municipal Regional Plan will be viewed as successful if well understood structures and processes are seamlessly integrated into the partner organizations and are supported by a universal culture of collaboration among staff, executive leadership and elected officials. The path for potential collaborations is well managed through the municipalities' planning and budgeting processes with clear points for initiatives to be approved or declined in a predictable fashion. This will result in the continuous completion of high-value projects praised by residents, municipal staff and Councils for producing beneficial, cost-effective services and enhancing the Tri-Municipal Region's quality of life.

What the Tri-Municipal Regional Plan does, in its initial undertakings, is provide the basis for a more systematic and predictable means to work together. It provides a way to guide staff and residents on how collaborative opportunities will be introduced and managed through the local governments for decision making. The plan also highlights opportunities for investigation and discussion of what can become high-value examples of this new understanding.

Provided in more detail in later sections, governance will be the critical element to guide the partnership. Governance provided in two distinct forms has already been used and tested through the course of developing this plan. Elected official governance has, and will, manifest itself in the use of collaboration as a strategic tool. All issues to be resolved should be considered in the light of potential regional solutions. Not to state that it is the answer to all challenges that the local governments face, but more to suggest that collaboration is a tool in the toolbox of options that deserves consideration.

The second form is the administrative governance that guides actualization of the solutions. Emergent collaborative opportunities will continue to arise, and the senior administrations of all municipalities will need to apply judicious consideration of when a partnership model should be considered and be able to determine when it is not the prudent course of action.

Initially, a CAO Collaboration Secretariat is recommended to be formed to take on the task of determining how these projects will be navigated through the three organizations. This leadership must continue to visibly support and encourage the organizations to explore new means for collaboration. The Secretariat will also address the make up and mandate of regional advisory and decision-making groups. The Secretariat will chart the paths for navigating through the individual planning and budgetary processes. This will allow for the necessary prioritization of initiatives in alignment with the independent plans of the Parkland County, the Town of Stony Plain and the City of Spruce Grove.



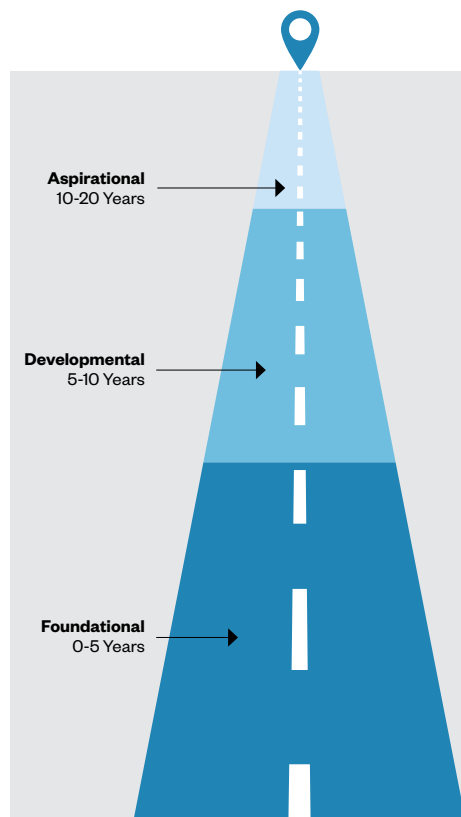


5.0

Investment Packages

Developing the Investment Packages

Origin of the Projects



The secondary strategies developed during the Tri-Municipal Region Plan identified a wealth of opportunities to enhance collaboration among the Tri-Municipal partners. To manage this broad array of recommendations, the CAOs filtered the individual projects through the lens of each individual council's strategy and policy. The resulting opportunities provided a list of 117 projects to be completed over the plan's 20-year horizon⁴. This group of projects includes contributions from each of the secondary strategies and a balance of effort over the timeframe.

During secondary strategy development, it became clear that certain projects would need to be implemented first to achieve alignment and a solid basis for further implementation. There were dependencies that required certain projects to be addressed before other more complex collaboration projects could be pursued by the municipal partners. As such, secondary strategy consultants were asked to categorize projects as:

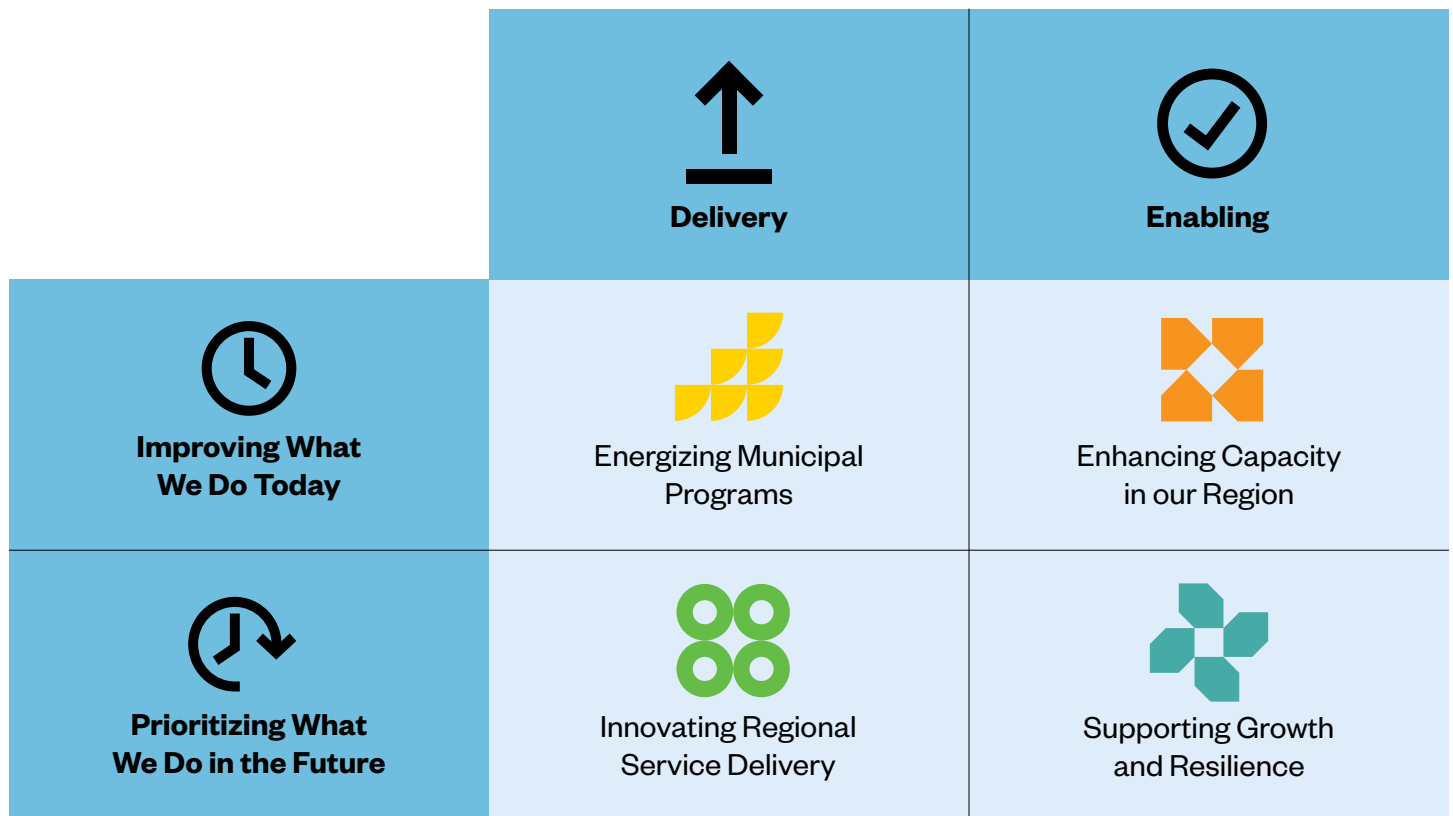
1. **Foundational** - base actions that are fundamental to the success of the plan
2. **Developmental** - evolutionary actions that will help advance the goals and objectives of the plan, and
3. **Aspirational** - actions that would enhance the performance (effectiveness) of the Tri-Municipal Region.

Much of the foundational effort consists of further analysis of policy, standards, data sources and processes to address opportunities for harmonization in language and understanding with the goal of further collaboration in the longer-term. By their nature, foundational projects are somewhat short term (1 – 5 years) in nature to align, stabilize and position the Tri-Municipal partner municipalities to provide a structure for collaboration. Developmental projects reflect mid-term (6 – 10 years) investment of resources and processes to grow collaboration while aspirational projects represent major and somewhat long-term (11 – 20 years) investments and advancements in collaboration.

Projects from all three categories were presented to and evaluated by CAOs for level of alignment with their Councils' policy direction. Based on this feedback and direction, the Investment Packages were developed.

⁴Note: The Transportation, Utilities and Infrastructure Strategy and the Preferred Land Use Strategy both had 40-year time horizons. Any resulting projects in the 20 to 40-year timeframe have been captured as Aspirational.

Package Development Model



To further focus effort and allow for a more strategic prioritization of activity, it was determined that the development of thematic packages would provide the municipalities with specific choices on the strategic approaches they would like to take toward further collaboration. The term, “Investment Package”, was coined to refer to these grouping of projects across the various secondary strategies to imply a similar strategic intent. Further, the name highlights that while not all of the recommendations require financial investment, they are additional work for municipal staff and therefore, should be seen as “investments” by the partners in their joint future.

Specific characteristics of each project, drawn from the secondary strategies, were determined by answering the following binary questions:

- Does this project leverage past investments and existing programs? (Improving What We Do Today)
- Does this project allow/give the region a foundation for success in the future? (Prioritizing What We Do in the Future)
- Does this project allow the municipalities to deliver enhanced value? (Delivery)
- Does this project allow/enable community organizations/business entities in the region to operate more sustainably? (Enabling)

The results of these questions grouped the projects around specific strategic themes.

In the packages that follow, the specific projects are presented under each of the Collaboration Strategy themes starting with Energizing Municipal Programs and moving clockwise through each of the collaboration strategies. Projects are presented with detailed estimates of cost, staff effort, project duration and revenue, savings, or expense deferral potential.

Types of Collaboration



Model Intensity



← Least Intense Most Intense →

In addition, each of the projects has an indication of the type of collaborative model that may result from the project's completion. There are six potential models that can be considered for any given service or service area.

Model 1: Emergent Collaboration

This model represents the current state of the majority of collaboration among the three municipalities. Collaboration is conducted 'ad-hoc' based on available opportunities, pressing issues, or areas of obvious benefit. In this model, each party governs and operates its own programs and services, except in identified areas where collaborative service delivery can exist. Examples include: Joint procurement, staff sharing, reciprocal response agreements, regional collaboration body participation, ad-hoc joint planning.

Model 2: Joint Delivery

In this model, municipalities would combine a service area to jointly govern and administer a program for residents

of two or all municipalities. The municipalities would integrate their operations to deliver the program or service as a regional provider. The municipalities would maintain and operate a shared governance structure, in the form of shared governance bodies or Memoranda of Understanding (MOUs).

Model 3: Contractual Service Provider

In this model, the ad hoc collaboration is formalized into explicit service contracts between municipalities. Municipalities provide services in which they have a relative comparative advantage to their partners, or where there is financial advantage in terms of economies of scale.

Model 4: Outsourced

In an Outsourced model, two or all municipalities would jointly contract an external entity to provide a service to the municipalities. The third-party entity would be independent from the governance of the municipalities and provide services on a contractual basis for the interest of all municipalities.

Model 5: Tri-Regional

A Tri-Regional Service Provider would require an alternative legal and governance structure, comparable to independent commission structures, such as the Tri-Leisure Center Part 9 Company. In this model, an autonomous regional entity would own the governance and administration of programs and services.

Model 6: Metropolitan Regional

This model is similar to Model 5 above but would apply to the entire Edmonton Metropolitan region with participation from the three municipal partners. These could include service offerings through the EMRB, Edmonton Global, regional service commissions, regional utility bodies, or other joint initiatives across a range of services.

As the goal of this plan was to offer an approach to more structured collaboration, Model 1 is omitted from the analysis. Similarly, only opportunities that were confined to the three municipal partners were considered; thus, Model 6 was omitted, as well.

The Investment Packages



The packages provide the municipalities with choices for strategic emphasis in their collaboration with their regional partners. Each portfolio of projects is based on a specific strategic focus defined by expanding current delivery through partnership, providing new services and initiatives together, enhancing current support to community businesses and agencies collaboratively and/or creating new supports to those organizations with a regional view. It is critical to understand that these are not options to select only one to pursue but a more holistic view of the various collaborative strategies.

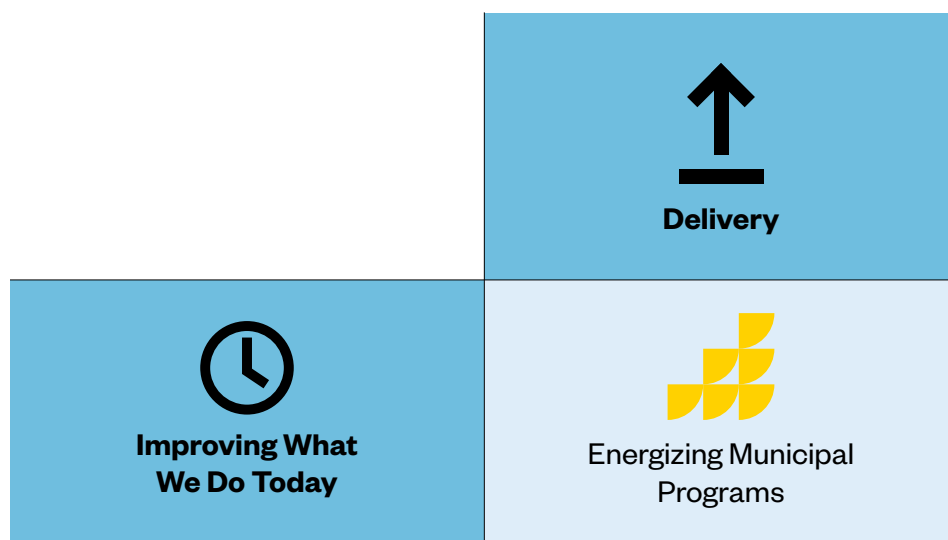
Each of the collaboration strategies is presented with a brief outline of elements of value from the perception of four stakeholder groups: Residents, Business, Community Groups and Other Orders of Government. While not intended to be universal or exhaustive, these statements will provide a general sense of why that group should care about that collaborative strategy.

Following the perspectives are a brief summary of the projects contained in the collaboration strategy. They are organized by the three phases of implementation: Foundational, Developmental and Aspirational to give the reader the short, medium and long-term implications of the package.

The intent of the packages is not to provide a step by step sequence of projects for the Tri-Municipal partners to initiate in Year 1 and work through methodically till Year 20. Rather, they are provided as a portfolio of opportunities that should be pursued as fine points are refined, timing is right, and resources are available.

One of the recommended projects is the establishment of a CAO Collaboration Secretariat to take ownership of these portfolios and guide the decision making and implementation of the projects through the life of the plan. Overall, the packages provide a strategic, balanced and tangible means to enhanced collaboration, leveraging the legacy of collaborative service delivery and priming the future through new and innovative regional service options.

Energizing Municipal Programs



These projects build on the investments, existing programs and staff experience that already exist in the municipalities extending current service delivery and operations in a collaborative fashion.

Perspectives



Residents

Residents can welcome enhanced services or enhanced service levels based on existing programs and investments. They will also be able to appreciate greater leverage of their tax dollars through greater sharing of internal municipal resources.



Business

The business community gains in the more efficient use of tax dollars across programs and the view to aligning requirements for service across the region reducing efforts to operate in more than one jurisdiction.



Community Groups

Community groups will gain in some of the 'red tape' reduction aspects, especially in the recreation and cultural sphere and targeted input into a number of policy review areas.



Other Orders of Government

Other orders of government will see alignment on a number of Indigenous Canadian initiatives and Equity, Diversity and Inclusion awareness.

Summary



During the foundational phase, many of the recommended projects propose using shared expertise among the partners to make short-term gains in local government operations by further investigating potential operational efficiencies that may be available through alternative regional service delivery options. The projects also outline some opportunities to review and improve interactions with Indigenous and cultural groups. There are options to address Equity, Diversity and Inclusion in municipal operations. Still others look to further clarify a regional perspective and harmonize language in recreation delivery. There are also several projects coming together with the goal to reduce barriers in development standards and processes.

Moving into the developmental phase, the plan contemplates continued efforts to enhance operational effectiveness by investigating greater interaction on infrastructure planning and engineering and public works delivery. There is effort allocated to considering joint application of tourism initiatives and further discussions with Indigenous and multicultural groups, specifically regarding cultural services. There are projects to continue work on standardized funding on recreation initiatives and ensuring equitable access to all municipal facilities. With an external view, there is expectation of coordinated efforts to address non-market housing and economic expansion infrastructure funding.

From an aspirational perspective, there is a view to align long-term location supply with the region's economic attraction efforts. Also, in this phase, there is a focus on continued diversity evaluation in municipal policy and initial feasibility of shared facilities for water, transportation and public works.

Project Portfolio

Foundational (Years 1 - 5)

#	Title	Description
1 ⁵	Formalize cost sharing agreements	Formalize municipal cost-sharing agreements and related conditions between municipal stakeholders to ensure that cost sharing mechanisms for cultural services align with other service areas.
45	Review partnerships with Indigenous communities	Review the status of work to date regarding engagement and partnerships with Indigenous communities (e.g., Stony Plain's Indigenous Peoples Day Celebration Partnership & Ambassador Program, support for Indigenous cultural organizations). Need to identify efficiencies across municipal departments engaging in similar work and outreach.
51	Identify and remove barriers to participation in cultural activities	Consider accessibility solutions to participation in cultural activities and facilities throughout the sub-region (e.g., shuttles to events, satellite events). Identify barriers to participation and specific mitigation strategies.
68	Streamline and expedite development approvals	Complexity and delay can increase the cost of all development projects, especially housing related ones. The municipalities should work together to continue to streamline and expedite their development approval processes.
69	Examine options to reduce impact of municipal fees and charges on construction cost of affordable rental housing	Examine options to reduce the impact of municipal fees and charges on the construction cost of affordable rental housing.
124	Develop Indigenous communities consulting guide	Develop internal guide for and evaluation of consulting Indigenous communities.
125	Review administrative organization and plans to ensure equity	Build equity into administrative organizations and plans.
138	Build understanding of diversity and inclusion and experiences of marginalized communities through public communications	Coordinate public-facing communication to build understanding of diversity and inclusion and the experiences of marginalized communities.
161	Formally accept common foundation for recreation vision and outcomes	Partner municipalities should accept the common foundation described in the strategy and use it to influence current and future regional collaboration related to recreation and parks.
163	Maintain Tri-Municipal Leisure Facility Corporation and consider opportunities for broader delivery agent on behalf of partner municipalities	The Tri-Municipal Leisure Facility Corporation should remain in its current form and continue to operate the TransAlta Tri Leisure Centre, and that the Corporation be considered as a delivery agent for other district or neighborhood recreation facilities on behalf of partner municipalities (where desired and feasible).
168	Develop regional recreation practices and protocols	Regional approaches to the following practices / protocols should be developed by the regional recreation administrative committee: <ul style="list-style-type: none"> • Ice allocations (already underway) • Gathering and reporting on recreation and parks utilization - Public and group engagement related to recreation and parks preferences and values • Maintaining a robust and accurate recreation and parks asset inventory • Administering financial assistance programs and other participation barrier mitigation
174	Implement common categorization of recreation facilities (Regional; District; Neighbourhood; and Special Use)	The partner municipalities should use the following categories when managing recreation and parks facilities and spaces and that final classification be subject to approval from partner municipality Council's with reference to recommendations of the regional recreation administrative committee: (a. Regional; b. District; c. Neighbourhood; d. Special Use)

⁵ Numbering provided are for project reference and are not associated with ranking or prioritization.



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.25	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.1	3	\$ 10,000	\$ -	\$ -	\$ -	\$ -				
0.2	4	\$ 5,000	\$ -	\$ -	\$ -	\$ -				
0.25	12	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.1	72	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.86	21	\$ -	\$ -	\$ 25,000	\$ -	\$ -				
0.1	3	\$ -	\$ -	\$ 25,000	\$ -	\$ -				
0.5	24	\$ -	\$ 5,000	\$ -	\$ -	\$ -				
0.1	4	\$ -	\$ -	\$ -	\$ -	\$ -				
0	0	\$ -	\$ -	\$ -	\$ -	\$ -				
0.25	6	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.2	3	\$ -	\$ -	\$ -	\$ -	\$ -				

Project Portfolio

Foundational (Years 1 - 5)

#	Title	Description
183	Harmonize Off-site Levies	The three municipalities currently run parallel off-site levy programs for water, wastewater, stormwater, and transportation. The region can harmonize the off-site levy programs by using consistent criteria, documentation, etc. This is considered a relatively low-cost strategy with modest benefits to the region and its developers.
184	Development of common municipal design standards and guidelines	One way to promote economic development within the Tri-Municipal Region is to simplify the development process undertaken by developers. Developing common municipal design standards is considered a relatively low-cost strategy with modest benefits to the region and its developers.
220	Consolidate staff training plans to look for joint session/group buying opportunities	The municipalities should consolidate current training needs from the business areas of each municipality into a regional view where opportunities exist to work together in the procurement of training.
221	Develop joint advocacy agenda and action plan	When priorities align, the three partners working together can wield considerable persuasiveness in regional discussions with the Edmonton Metropolitan Region Board (EMRB), provincial representatives and ministers of the crown. The partners have traditionally come together on priority issues when they align in need and policy often brokered through Joint Council sessions. The assembly of a jointly supported, prioritized list of positions, success outcomes and actions could provide the region with greater influence than operating independently.
253	Engage market to determine interest and viability for regional delivery of utilities & drainage	Conduct initial evaluative exercise to determine the viability of the outsourced model. The evaluation phase includes engaging current commission structures, and other potential external entities (i.e.: EPCOR) to gauge market interest and potential pricing of the model.
257	Formalize existing emergent collaboration in the Region	Involves establishing a regional collaboration review process to evaluate current collaborations to identify potential opportunities to formalize current, informal collaborations. This also involves developing a range of supporting tools, including a pre-approved regional Memorandum of Understanding (MOU) template that staff can use to formalize collaborations, as well as the development of collaboration authority matrices for each partner to codify collaborative decision making across the organizations.
263	Explore formal collaboration for financial services (Phase 1)	Conduct preliminary feasibility analysis work to determine the potential options for, and full scope of, a regional financial department model. Includes refinement of service levels, service costs and exploration of different organization structures.
Foundational Totals		



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.2	6	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 150,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.3	4	\$ 15,000	\$ -	\$ -	\$ -	\$ -				
0.2	24	\$ 10,000	\$ -	\$ -	\$ -	\$ -				
0.3	6	\$ 10,000	\$ -	\$ -	\$ -	\$ -				
0.3	12	\$ 20,000	\$ -	\$ -	\$ -	\$ -				
4.61	222	\$345,000	\$ 5,000	\$ 50,000	\$ -	\$ -				

Developmental (Years 6 - 10)

#	Title	Description
14	Leverage provincial tourism initiatives	Leverage provincial tourism initiatives specific to culture to support the Tri-Municipal Region in increasing visitation from urban hubs (e.g., Edmonton).
47	Solicit feedback on regional cultural strategy from Indigenous communities	Incorporate Indigenous cultural, intangible, and natural heritage into regional cultural planning by seeking direct feedback from Indigenous community representatives on this Regional Cultural Strategy.
79	Improve non-market funding capacity through partnerships	Leverage existing partnerships to improve funding capacity and success in accessing non-market housing funds.
86	Work with the federal and provincial governments and other funding partners to support infrastructure construction that brings new industrial land online and enhances existing business and industrial parks to meet target sector needs.	This may necessitate the development of new overpasses, rail spurs, shared service agreements, land acquisition, partnerships with developers, and access to Provincial (Provincial Municipal Stimulus Program) and Federal (Canada Infrastructure Bank, Innovation, Science and Economic Development Canada's Universal Broadband Fund) funding. Without a well-developed plan for the region's industrial lands, the region will be disadvantaged to support future investment. Discussions of this type of regional coordination are underway related to the expansion of the Highway 628 corridor and the 5th Meridian lands' development.
141	Conduct accessibility audits on new and existing municipal facilities	Conduct accessibility audits on new and existing municipal facilities.
164	Standardize cost and responsibility sharing for Regional and Special Use Facilities and Spaces	Cost and responsibility sharing for Regional and Special Use Facilities and Spaces should be based on subsidy required and allocated on a weighted average of population (50%) and assessment (50%) within the Tri-Municipal Area boundary and including the total cost to provide the facility / space.
165	Standardize cost and responsibility sharing for District Facilities and Spaces	Cost and responsibility sharing for District Facilities and Spaces should be based on subsidy required and allocated on a weighted average of population (50%) and assessment (50%) within a 15-minute drive from the facility / space and including the total cost to provide the facility / space.
181	Plan for future infrastructure rehabilitation	Complete an assessment of current and future rehabilitation and renewal needs based on current and planned assets within the next few years. Complete planning for cost sharing strategy for infrastructure rehabilitation and renewal including operational efficiencies, future funding strategies and development of a reserve.
185	Explore shared use of engineering and public works services	The municipalities currently use in-house resources to carry out dozens of engineering and public works related activities. These range from review of developer-submitted reports and construction drawings to operation and maintenance of municipal (water, storm, wastewater) or transportation infrastructure. Sharing staffing resources on an as-needed basis can take pressure off over-taxed municipal staff. This can also apply to municipal owned equipment that can be shared on an as-needed basis or through a more permanent resource sharing plan.
Developmental Totals		



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.1	6	\$ -	\$ -	\$ -	\$ -	\$ 50,000				
0.2	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.25	6	\$ 60,000	\$ -	\$ -	\$ -	\$ -				
0	0	\$ -	\$ 10,000	\$ 25,000	\$ -	\$ -				
0.2	12	\$ 20,000	\$ -	\$ -	\$ -	\$ -				
0.25	6	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.25	6	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 300,000	\$ -	\$ -	\$ -	\$ -				
0.4	6	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
1.85	54	\$480,000	\$10,000	\$25,000	\$-	\$50,000				

Aspirational Years (10 - 20)

#	Title	Description
89	Advance a long-term supply of investment-ready sites in locations that support the Tri-Region's target sectors.	Given the timing and resources to bring new industrial lands online, the Tri-Municipalities should have a strategy for bringing future industrial lands online with established servicing timelines.
146	Revisit naming policies to ensure reflection of community diversity	Establish a naming, renaming and commemoration process to ensure streets, parks, events, and other public assets are named in a manner that reflects the diversity of the community.
188	Consider shared water infrastructure	It may be feasible for Stony Plain and Parkland County to share water reservoir capacity in the medium to long term. If the water distribution system can be integrated, the calculation can be based on the overall storage requirements rather than the individual requirements. This will generally allow municipalities to defer the reservoir construction or expansion and related capital costs. The order of magnitude cost savings is estimated to be a deferment of \$5M to \$10M for a period of about 20 years if storage reservoir construction in Stony Plain or Fifth Meridian ASP can be deferred.
230	Explore feasibility of a regionally operated transportation / public works operations centre	The partners should conduct a deeper assessment into collaboration in the transportation and public works areas of operations which may lead to outcomes ranging from shared facilities and equipment (Regional aggregate, sand/salt materials, snow storage, concrete recycling, etc.) to contracted services to regional delivery of services.
Aspirational Totals		

Package Total



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.2	6	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.2	12	\$ 100,000	\$ -	\$ -	\$ -	\$ 10,000,000				
0.6	6	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
1.2	30	\$ 200,000	\$ -	\$ -	\$ -	\$ 10,000,000				
7.66	306	\$1,025,000	\$15,000	\$75,000	\$-	\$10,050,000				

Implementation at a Glance



Foundational (Year 1 – 5)

- Formalize cost sharing agreements
- Review partnerships with Indigenous communities
- Identify and remove barriers to participation in cultural activities
- Streamline and expedite development approvals
- Examine options to reduce impact of municipal fees and charges on construction cost of affordable rental housing
- Develop Indigenous communities consulting guide
- Review administrative organization and plans to ensure equity
- Build understanding of diversity and inclusion and experiences of marginalized communities through public communications
- Formally accept common foundation for recreation vision and outcomes
- Maintain Tri-Municipal Leisure Facility Corporation and consider opportunities for broader delivery agent on behalf of partner municipalities
- Develop regional recreation practices and protocols
- Implement common categorization of recreation facilities (Regional; District; Neighbourhood; and Special Use)
- Harmonize Off-site Levies
- Development of common municipal design standards and guidelines
- Consolidate staff training plans to look for joint session/group buying opportunities
- Develop joint advocacy agenda and action plan
- Engage market to determine interest and viability for regional delivery of utilities & drainage
- Formalize existing emergent collaboration in the Region
- Explore formal collaboration for financial services (Phase 1)

Developmental (Year 6- 10)

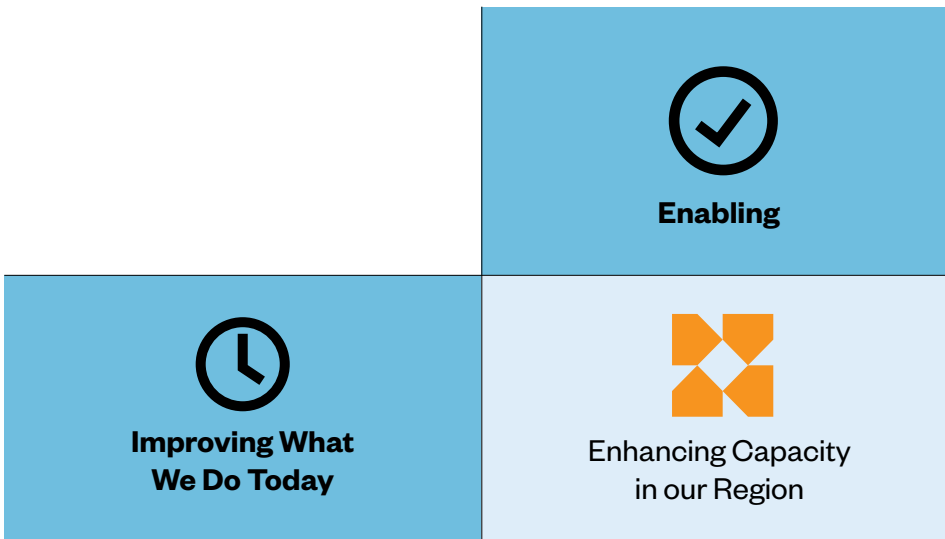
- Leverage provincial tourism initiatives
- Solicit feedback on regional cultural strategy from Indigenous communities
- Improve non-market funding capacity through partnerships
- Work with the federal and provincial governments and other funding partners to support infrastructure construction that brings new industrial land online and enhances existing business and industrial parks to meet target sector needs
- Conduct accessibility audits on new and existing municipal facilities
- Standardize cost and responsibility sharing for Regional and Special Use Facilities and Spaces
- Standardize cost and responsibility sharing for District Facilities and Spaces
- Plan for future infrastructure rehabilitation
- Explore shared use of engineering and public works services

Aspirational (Year 10+)

- Advance a long-term supply of investment-ready sites in locations that support the Tri-Region's target sectors
- Revisit naming policies to ensure reflection of community diversity
- Consider shared water infrastructure
- Explore feasibility of a regionally operated transportation / public works operations centre



Enhancing Capacity in our Region



These projects build on existing municipal delivery mechanisms that support other organizations (private business and non-profit entities) that provide service and value to area residents through their operations and through their contributions to municipal revenue. The overall goal of these projects is to build on current efforts to use collaboration to enhance the capacity of these organizations.

Perspectives



Summary



In the first 5 years, the municipalities can build upon work already completed by Spruce Grove and current efforts by Parkland County in the development of existing high-speed internet access for all residents and businesses. They also have the opportunity to work jointly to enhance traffic flows in the region. They can continue to support the inclusion of all cultural groups in community participation, decision making and economic opportunities and build the skill and relationship capacity of community groups. From an awareness perspective, the local governments have the ability to equip community members with a broader understanding of assistance programs.

During the developmental phase, the Tri-Region municipalities can continue building on the high-speed internet access work, to look for ways to encourage third party providers to enhance service. They have the opportunity to continue to build conversations among community organizations regardless of location and encourage further participation in community events. There is also work proposed to investigate opportunities to leverage existing rail system and look for commonalities in cultural experiences to support economic development. The partners have the opportunity to use the power of their joint advocacy to support renters and tenants of non-market housing.

This collaborative strategy is more focused on the shorter term with the acknowledgement that while potential exists to advocate for changes to National Building Code to reduce cost of residential construction, other aspirational opportunities will emerge.

Project Portfolio

Foundational (Years 1 - 5)

#	Title	Description
26	Host a culture and arts groups networking opportunity	Encourage involvement of cultural and creative businesses and arts groups in business networking activities to stimulate collaboration and partnerships via existing groups/events (e.g., Chambers of Commerce, Community Compass, Small Business Week, Shop Local Company). Utilizing a directory of cultural and creative businesses and groups, communicate the opportunities and potential benefits.
46	Implement existing recommendations to leverage public art programs to support Indigenous communities	Implement existing recommendations to leverage public art programs to support Indigenous communities and commissioning Indigenous artists such as Parkland County's municipal art program.
63	Promote the Residential Rehabilitation Assistance Program	Promote the Residential Rehabilitation Assistance Program, specifically to low-income homeowners who require major repairs to enable them to stay in their homes.
85	Leverage the work of Spruce Grove and accelerate local plans and capital budgets to build a regional fibre network that addresses infrastructure gaps and provides the connectivity required to be competitive.	As with electricity and roads, internet connectivity is essential for residents and businesses. 5G deployment will play a factor in the race for connectivity, but fibre optic networks are the gold standard for forwarding thinking networks. A regional network will improve each municipality's investment readiness and enhance the Tri-Municipal Region's ability to adopt Smart City technologies such as sensor networks, intelligent transportation, and traffic management systems. The Region will need to partner and advance discussions with telecom providers.
123	Remove barriers from board and committee participation	Revise board and committee application approach and committee processes to remove barriers to participation.
137	Create ongoing relationships and trust with marginalized communities	Create ongoing relationships and trust with marginalized communities (e.g., youth groups).
196	Leverage access to Highway 16 A	Pursue lowering the access regulations of Highway 16A to meet the needs for supporting future growth, including allowing direct access to development. To mitigate the impacts of increasing access points, create a tri-municipal regional working group in partnership with Alberta Transportation, with a focus on reducing travel time through the corridor by co-planning improvement projects and managing traffic signals. To reduce through traffic volumes on Highway 16A impacted by increased travel times, increase the number of north/south connections to alternative east/west corridors, including Highway 628.
205	Increase the number of grade-separated rail crossings	Increase the number of grade-separated rail crossings within the plan area to reduce the impacts of rail crossing on mobility needs for all users of the transportation system. While grade separated crossings are costly and difficult to coordinate, separating rail from traffic increases safety and reduces delays caused by trains.
207	Leverage proposed new over-dimensional, overweight corridor	Leverage the newly proposed new over-dimensional, over-weight corridor connecting from Highway 19 north to Highway 44 and Highway 60 by connecting it to appropriate industrial and manufacturing land uses (and improve accessibility to Edmonton International Airport and potentially Villeneuve Airport.
217	Build capacity in community groups	The region could jointly sponsor capacity building sessions for community groups to support non-municipal service provision with things like grant writing workshops, governance training, financial training, standard bylaw templates, etc. on a full or partial cost recovery basis. This initiative should result in less reliance on the municipalities for financial and technical support.
219	Reach out to Indigenous communities to take advantage of supports and share events and programs.	A coordinated program should be established to reinforce awareness of events and programs available in the region to the adjacent Indigenous communities. While this should eventually be an all-encompassing description, first efforts should focus on social, cultural, and recreational aspects of the communities. This project may be done in conjunction with 216 to leverage resource development. Again, explore the opportunity to develop in partnership with not-for-profit organizations with the eventual goal to support that group in provision.
Foundational Totals		



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.3	3	\$1,000	\$ -	\$ -	\$ -	\$ -				
0.1	6	\$10,000	\$ -	\$ -	\$ -	\$ -				
0.1	24	\$ -	\$ -	\$ -	\$ -	\$ -				
0.5	12	\$ 350,000	\$ -	\$ -	\$ -	\$ -				
0.5	18	\$ -	\$ 5,000	\$ -	\$ -	\$ -				
0.1	3	\$ -	\$ -	\$ 50,000	\$ -	\$ -				
0.1	12	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
0.2	24	\$100,000	\$ -	\$ -	TBD	\$ -				
0.2	6	\$ 30,000	\$ -	\$ -	TBD	\$ -				
0.5	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.4	6	\$ -	\$ 10,000	\$ -	\$ -	\$ -				
3	120	\$ 541,000	\$ 15,000	\$ 50,000	\$ -	\$ -				

Project Portfolio

Developmental (Years 6 - 10)

#	Title	Description
12	Develop a 'Regional Cultural Heritage Story'	Develop a 'regional cultural heritage story' that drives a joint marketing campaign (e.g., social media) to support and raise awareness of regional cultural tourism assets and program offers.
48	Solicit greater Indigenous participation in Canada Day programming	Work in partnership with Indigenous representatives to establish communication and protocols between local First Nations and the Tri-Municipal Region for making Indigenous participation a central programming feature of Canada Day celebrations.
52	Encourage community dialogue between faith-based organizations and cultural groups	Encourage community dialogue between faith-based organizations and cultural groups to assess optimizing facilities and space that is more inclusive and reflective of the Tri-Municipality's Equity, Diversity and Inclusion (EDI) principles.
60	Advocate for housing allowance and rental supplements	Pursue allocation of the Canada Housing Benefit, housing allowances and rental supplements for priority core need households. The attached 0.25 FTE position would be outsourced to Meridian Housing Foundation after 2 years.
79	Improve non-market funding capacity through partnerships	Leverage existing partnerships to improve funding capacity and success in accessing non-market housing funds.
130	Actively promote to and recruit minority groups to regional committees	Visibility and voice are critical components of equity in governance groups especially related to Social Development agencies. The municipalities should work to actively promote to and recruit minority groups to Regional Committees.
206	Leverage existing rail system	Plan industrial uses to leverage the existing rail system and allow future rail spurs to connect to the rail system.
210	Assess opportunities for and implement partnering and/or incentivizing provision of broadband	Once funding is secured, the municipalities should assess opportunities for partnering and incentivizing establishment of broadband as a utility in areas currently un-serviced.
Developmental Totals		

Aspirational Years (10 - 20)

#	Title	Description
67	Advocate for changes to National Building Code to reduce cost of residential construction	Advocate for rational changes to the National Building Code to reduce the cost of residential construction directly and through the Federation of Canadian Municipalities (FCM).
Aspirational Totals		

Package Total



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.1	3	\$ 7,500	\$ -	\$ -	\$ -	\$ -				
0.1	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.1	2	\$ -	\$ -	\$ -	\$ -	\$ -				
0.1	24	\$ -	\$ -	\$ 25,000	\$ -	\$ -				
0.25	6	\$ 60,000	\$ -	\$ -	\$ -	\$ -				
0.1	6	\$ 500	\$ -	\$ -	\$ -	\$ -				
0.2	12	\$ 30,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 20,000	\$ -	\$ -	\$ -	\$ -				
1.15	65	\$ 118,000	\$ -	\$ 25,000	\$ -	\$ -				

Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.1	24	\$ -	\$ 3,000	\$ -	\$ -	\$ -				
0.1	24	\$ -	\$ 3,000	\$ -	\$ -	\$ -				

4.25	209	\$ 659,000	\$ 18,000	\$ 75,000	\$ -	\$ -				
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Implementation at a Glance



Foundational (Year 1 – 5)

- Host a culture and arts groups networking opportunity
- Implement existing recommendations to leverage public art programs to support Indigenous communities
- Promote the Residential Rehabilitation Assistance Program
- Leverage the work of Spruce Grove and accelerate local plans and capital budgets to build a regional fibre network that addresses infrastructure gaps and provides the connectivity required to be competitive
- Remove barriers from board and committee participation
- Create ongoing relationships and trust with marginalized communities
- Leverage access to Highway 16 A
- Increase the number of grade-separated rail crossings
- Leverage proposed new over-dimensional, overweight corridor
- Build capacity in community groups
- Reach out to Indigenous communities to take advantage of supports and share events and programs

Developmental (Year 6- 10)

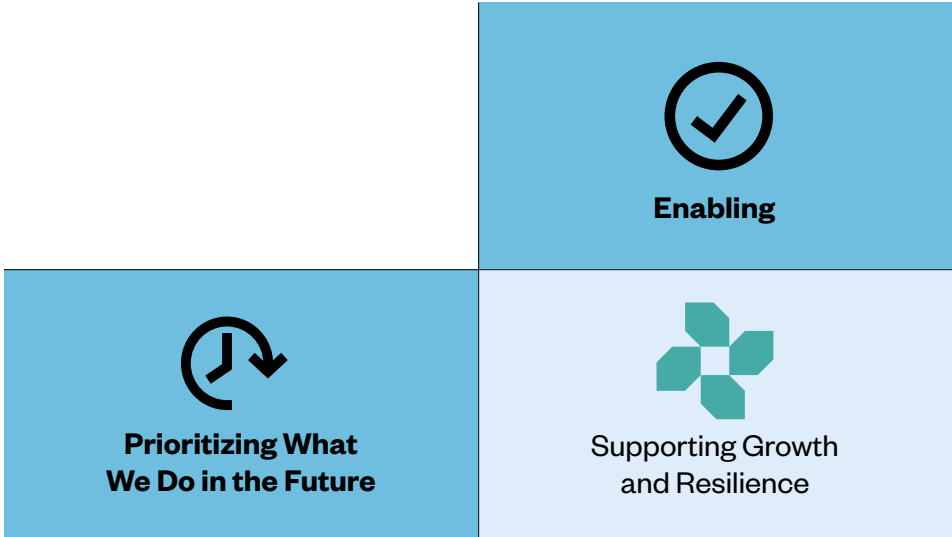
- Develop a 'Regional Cultural Heritage Story'
- Solicit greater Indigenous participation in Canada Day programming
- Encourage community dialogue between faith-based organizations and cultural groups
- Advocate for housing allowance and rental supplements
- Improve non-market funding capacity through partnerships
- Actively promote to and recruit minority groups to regional committees
- Leverage existing rail system
- Assess opportunities for and implement partnering and/or incentivising provision of broadband

Aspirational (Year 10+)

- Advocate for changes to National Building Code to reduce cost of residential construction



Supporting Growth and Resilience



This collaboration strategy is again focused on the relationship and interaction with external agencies that provide services and support to residents in the municipalities but presents projects that will provide new means to build capacity for these organizations.

Perspectives



Residents
Residents will see new programs provided by the municipalities to support the business and community organizations. The collaboration will allow for affordable expertise, a regional perspective on services and appropriate investment among the partner municipalities.



Business
New infrastructure and supports will open opportunities for growth and ease interactions with the local governments through more consistent approaches not building 'red tape' into programs from the beginning.



Community Groups
Community groups will see new programs and facilities that will allow them to better service the communities reducing impacts of boundaries and gain efficiencies in their operations.



Other Orders of Government
New components of infrastructure and services will keep pace with changing provincial and federal priorities.

Summary



Over the short-term, the Tri-Municipal partners are able to actively pursue options for new high-speed internet availability in underserved and rural areas. From a development perspective, efforts are focused on infill and mixed land development. As well, the partners can provide purposeful encouragement to further develop affordable housing and work with community groups to introduce programs that take advantage of technology, support start-up business and bolster programming in targeted areas. Specific efforts may occur to advocate to other orders of government on behalf of the community in areas such as social development funding, housing funding and tax incentives.

During the 6 to 10-year timeframe, the partners have the opportunity to engage in significant advocacy for funding to high-speed internet in underserved and rural areas. Projects propose an exploration of infrastructure and utility opportunities regarding water conservation and active transportation and the municipalities can continue to work with community groups to introduce new cultural grant opportunities, focused capacity building for creative entrepreneurs and building cultural experience and relationships through technology and live events. Housing advocacy efforts are proposed to expand into new areas such as affordable senior options and tax reform to support new rental opportunities.

As with the previous community enablement strategy, this is of a shorter-term nature with the similar understanding that other aspirational opportunities will emerge but a specific project to support Indigenous individuals off-nation has been noted.

Project Portfolio

Foundational (Years 1 - 5)

#	Title	Description
32	Explore virtual tools to support cultural organizational development	Identify opportunities to leverage virtual space that transcends borders in conjunction with a regional cultural brand (e.g., virtual masterclasses, thought leaders' forums, self-directed apps).
56	Advocate for housing funding	Work with the federal and provincial governments and other funding partners to support the construction of housing units required by priority core need households. A separate 20-year capital plan is included below.
65	Advocate for a New Alberta Rental Housing Tax Incentive Program	Advocate for a New Alberta Rental Housing Tax Incentive Program directly and through AUMA and RMA.
72	Encourage more affordable housing options	Encourage innovative housing options that make housing development more affordable.
93	Support the creation of a Start-Up Business Support Network	Facilitate a mentorship network for start-ups in target sectors that choose to locate and scale in the Region. This network could provide funding, investment, preferential access to facilities, expertise, collaborative and incubator space.
128	Create strong shared advocacy and funding messages to the Province and in grants when writing for social issues	The municipalities should work together, both internally and amongst each other, to establish consistent shared advocacy and funding messaging for grant writing on social issues.
139	Support non-profit deployment of prevention and intervention-based programs in the five targeted areas. (Diversity and Inclusion, Truth and Reconciliation, Poverty Reduction, Healthy Relationships and Housing)	Support non-profit development in deploying prevention and intervention-based programs and services in the five targeted social dimensions areas (Diversity and Inclusion, Truth and Reconciliation, Poverty Reduction, Healthy Relationships and Housing).
179	Develop an approach to encourage and facilitate urban infill development	Leverage opportunities to update statutory documents, particularly in Spruce Grove and Stony Plain to facilitate infill development including the possibility of incentives, review of existing residential districts from an infill perspective which could include reduction in lot width minimums, allow attached housing product in low density zones, inclusion of secondary suites, garage suites and garden suites, review opportunities to permit innovating housing forms such as tiny homes and review implications of minimum parking requirements and adjust as necessary. Include a strategic communications and engagement campaign in the statutory plan amendments. Timing of review to coincide with next large-scale updates to the Land Use Bylaws for the respective municipalities.
198	Facilitate active transportation infrastructure at Provincial highways	Coordinate with Alberta Transportation to provide high quality active transportation infrastructure to connect well into a localized active transportation system. This may be supported by regional active transportation network that connects between destinations across the subject area, leveraging crossing opportunities of major roadways and rail, wherever possible. This strategy may be implemented slowly and be integrated into future highway improvement projects.
200	Develop areas with mixed land use and a tighter transportation grid	This strategy can be easily incorporated to future land use plans within the study area at no extra cost. Developing areas with a mixed land use and tighter transportation grid increases the efficiency of the roadway network to move more people in a smaller area, reducing the cost for transportation infrastructure.
208	Complete broadband study for Parkland County and Stony Plain	First Parkland County and Stony Plain should complete a broadband study (coordinated or not) to provide a detailed assessment of the areas in need of broadband to CRTC standards in the Tri Municipal Region, including preliminary business case. It is understood that Parkland County has undertaken a broadband study, focusing on underserved areas, so the scope of work within the County could be limited. The study should also include recommendations, including order of magnitude costs, for investment to provide maximum benefit to the region with respect to broadband.



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.1	4	\$ -	\$ 5,000	\$ 20,000	\$ -	\$ -				
0.25	24	\$ -	\$ -	\$ -	\$ -	\$ -				
0.25	6	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.25	24	\$ -	\$ -	\$ -	\$ -	\$ -				
0.25	6	\$ -	\$ 5,000	\$ 25,000	\$ -	\$ -				
0.5	9	\$ -	\$ -	\$ -	\$ -	\$ -				
0	0	\$ -	\$ 30,000	\$ 75,000	\$ -	\$ -				
0.2	12	\$ 300,000	\$ -	\$ -	\$ -	\$ -				
0.1	12	\$ 50,000	\$ -	\$ -	TBD	\$ -				
0	0	\$ -	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 100,000	\$ -	\$ -	TBD	\$ -				

Project Portfolio

Foundational (Years 1 - 5)

#	Title	Description
209	Identify sources of funding for bringing broadband to rural areas	Using the business case and costs determined in the study, the municipalities can then identify sources of funding. The CRTC expect targets will be met through a combination of the CRTC funding mechanism, private investments, other government funding, and public-private partnerships. The Canada Infrastructure Bank and Innovation, Science and Economic Development Canada (ISED) have agreed to collaborate to encourage and jointly assess and enable large broadband projects within ISED's Universal Broadband Fund.
233	Explore the prospect of enabling existing dark fibre	To partially address some of the demand for high-speed internet in the region, an evaluation should be conducted on the value of 'lighting up' the current dark fibre in place that runs along the CN rail line from downtown Edmonton to Stony Plain.
Foundational Totals		

Developmental (Years 6 - 10)

#	Title	Description
24	Develop cultural grant opportunities	Develop a grant opportunity that supports the region's cultural vibrancy, equity, diversity, and inclusion Support capacity building within organizations to access additional supports (e.g., grant database, federal funding for digital strategies).
62	Promote affordable senior housing options	Encourage smaller purpose-built rental and ownership (condo) units for homeowners who are 65+ and want to downsize to reduce costs.
66	Advocate for federal tax reforms to support the development of new rental housing	Advocate for Federal Tax Reforms to support the development of new rental housing, directly and through FCM.
152	Advocate for funding and infrastructure for rural broadband	Advocate for the funding and infrastructure necessary to support rural broadband.
189	Develop joint water conservation strategy	The City of Spruce Grove has initiated a water conservation program, as have several other municipalities in the Edmonton Metro area including EPCOR Water. Water conservation programs have resulted in lower water usage and lower overall water servicing and operating costs. Stony Plain and Parkland County can build on Spruce Grove's water conservation strategy to minimize future infrastructure investment.
201	Plan for active transportation redundancy	Create an active transportation system that mimics the redundancy (alternative routes) of the roadway network, providing access to alternative transportation infrastructure at a similar density level as roadways. Active transportation connections include sidewalks, trails, multi-use paths and dedicated cycling infrastructure as a means of providing a recreational and commuter network. This strategy is most challenging in retrofit scenarios, as active transportation infrastructure could be made a requirement for future development at minimal cost to the municipality. Creating redundancy in the active transportation grid makes the network more reliable, direct, and attractive for users, potentially leading to a higher active transportation mode split, lowering the demand, and potentially reducing the need for roadway capacity improvements.



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.2	6	\$ 20,000	\$ -	\$ -	\$ -	\$ -				
0.3	4	\$ 10,000	\$ -	\$ -	\$ -	\$ -				
2.6	113	\$ 505,000	\$ 40,000	\$ 120,000	\$ -	\$ -				

Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.2	4	\$ -	\$ 10,000	\$ -	\$ -	\$ -				
0.1	24	\$ -	\$ -	\$ -	\$ -	\$ -				
0.1	24	\$ -	\$ 3,000	\$ -	\$ -	\$ -				
0.2	6	\$ 20,000	\$ -	\$ -	\$ -	\$ -				
0.5	12	\$ 100,000	\$ -	\$ -	\$ -	\$ -				
0.2	12	\$ 100,000	\$ -	\$ -	\$ 2,500,000	\$ -				

Project Portfolio

Developmental (Years 6 - 10)

#	Title	Description
223	Determine capacity building opportunities for creative entrepreneurs	Many creative entrepreneurs lack business experience or skill to adequately develop their business. The municipalities should develop a capacity building program to educate and support this budding group. Elements of the program could include education opportunities such as Farmer's Markets for Fun and Profit, matchmaking coordination between entrepreneurs and local business to foster mentorships/partnerships opportunities, or even a shared space incubator for creative enterprise start up, using an entrepreneurial, equity-based repayment model for sustainability.
224	Explore move to online cultural experiences	The virtual world provides a number of opportunities to expand access to cultural experiences in the Tri-Municipal Region. The partners should co-sponsor and exploration and long-term plan to assess the merits and costs of the use of technology in this realm. Potential service delivery could include virtual museums, webcasting amateur performing arts, web-based creative coaching, meetings, etc.
Developmental Totals		

Aspirational Years (10 - 20)

#	Title	Description
7	Host a culture collaboration event	Develop a Cultural Summit (possibly annually) for people working in the cultural sector across the region to identify opportunities for collaborative projects/initiatives, and to build networks.
157	Support Indigenous individuals off-nation	Develop culturally appropriate supports for Indigenous individual living off-Nation.
Aspirational Totals		

Package Total



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.4	6	\$ -	\$ 10,000	\$ -	\$ -	\$ -				
0.2	4	\$ 15,000	\$ -	\$ -	\$ -	\$ -				
1.9	92	\$ 235,000	\$ 23,000	\$ -	\$ 2,500,000	\$ -				

Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.2	4	\$ -	\$ 5,000	\$ -	\$ -	\$ -				
0.2	6	\$ 20,000	\$ -	\$ -	\$ -	\$ -				
0.4	10	\$ 20,000	\$ 5,000	\$ -	\$ -	\$ -				

4.9	215	\$ 760,000	\$ 68,000	\$120,000	\$ 2,500,000	\$ -				
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Implementation at a Glance



Foundational (Year 1 – 5)

- Explore virtual tools to support cultural organizational development
- Advocate for housing funding
- Advocate for a New Alberta Rental Housing Tax Incentive Program
- Encourage more affordable housing options
- Support the creation of a Start-Up Business Support Network
- Create strong shared advocacy and funding messages to the Province and in grants when writing for social issues
- Support non-profit deployment of prevention and intervention-based programs in the five targeted areas. (Diversity and Inclusion, Truth and Reconciliation, Poverty Reduction, Healthy Relationships and Housing)
- Develop an approach to encourage and facilitate urban infill development
- Facilitate active transportation infrastructure at Provincial highways
- Develop areas with mixed land use and a tighter transportation grid
- Complete broadband study for Parkland County and Stony Plain
- Identify sources of funding for bringing broadband to rural areas
- Explore the prospect of enabling existing dark fibre

Developmental (Year 6- 10)

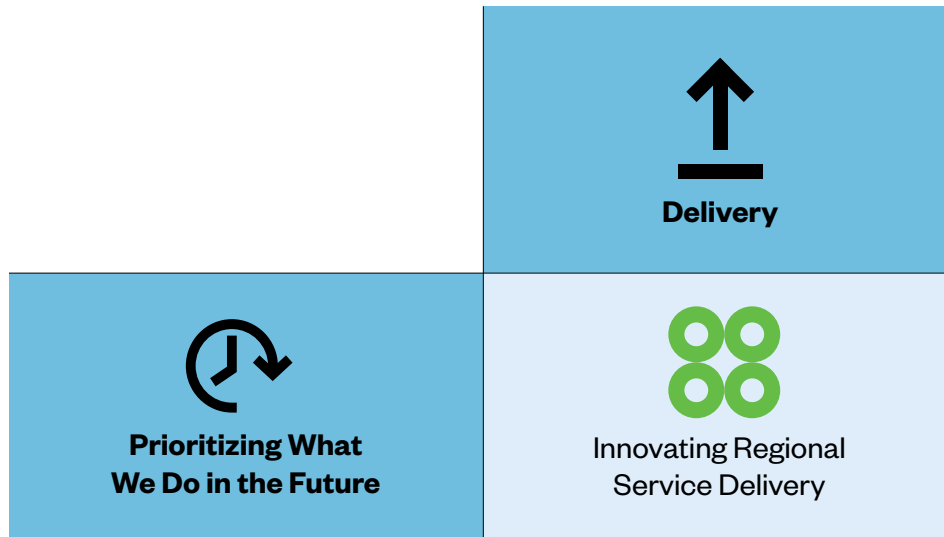
- Develop cultural grant opportunities
- Promote affordable senior housing options
- Advocate for federal tax reforms to support the development of new rental housing
- Advocate for funding and infrastructure for rural broadband
- Develop joint water conservation strategy
- Plan for active transportation redundancy
- Determine capacity building opportunities for creative entrepreneurs
- Explore move to online cultural experiences

Aspirational (Year 10+)

- Host a culture collaboration event
- Support Indigenous individuals off-nation



Innovating Regional Service Delivery



This collaboration strategy is about applying greater collaborative thought to municipally delivered services and working together to enhance the value of services provided to both municipal clients and internal organizational departments.

Perspectives



Residents

Residents will enjoy new programs and opportunities through shared investment and greater cooperation. Shared expertise will provide greater support and more consistent interactions across the region.



Business

Continued collaborative investment will support efficient use of revenue and introduce consistent new services and supports.



Community Groups

Community groups will see further gains in new programs and services expanding their ability to support their stakeholders and enhance quality of life in the region.



Other Orders of Government

Other orders of government will see tangible efforts toward even more effective local government administration and nimbleness to address new provincial and national issues.

Summary



This collaboration strategy portfolio is highlighted by perhaps the most important of all projects, namely the establishment of a Regional CAO Collaboration Secretariat and the definition of mandates of other regional governance structures. In the short-term, it also contemplates the exploration of other new collaborative opportunities such as long-term supports for working together and joint corporate service delivery. There are elements to jointly plan and assess the feasibility of a number of infrastructure opportunities and to evaluate formalizing working definitions around recreation operational and capital planning aspects from a regional perspective. There is also the prospect of fostering inclusion at an operational level and developing monitoring methods for topics such as violence and non-market housing.

In the middle timeframe, the projects offer to provide Equity, Diversity and Inclusion (EDI) training for staff and incorporate EDI principles in the implementation of these collaborative efforts. There are specific projects that propose a collaboration on infrastructure and development planning opportunities and regional planning considerations for capital investments. Others work toward evaluating regional governance and planning for recreation and developing a consistent means to assess cultural development in the region. Additionally, there are efforts to work together to engage the development community and explore regional policy positions on housing matters.

Looking farther in the future, projects are scoped to explore regional efforts to support public art, explore ways to adhere to the Truth and Reconciliation Commission recommendations and harmonize planning for developer funded infrastructure.

Project Portfolio

Foundational (Years 1 - 5)

#	Title	Description
50	Develop a cultural inclusion policy across the region	Use culture as a tool for community wellness by opening dialogue and opportunities for marginalized communities through inclusivity initiatives (e.g., ticket access, free events, and programs) with identified partners. Identification of marginalized communities and partners.
61	Track and monitor non-market housing delivery	Establish a tracking and monitoring systems for non-market housing delivery.
77	Adopt regional policies to guide market housing	Adopt regional policies that guide future market housing development.
122	Develop, schedule and monitor delivery of social development training	Social planning and development strategy training is developed, scheduled, and monitored for Council and Administration.
126	Research violence and abuse in the region	Improve understanding of violence and abuse in the region and support with more targeted research.
171	Define regional events and program scope for recreation and culture	A regional event or program should be defined by meeting one or more of the following conditions: <ul style="list-style-type: none"> • An event/program is hosted at facilities / spaces that are located in more than one regional municipality • An event/program is sponsored / hosted / facilitated by groups that are comprised of residents of more than one regional municipality • An event/program leads to measurable benefit in more than one regional municipality
173	Establish a regional recreation and parks life-cycle reserve for all regional and specialty facilities	A regional recreation and parks life cycle reserve should be put in place for all Regional and Specialty facilities and spaces with annual contributions being split by each municipality based on the cost sharing principles and models herein and in the amount of no less than 1.78% of modernized replacement value. Furthermore, each partner municipality should be doing the same for District and Neighborhood facilities and spaces.
175	Employ needs assessment and prioritization process to plan, develop and manage recreation and parks facilities and spaces in the region.	The needs assessment and prioritization process outlined should be used by the partner municipalities to plan, develop, and manage recreation and parks facilities and spaces in the region.
177	Employ the Facility and Space Planning Process from The Tri Plan: Indoor Recreation Facilities Strategy (2017) to plan and deliver new facilities and spaces	The facility and space planning process from the Tri Plan: Indoor Recreation Facilities Strategy (2017) should be used to plan and deliver new facilities and spaces, with oversight from the regional recreation administrative committee.
178	Consider (i) Tri Plan Indoor Recreation Facility Strategy (2017) Design Guidelines, (ii) Designing to Promote Physical Activity; And (iii) Physical Distancing when reinvesting in existing or building new recreation and parks infrastructure.	The facility and space design guidelines from the Tri Plan: Indoor Recreation Facilities Strategy (2017) as well as designing to promote physical activity, adapt to social distancing guidelines and to promote inclusion should be considered when reinvesting in existing or building new recreation and parks infrastructure.
191	Provide utility right-of-way to adjacent municipalities for cost effective servicing	Municipal boundaries can be a constraint to cost effective servicing if roadblocks are put up that block sewer installation from adjacent municipalities. The most cost-effective servicing follows natural topography. The portion of Parkland County's Fifth Meridian Business Park ASP area immediately north of Stony Plain can be serviced to the ACRWC Trunk most cost effectively by a sewer through the Town along Highway 779. The Town needs to provide a URW to the County to facilitate this. There may be similar opportunities between Spruce Grove and Stony Plain along their shared border. (It is assumed that this would not require the creation of additional land therefore no capital cost).



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.2	4	\$ 5,000	\$ -	\$ -	\$ -	\$ -				
0.1	66	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.25	3	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.25	9	\$ 40,000	\$ -	\$ -	\$ -	\$ -				
0.5	21	\$ -	\$ -	\$ -	\$ -	\$ -				
0.25	3	\$ -	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.2	12	\$ 100,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.1	6	\$ 40,000	\$ -	\$ -	\$ -	\$ -				

Project Portfolio

Foundational (Years 1 - 5)

#	Title	Description
192	Consider shared wastewater infrastructure	There may be some limited opportunities for sharing local wastewater collection systems between adjacent municipalities. Wastewater collection systems are planned based on topographic constraints similar to a stormwater drainage basin. In some cases, it may make sense for one municipality to provide servicing to an adjacent municipality where dictated by topography. The most cost-effective way to service development along Highway 779 in Parkland County and Stony Plain is through a single sewer connecting to the ACRWC. This would require cost-sharing agreement between the parties.
193	Conduct joint stormwater system planning	Municipalities currently conduct stormwater master plans based on growth needs and focuses on the individual municipality. The master plans require budget approval, and the timing varies by municipality. Joint planning can range from on-going staff to staff communication to integrating wastewater master plans across two or three municipalities. Can be initiated immediately at little to no cost.
194	Consider shared stormwater infrastructure	There may be some limited opportunities for sharing stormwater collection systems between adjacent municipalities. Stormwater collection systems are planned based on topographic constraints. In some cases, it may make sense for one municipality to provide servicing to an adjacent municipality where dictated by topography. There are two locations where it appears to be more cost effective to provide stormwater servicing for one municipality through an adjacent municipality: the portion of Parkland County's Fifth Meridian Business Park ASP area immediately north of Stony Plain along Highway 779 (County being serviced by Town), and along the Stony Plain / Spruce Grove border south of Highway 16A (Town being serviced by SG). This would require cost-sharing agreement between the parties.
204	Integrated park and ride services	Integrate park-and-ride services that connect with the regional transit system. Ensure the park-and-ride integrates well with the land use plan, allowing users to commute to the park-and-ride by vehicles, active transportation (walking and cycling) and transit. A regional park and ride service are integral to increasing the transit mode share and increasing transit viability in the study area, thus reducing the demand on the roadway network.
211	Establish Regional CAO Collaboration Secretariat	At least on an interim basis, there should be a regional governance body to oversee the implementation of elements of the Regional Plan. Initial work for the body will be an establishment of a Terms of Reference and Blueprint for governance moving forward. The Roadmap should include working definitions of the intended roles of elected officials, CAOs, senior administrative staff, public representatives – resident, businesses, not for profits and can form the basis in potential applications to the presumed need for other governance around collaboration, potential applications include Economic Development, Recreation, Housing, etc.
212	Use CAO Secretariat to define mandates for various types of regional governance structures	These working definitions will be used to clarify roles of elected officials, CAOs, senior administrative staff, public representatives – resident, businesses, not for profits and can form the basis in potential applications to the presumed need for other governance around collaboration, potential applications include Economic Development, Recreation, Housing, etc.
258	Implement long-term collaboration support mechanisms	Involves the development, approval, and commitment of a number of tools and processes for each partner. Includes incorporating collaboration considerations into corporate planning/budgeting processes, incorporating collaboration considerations into council decisions, incorporating collaboration considerations into project management/planning, and adopting regional considerations to all strategy/plans undertaken by partners. Finally, it involves supporting regional collaborative meetings among peers to build informal relationships across the region.
265	Explore long-term collaboration potential for regional corporate services (Phase 1)	Conduct detailed, long-term feasibility analysis work to determine the potential options for, and full scope of, a regional corporate services division model. Analysis will determine the inclusion of Human Resources and Communications to other corporate services models already conducted. Includes refinement of service levels, service costs and exploration of different organization structures.
Foundational Totals		



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.1	3	\$ 20,000	\$ -	\$ -	TBD	\$ -				
0.2	12	\$ 200,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 50,000	\$ -	\$ -	TBD	\$ -				
0.1	12	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
0.5	4	\$ 20,000	\$ 2,000	\$ -	\$ -	\$ -				
0	0	\$ -	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 15,000	\$ -	\$ -	\$ -	\$ 500,000				
0.4	24	\$ 120,000	\$ -	\$ -	\$ -	\$ -				
4.15	209	\$ 735,000	\$ 2,000	\$ -	\$ -	\$ 500,000				

Project Portfolio

Developmental (Years 6 - 10)

#	Title	Description
5	Develop a cultural scorecard	Explore potential for a Cultural Scorecard process as a measurement for joint tri-municipal cultural development.
43	Conduct Equality, Diversity and Inclusion (EDI) training	In collaboration with Human Resources, establish third party-run EDI training for all existing and future staff across municipal cultural and community services.
44	Incorporate EDI principles into Regional Cultural Plan implementation	Incorporate EDI principles into regional cultural plan implementation (including in hiring processes).
71	Engage developers in review of municipal regulations and development standards to improve housing affordability	Work with the development industry to review and implement alternative municipal regulations and development standards to improve housing affordability.
74	Establish policy to locate new non-market housing throughout the municipalities	Develop a policy to locate, where appropriate, new non-market housing throughout each municipality to reduce the concentration in any area.
75	Focus new non-market housing on lone parents and non-elderly single person households	Allocate new non-market housing to families and individuals in the initial years, with a focus on lone parents, and non-elderly single person households.
78	Adopt regional policies to guide non-market housing	Adopt regional policies that support future non-market housing development.
132	Allocate effort to securing violence prevention funding	Establish a violence prevention funding acquisition and prioritization plan.
162	Establish Regional Recreation Administrative Committee	A regional recreation administrative committee, outside the scope of the current Part 9 Corporation, should be formed with administrative representation from each partner municipality to provide advice to each partner municipality on matters related to regional recreation and parks and the implementation of the Regional Recreation Strategy.
170	Conduct consistent, regular and thorough recreation and parks needs assessments.	Partner municipalities should conduct consistent, regular, and thorough recreation and parks needs assessments.
180	Plan for the development of the Highway 628 Corridor	Special Study for this corridor be completed within the next 5-10 years once final alignment of Highway 628 corridor is determined by Alberta Transportation. Include in the report land use designations along the Corridor, Financial Viability/Market Study to inform and confirm the identified land uses, municipal engineering, environmental and transportation analysis along with a public and stakeholder engagement process and coordination with Enoch Cree Nation.
195	Develop joint "Low Impact Development" (LID) Strategy	LID incorporates storm drainage components that retains stormwater on site, mimicking the natural hydrologic cycle. It minimizes the environmental impact of development on downstream stormwater drainage systems, and thereby protects riparian health, receiving stream and wetlands' water quality. Strategy can be developed slowly with a nominal level of in-house resources (less than 0.1 FTE) to research efforts by EPCOR to date and consider which EPCOR standards to incorporate. Could also be achieved through external consultants with an initial cost in the order of \$20k to \$50k. Some staff resources will be needed amongst the municipalities to select specific LID components to implement in the Region.
252	Implement expanded Area Structure Plan (ASP) model	Implement an expanded ASP model for Waste Management to now include Parkland County. The ASP model was proposed and accepted from the 2019 Waste Harmonization Study, but only for Spruce Grove and Stony Plain. The expanded model includes all three municipal partners. The ASP position will manage vendors/ contracts, provide long-term planning, and provide communications support. The position will also evaluate the long-term potential for a shared recycling facility for the region.



Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.4	3	\$ -	\$ -	\$ -	\$ -	\$ -				
0.1	1	\$ -	\$ 1,500	\$ -	\$ -	\$ -				
0	0	\$ -	\$ -	\$ -	\$ -	\$ -				
0.25	6	\$ 20,000	\$ -	\$ -	\$ -	\$ -				
0.25	3	\$ -	\$ -	\$ -	\$ -	\$ -				
0	0	\$ -	\$ -	\$ -	\$ -	\$ -				
0.25	3	\$ 25,000	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0	0	\$ 10,000	\$ 5,000	\$ 50,000	\$ -	\$ -				
0.25	8	\$ 60,000	\$ -	\$ -	\$ -	\$ -				
0.2	12	\$ 400,000	\$ -	\$ -	\$ -	\$ -				
0.2	12	\$ 50,000	\$ -	\$ -	\$ -	\$ -				
0.2	24	\$ 20,000	\$ -	\$ 100,000	\$ -	\$ 220,000				

Project Portfolio

Developmental (Years 6 - 10)

#	Title	Description
260	Commit to regional planning considerations for capital investments, where appropriate	Involves adjusting capital planning processes for the three partners to support the alignment of capital planning (timing, information required, approvals, incorporating regional considerations) for capital planning and investment decisions. Also includes a longer-term alignment and data sharing of asset management programs. The ability to defer, combine or adjust capital investment is expected to provide significant savings.
Developmental Totals		

Aspirational Years (10 - 20)

#	Title	Description
36	Explore a Regional Public Art Program	Consider a regional public art program (building on Stony Plain's learnings), including within residential neighbourhoods, coherent with the regional cultural tourism brand.
49	Explore ways to adhere to the Truth and Reconciliation Commission recommendations	Identify ways to adhere to the Truth and Reconciliation Commission (TRC) through partnership with First Nations (e.g., addressing TRC's Call 79 on Commemoration of Indigenous history, heritage values and memory practices by incorporating Indigenous heritage into municipally organized cultural events).
182	Plan for developer funded infrastructure	After the review Offsite Levy Bylaws (OLB) across the municipalities to ensure calculation methods and fee structures are equitable, investigate inter-municipal OLB strategy, consider indexation method and "works in kind" credit in the near term and review OLB bylaws every 3-5 years.
Aspirational Totals		

Package Total

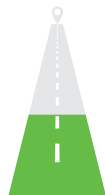


Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
1	6	\$ 20,000	\$ -	\$ -	\$ -	\$ 500,000				
3.3	84	\$ 605,000	\$ 6,500	\$ 150,000	\$ -	\$ 720,000				

Project Staff Effort (FTE)	Project Duration (mo)	Budget					Potential Collaboration Outcomes			
		One Time	Operating	Staffing	Capital	Revenue/ Savings/ Deferral	Joint Delivery	Client Provider	Out-sourced	Tri-Muni
0.2	6	\$ -	\$ -	\$ -	\$ -	\$ -				
0.2	3	\$ -	\$ -	\$ -	\$ -	\$ -				
0.2	6	\$ 100,000	\$ -	\$ -	\$ -	\$ -				
0.6	15	\$ 100,000	\$ -	\$ -	\$ -	\$ -				

8.05	308	\$1,440,000	\$ 8,500	\$ 150,000	\$ -	\$ 1,220,000				
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Implementation at a Glance



Foundational (Year 1 – 5)

- Develop a cultural inclusion policy across the region
- Track and monitor non-market housing delivery
- Adopt regional policies to guide market housing
- Develop, schedule and monitor delivery of social development training
- Research violence and abuse in the region
- Define regional events and program scope for recreation and culture
- Establish a regional recreation and parks life-cycle reserve for all regional and specialty facilities
- Employ needs assessment and prioritization process to plan, develop and manage recreation and parks facilities and spaces in the Region
- Employ the Facility and Space Planning Process from The Tri Plan: Indoor Recreation Facilities Strategy (2017) to plan and deliver new facilities and spaces
- Consider (i) Tri Plan Indoor Recreation Facility Strategy (2017) Design Guidelines, (ii) Designing to Promote Physical Activity; And (iii) Physical Distancing when reinvesting in existing or building new recreation and parks infrastructure
- Provide utility right-of-way to adjacent municipalities for cost effective servicing
- Consider shared wastewater infrastructure
- Conduct joint stormwater system planning
- Consider shared stormwater infrastructure
- Integrated park and ride services
- Establish Regional CAO Collaboration Secretariat
- Use CAO Secretariat to define mandates for various types of regional governance structures
- Implement long-term collaboration support mechanisms
- Explore long-term collaboration potential for regional corporate services (Phase 1)

Developmental (Year 6- 10)

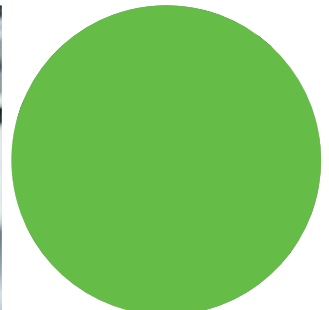
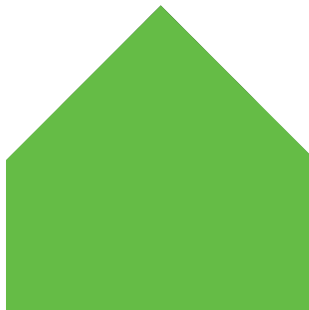
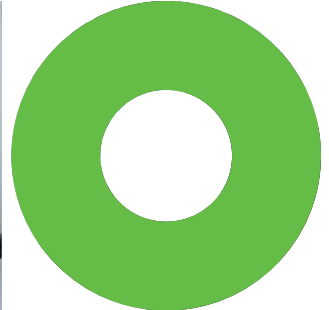
- Develop a cultural scorecard
- Conduct Equality, Diversity and Inclusion (EDI) training
- Incorporate EDI principles into Regional Cultural Plan implementation
- Engage developers in review of municipal regulations and development standards to improve housing affordability
- Establish policy to locate new non-market housing throughout the municipalities
- Focus new non-market housing on lone parents and non-elderly single person households
- Adopt regional policies to guide non-market housing
- Allocate effort to securing violence prevention funding
- Establish Regional Recreation Administrative Committee
- Conduct consistent, regular and thorough recreation and parks needs assessments.
- Plan for the development of the Highway 628 Corridor
- Develop joint “Low Impact Development” (LID) Strategy
- Implement expanded Area Structure Plan (ASP) model
- Commit to regional planning considerations for capital investments, where appropriate

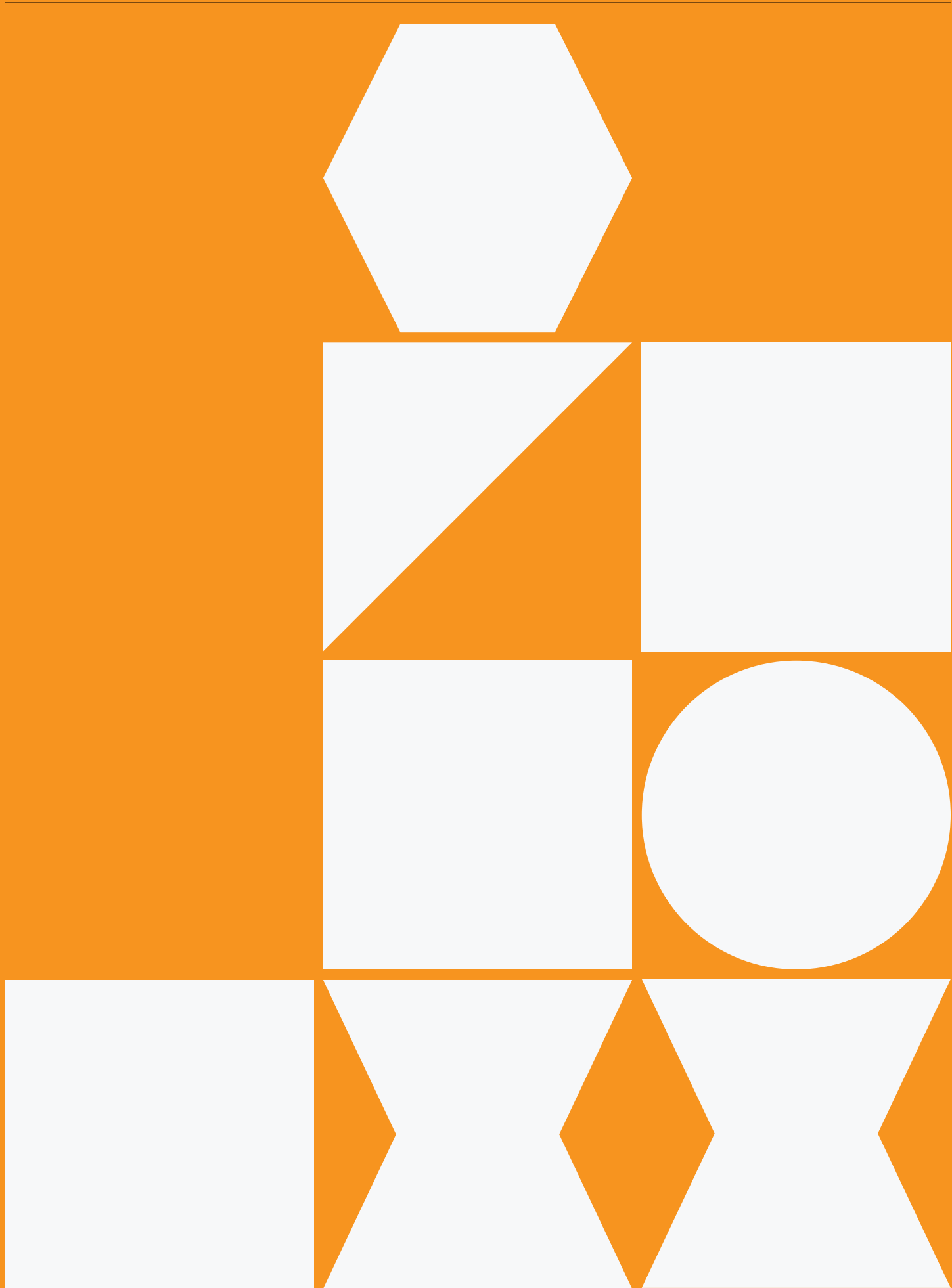
Aspirational (Year 10+)

- Explore a Regional Public Art Program
- Explore ways to adhere to the Truth and Reconciliation Commission recommendations
- Plan for developer funded infrastructure



The four collaboration strategies provided above provide a number of options for the municipal partners to consider as they continue to collaborate over the next two decades. The next section provides some fundamental supports that will be required to enhance the success of collaboration, in general, and these projects, in particular.





6.0

Moving Forward

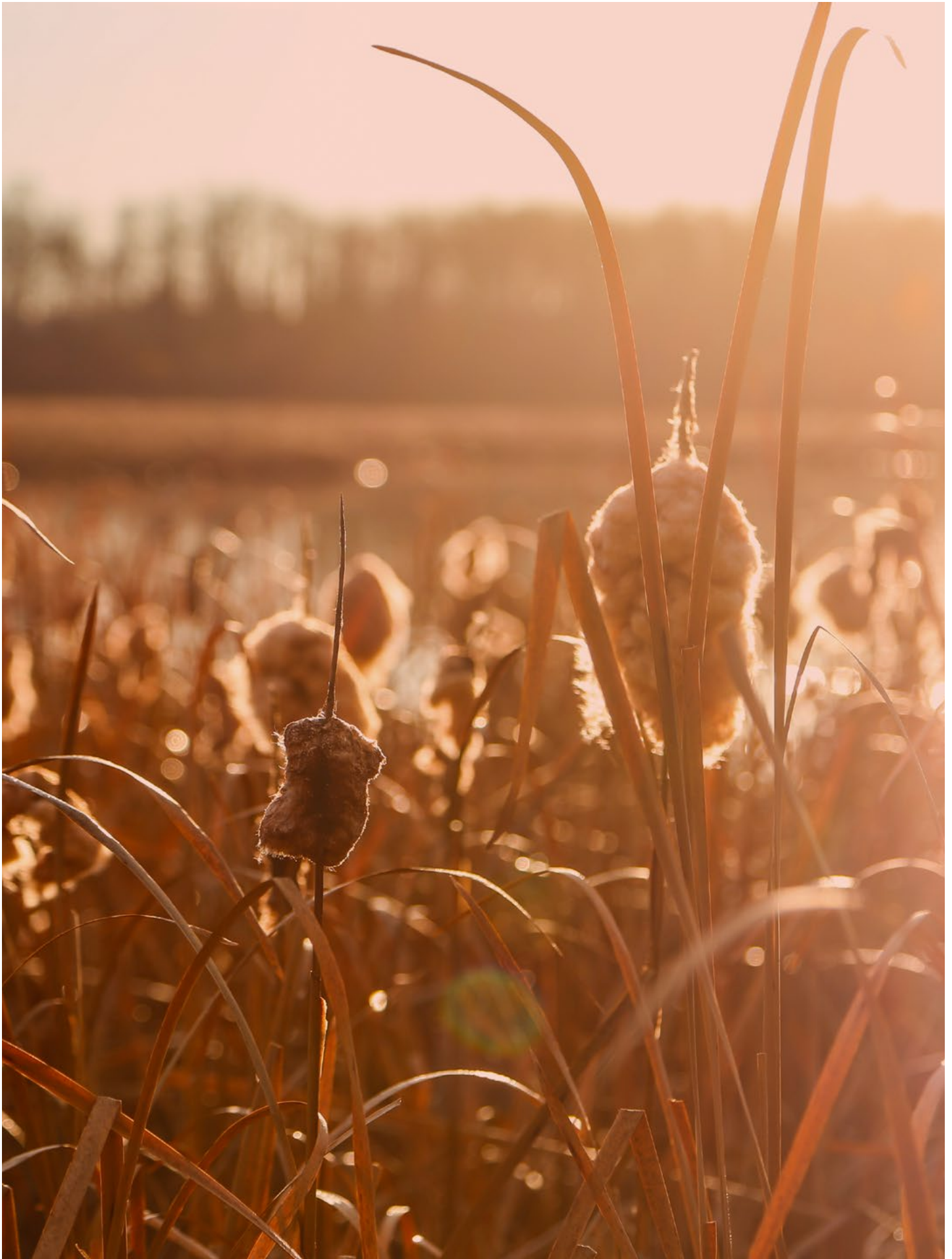
Moving Forward

The Tri-Municipal partnership contracted the Integration Consultant to deliver a comprehensive Tri-Municipal Regional Plan with recommended projects and costing for implementation. The projects emerged from eight significant secondary strategy documents. There are a number of mechanisms from the development of this plan and additional actions that will enhance the effectiveness of implementation.

Foundational – Developmental – Aspirational Model



During development of the various secondary strategies, it became clear that some projects would need to be implemented first to achieve alignment and a solid basis for further implementation. There were dependencies that required certain projects to be addressed before other more complex collaboration projects could be pursued by the municipal partners. As such, secondary strategy consultants were asked to categorize projects as: Foundational, Developmental and Aspirational (described in Section 5.1.1).



Public Engagement



Public Engagement was not included in the development of the Tri-Municipal Regional Plan. Rather than risk asking the same questions again, consultants harvested insights from previous public interactions through a document review and relied on staff from the partner municipalities to aid in interpretation. This approach focused discussion and reduced costs associated with the strategy development process. This was done in order to limit the fatigue that can occur when stakeholders are repeatedly contacted for input. Given the challenges associated with the COVID-19 pandemic,

it also allowed the seamless continuation of work without rethinking detailed engagement plans.

A communications consultant provided support in informing the Project Committee, Councils, staff and various public stakeholders regarding the Tri-Municipal Regional Plan and progress.

In the future, Councils may choose to direct Public Engagement on the Integrated TMRP.

Roles and Support for Implementation

The Administration Committee, in consultation with the CAOs have selected projects based on detailed summaries developed by the Integration Consultant. Municipalities may choose to establish the recommended CAO Collaboration Secretariat to develop a Terms of Reference for its operations with the goal to sort, finalize and sequence the various projects resulting from the Plan. This would position the municipal partners well for 2023 corporate and budget planning.

The CAO Secretariat would support implementation and provide an oversight structure to ensure focused and accountable delivery. This body should be supported by GM led sub-committees, as required, for key investment areas. They could provide periodic reporting to Councils, through the Secretariat.

As the Secretariat evolves in their work, some focussed implementation may occur on foundational elements that are fully within the Administrative realm and can be undertaken without the need for specific Council approval. Focus should be on building collaboration skills and tools as well as maintaining and building momentum.

The TMRP overall takes a 20-year view, while the Preferred Land Use Concept and Transportation, Utilities and Infrastructure Strategies looked out 40 years.



Staff Engagement

Staff from the partner municipality were continuously engaged in the project by the Administration Committee, the CAOs and the consultants. This was a significant effort on the part of staff, especially during the turmoil of the pandemic. Their continued involvement is crucial. Recognition of the efforts of both maintaining ongoing operations during turmoil and their thoughtful contribution to this plan has led to a significant amount of fatigue.

Under normal circumstances, continued engagement in the process and immediate initiation of implementation would be recommended. However, given the unique circumstances, we suggest a break in activities, perhaps as the CAO Secretariat is established, with the goal to resume activities in the late fall and winter of 2021-2022. This engagement may take the form of actual pilot project involvement and/or further dialogue on the development of standard collaborative processes.



Collaborative Organizational Culture Development



The projects outlined in this report are very tangible outcomes of collaborative efforts. They are somewhat consistent to existing planning and budget processes in the municipalities but there are a number of less tangible elements that need to be in place to fully take advantage of collaboration as a strategic and tactical tool. All of them reside in the realm of culture.

The term, “culture”, here refers to the organizational and inter-organizational culture in and among the partners. Most municipalities take their direction in a hierarchical fashion; therefore, what is important to the CAO and Council is important to staff. The leadership of culture, especially related to change, is well documented and we have had the benefit on the project of having visible buy-in and priority demonstrated by the CAOs and Elected Officials. However, more will be required to embed collaboration as a go-to tool in the staff toolkit.

Leadership must continue this visible support and encourage the organizations to explore new means for collaboration. Staff must understand that when proposing any initiative one of the first questions they should expect is have they considered doing this in collaboration with partner municipalities. A clearly documented description of the goals for collaboration, likely coming through the CAO Secretariat Terms of Reference, will be a critical articulation of this direction and permission.

Touchstone corporate activities such as planning and budgetary process need to allow for the direct inclusion of collaborative projects, not treated as a ‘one-off’ anomaly. This does not necessitate identical processes in the organizations but rather a deep understanding of how each partner reaches these decisions and a familiarity with timelines to know when projects can enter the process.

Predicable, consistent decision-making processes (whether it is a decision to approve an initiative or not) are critical to fully engaging staff. Middle management and line staff need an in-depth understanding of who makes decisions regarding collaboration, what is required to decide and what is the expected timeframe to get a decision.

Successful collaborative undertakings must be celebrated and supported in the organizations. Staff involved must be recognized. Collaboration expectations should be reflected in performance agreements, development plans and performance review tools. Measurements of the degree of collaboration and the success rate should be embedded in each municipality’s performance measurement reporting.

Measurement to Guide Implementation

Overview

Measurement is a critical component to the Tri-Municipal Regional Plan so the partners can monitor if, and by how much, they are being successful in implementing the shared initiatives. A measurement program to support ongoing collaboration should track the specific initiatives and projects outlined in the plan, the level of general collaboration activity occurring between the partners, and the community or organizational impacts of collaboration. This multi-faceted program may require new systems, capabilities or processes to capture and monitor the relevant measures. Further, the program requires the ability to monitor a range of indicators in the community to ensure the collaborative efforts are having their desired effect.



Output vs. Outcome Measurement



The key factor to consider for measurement is the degree of control that municipalities have over the results of the plan. Municipalities operate in a complex environment and actions of external organizations, other levels of government, or economic and social forces outside of the control of the municipalities may impact the ultimate results of this plan. One way to view this level of control is to look at measuring outputs of the plan, compared to the eventual outcomes of the plan:

- **Output Measurement:** Output measurement focuses specifically on the portion of the processes that municipalities can directly control. They measure the activities, commitments and investments that the municipalities will actually 'do' to support collaboration. Typically, output measures include 'action' based measures such as volumes, meetings, project counts, staff time invested, cost invested or other similar metrics.
- **Outcome Measurement:** Measurement in the public sector has been largely moving to focusing on outcome measures for a wide range of programs and initiatives. This trend has been driven by a desire to show how public sector actions are contributing to better community outcomes and quality of life. Setting outcome measures has generally been challenging for municipalities due to the wide range of outside factors, layers of government and external organizations that can impact the outcomes of municipal government programs. The Tri-Municipal Regional Plan is unique and ambitious with regards to outcome measurement









because it includes a wide range of initiatives, with an expectation of improvement for regional outcomes across a range of social, community and economic factors.

The measurement program for the Tri-Municipal Regional Plan could be extensive and complex, based on its broad focus and the wide range of functional areas included in it. A simpler program, focusing on indicators, will better serve the region and reduce strain on the municipal partners. By focusing on indicators, citizens and Councils will be able to monitor progress and the impact it's having in the region, while also allowing for mid-implementation adjustments that may be required.

For example, a rise in vandalism complaints is an indicator to the municipality that may lead to a decision to adjust the content, focus or timing of public education. Similar indicators will be available to the region to determine when, and how, collaborative strategies should be adjusted to obtain wanted outcomes.

Measuring the Plan

The measurement program has been designed to follow the investment package structure, and focuses on the four key collaboration strategies used:

	 <p>Delivery</p>	 <p>Enabling</p>
 <p>Improving What We Do Today</p>	 <p>Energizing Municipal Programs</p>	 <p>Enhancing Capacity in our Region</p>
 <p>Prioritizing What We Do in the Future</p>	 <p>Innovating Regional Service Delivery</p>	 <p>Supporting Growth and Resilience</p>

As noted in Section 5.0, these collaboration strategies provide distinct strategic actions, based on their intent to Energize Municipal Programs, Enhance Capacity in our Region, Support Growth and Resilience, and Innovate Regional Service Delivery. The measurement program, and key indicators, have been developed to match the strategic intent of each dimension, as well as match the specific initiatives within them.

Of note, these metrics and indicators are intended to guide the overall Tri-Municipal Regional Plan, and the jointly supported initiatives. They are not mutually exclusive of measurement recommendations provided in the secondary strategies. Many of the metrics measure a change vector rather than an absolute target. These will require a preliminary phase to determine reasonable baseline values, where measurement does not already exist.

Finally, the measurement program also includes metrics for municipal collaboration ‘outputs.’ These metrics will track the municipal efforts and actions directed towards collaborative activities, with the expectation that collaborative activities will naturally uncover beneficial outcomes. By committing to a reasonable level of collaboration activity, the municipal partners can ensure they are doing their part to support implementation of the Tri-Municipal Regional Plan.

Energizing Municipal Programs

These initiatives are largely about driving additional value from existing programs, service and infrastructure. They tend to have a very direct focus on cost effectiveness, extending service delivery value, or enhancing narrow, focused service outcomes. They require fewer outcome indicators than other areas based on their more direct control and focus on better utilizing existing capacities.

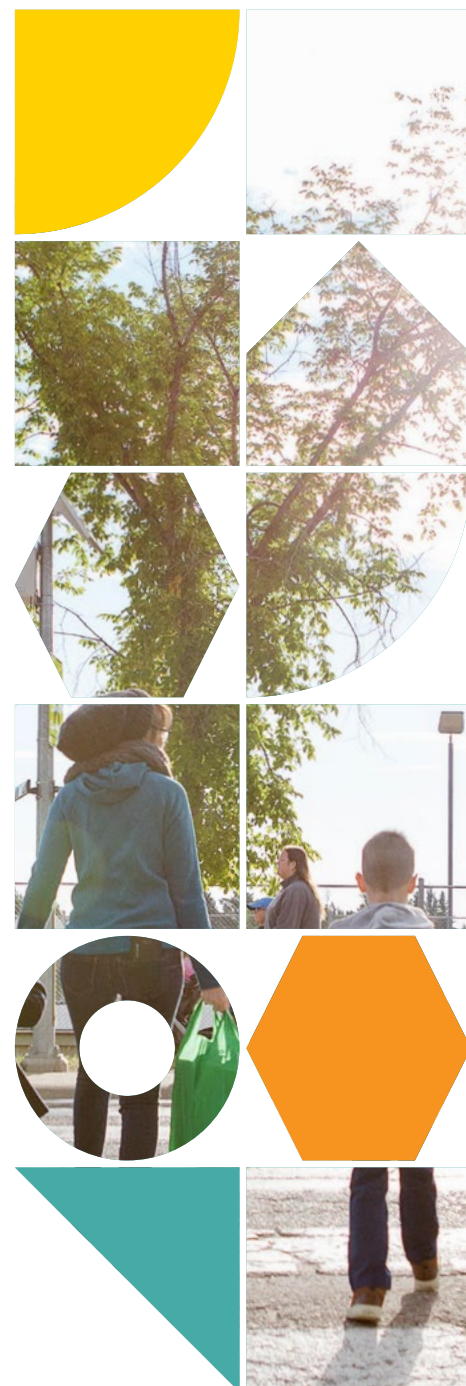
Note: these metrics and indicators reference municipal service delivery. An observed change in any individual municipality, or across the region may be noteworthy for the implementation of the plan. However, a disproportionate change in one municipality compared to the others may be an indicating trigger to adjust the plan, or specific initiatives within it, to ensure impacts occur across the regional partners.

Metrics for Consideration:

- Resident, business and community engagement with municipal services (communication, questions/inquiries, program involvement)
- Enhancement of core municipal service levels compared to cost of delivery
- Process efficiency / financial measures: cost efficiencies, purchasing discounts, revenue sharing
- Percent of municipal programs funded from external funding contributions (i.e. leverage from other orders of government)
- Participation rates of Indigenous and other underrepresented populations in current programs and services
- Percentage of facilities/programs reviewed for accessibility/inclusion considerations
- Timelines for development approvals
- Participation rates in existing cultural and recreation programs

Indicators for Consideration:

- Assessment growth in currently developed areas
- Number of inquiries received on municipal services (general interest vs. inclusionary issues)
- Changes in cost/capita rates for core municipal services
- Intra-regional usage patterns for social, cultural and recreational programs
- Resident satisfaction with municipal services



Enhancing Capacity in our Region

These initiatives are deployed by the municipal partners, but are designed to support external groups, non-profits, businesses and regional neighbours. They are about reenergizing existing infrastructure, space and capacities to enhance their effectiveness. They provide a balance between expected measures and indicators, as the municipalities will need to monitor outcomes closely to determine if external groups respond as expected.

Metrics for Consideration:

- Community interaction volumes with residents, businesses, etc.
- Participation rates in community delivered social, cultural and recreation services
- Involvement of Indigenous and other underrepresented populations in community hosted programs and services
- Uptake rates on existing municipal grant programs
- Growth of community organizations (operations, impact and service/ programs offered)
- Utilization rates for current municipal infrastructure
- Number of collaborative non-profit joint projects proposed through municipal grant programs

Indicators for Consideration:

- Sustainability rates for community organizations (new organizations/ disbanded organizations)
- Access rates to high-speed internet and broadband
- Housing affordability
- Assessment growth on currently developed areas
- Current business expansion and growth
- Resident satisfaction with community services
- Usage rates for active transportation network





Supporting Growth and Resilience

These measures are the furthest outside of the municipalities control. They rely on external groups, non-profits, businesses and regional neighbours to deliver expected outcomes, with the municipal partners being only indirectly involved. Further, they focus on new development in the region, so projections are difficult to estimate. As a result, this area skews towards more indicators that the municipalities should monitor to try to determine if investments and initiatives are working.

Metrics for Consideration:

- New social, cultural and recreation services rolled out to residents by community organizations
- Uptake rates on new municipal grant programs
- Number of collaborative non-profit joint projects proposed through municipal grant programs
- New market, rental and non-market housing production
- Number and dollar of new grant programs

Indicators for Consideration:

- Involvement of Indigenous and other underrepresented populations in new community offered programs and services
- Participation rates in new, community-offered social, cultural and recreation services
- Assessment growth in newly developed areas (greenfield/brownfield)
- Access rates to high-speed internet and broadband
- Housing affordability
- Inter-region migration population growth in specific target populations (i.e. seniors)
- New development permit activity
- New regional business investment
- Progress towards specific community service targets: Diversity and Inclusion, Truth and Reconciliation, Poverty Reduction, Healthy Relationships and Housing
- Usage rates for active transportation network
- Number of new start-ups formed
- Percentage of urban infill development

Innovating Regional Service Delivery

These initiatives envision new municipally delivered initiatives, services and programs. They are inherently future facing which implies they will be harder to measure than the first dimension. A balance of measures and indicators is expected.

Note: these metrics and indicators reference municipal service delivery. An observed change in any individual municipality, or across the region may be noteworthy for the implementation of the plan. However, a disproportionate change in one municipality compared to the others may be an indicating trigger to adjust the plan, or specific initiatives within it, to ensure impacts occur across the regional partners.

Metrics for Consideration:

- Number of new social, cultural and recreation services rolled out to residents
- Community participation rates in new municipal programs and services (focus on social, cultural and recreation)
- Involvement of Indigenous and other underrepresented populations in new programs and services
- Number, dollar value and total amounts of new collaborative facilities and/or infrastructure projects developed
- Amount of new non-market housing production funded/directed by municipal partners
- Estimated cost efficiencies for new collaborative infrastructure compared to independent investment

Indicators for Consideration:

- Regional housing affordability levels
- Assessment growth in newly developed areas (greenfield/brownfield)
- Utilization rates for new collaborative facilities and infrastructure
- Overall community participation rates for social, cultural, recreation programs
- Inter-region migration population growth in specific target populations (i.e. seniors)
- Resident satisfaction with municipal services

Collaboration Measures

A final area of measurement for the plan explicitly considers measuring the outputs of collaborative activities. These measures address the municipal actions, commitments and investments required to support collaboration 'in and of itself' as a process that has inherent value and the belief that committing to collaborative activities will naturally uncover new, unforeseen benefits that extend beyond the initiatives noted in the Tri-Municipal Regional Plan. These metrics are entirely within the control of the municipalities, so there are no indicators noted.

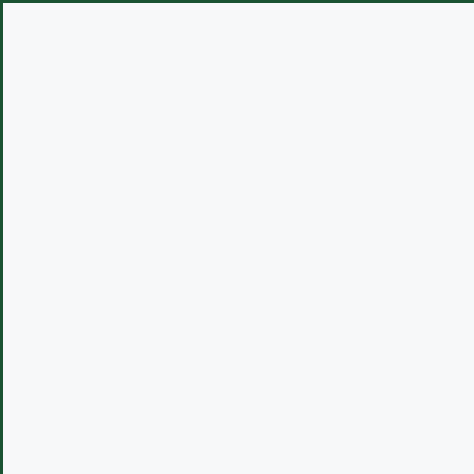
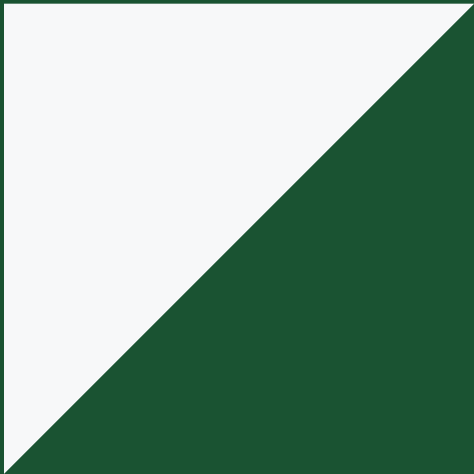
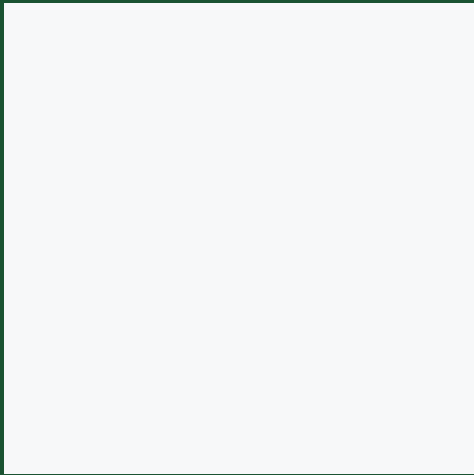
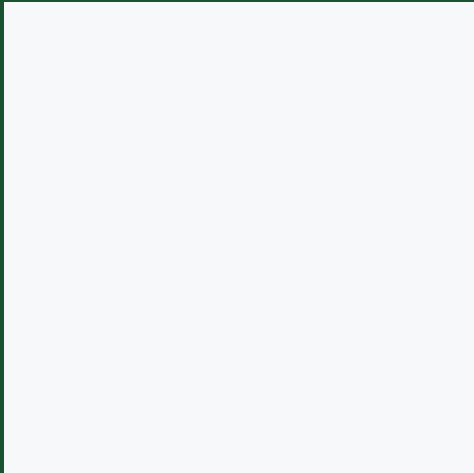
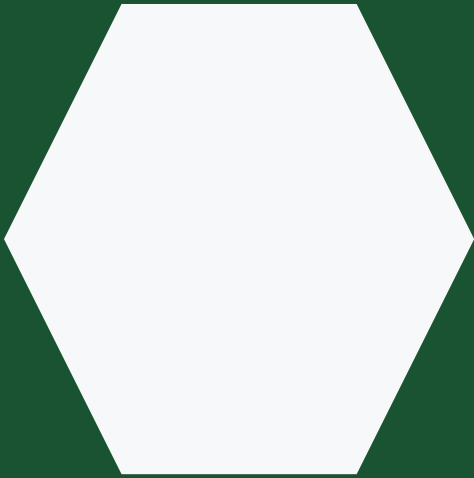
Metrics for Consideration:

- Number of new collaborative opportunities pursued per year
- Total number of collaborative opportunities pursued
- Total value of collaborative opportunities pursued
- Percentage of municipal initiatives undertaken collaboratively vs. independently
- Percentage of municipal budget value involving collaborative partners
- Number of shared advocacy efforts to other orders of government
- Percentage of total staff time committed to collaborative activities

Monitoring and Future Changes



The measurement program for the Tri-Municipal Regional Plan should include regular monitoring and adjustment to ensure relevance. Metrics may need to be adjusted due to changes in the community, changes to specific initiatives, or changes to measurement collection capabilities due to system or process changes. Ongoing monitoring should include developing an open dashboard with key metrics and indicators compared to baseline levels to show progress over time and promote transparency with the plan. As with any plan of this length, established multi-year renewal points should be implemented. The renewal of the measurement plan should coincide with the renewal points of the overall plan.



7.0

Secondary Strategy Overviews

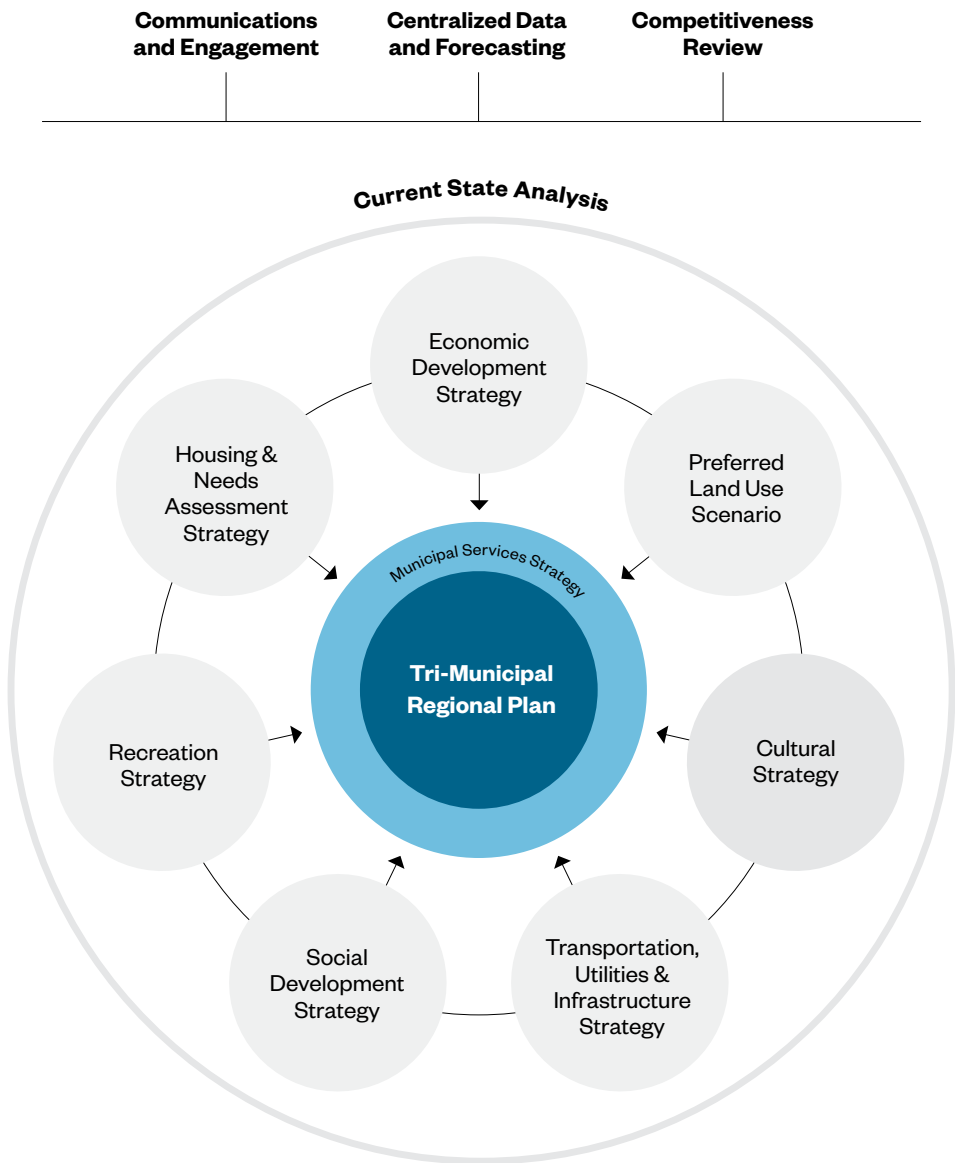
Description of Studies Completed and Interrelationships

The Integrated TMRP was developed based on recommendations in eleven (11) long term strategic documents developed by secondary strategy consultants based on review of current municipal policies and plans, industry practices, in consultation with other secondary consultants and municipal subject matter experts, Chief Administrative Officers and the Project Committee. These secondary strategies are as follows:

1. Current State Analysis
2. Centralized Data and Forecast
3. Competitiveness Review
4. Economic Development Strategy
5. Preferred Land Use Concept
6. Transportations, Utilities and Infrastructure Strategy
7. Cultural Strategy
8. Social Development Strategy
9. Recreation Strategy
10. Housing Needs Assessment and Strategy
11. Municipal Services Strategy

The documents are summarized on the following pages.

Project Interrelationships



Current State



Every planning or strategic undertaking starts with an analysis of the Current State. This work was intended to provide a baseline understanding of the three municipalities and the overall region for reference by other secondary strategy consultants and other phases of work for the Regional Plan process. It had three distinct purposes:

- To act as an inventory of current plans and the operations of Parkland County, the Town of Stony Plain and the City of Spruce Grove.
- To provide a 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.

- To provide a concise summary of the notable similarities and differences in goals, strategies, projects, and operations across the three partner municipalities.

Development of the Current State Analysis involved a multi-phased process with sessions with staff from each municipality and multiple requests for documentation including publicly available master plans, strategic plans, corporate/business plans, policies, and other available documents. A comprehensive database of some 438 documents and pieces of information were received from the three municipalities and assembled for retrieval by all TMRP participants. Each document in the inventory was given a unique identification number for easy reference.

The Current State report includes a range of tables that reference documents in the inventory using these unique identifiers.

The work also included extensive engagement with municipal staff and department areas, including a round of current state sessions individually with each municipal partner, as well as a round of joint municipal sessions in seven key areas of interest.

This work was developed into a Current State Summary report. The report outlines a range of plans/strategies, agreements, policies, planned initiatives, operational organizational, financial and statistical profiles for the region.

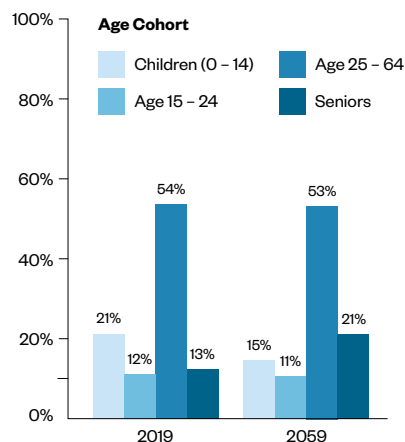
Centralized Data and Forecast

To ensure all secondary strategies were developed using consistent assumptions, a Centralized Data and Forecasting consultant was engaged to provide a common basis for strategy development and evaluation. All secondary consultants contributed information requirements to support their work on the Regional Plan. This led to a list of forecast data and periods including such indicators as: Growth Domestic Product (GDP), population and employment. The model incorporated consistent assumptions regarding primary and support industries population growth and migration required to meet the labour force requirements of the economic forecasts, and an allocation of growth to each Tri-Municipal Region municipality.

Each of the forecasts was prepared at the municipal level, and for Parkland County for the Study Area reflecting the east part of the County surrounding Spruce Grove and Stony Plain and for the County as a whole. Existing economic conditions were incorporated in the development of the forecasts. This includes consideration of the implications of COVID-19 on economic activity and growth in the short term as well as the medium and longer term.

The Tri-Municipal region's population is projected to grow from 87,494 in 2019 to

158,743 in 2059 in the defined study area. The study area makes up the majority of the region's population, increasing from 77,593 in 2019 to 144,444 in 2059. Over the forecast period, the study area has an aging population with a higher proportion of persons over the age of 65.



More detailed breakdowns within these age cohorts drove evaluation of Housing Needs, Recreation, Culture and Social Development Strategies.

Projected increases in employment are expected to be led by a handful of sectors that emerged as driver sectors for the region in the Competitiveness Review. These driver sectors are identified as priorities for the Region due to current strengths or as long-term strategies for establishing new strengths for the Region. In the short term, the impact of COVID-19 was used to estimate the decline in economic activity across industries. Other industries saw favourable impacts, including electronic/online shopping and mail order houses.

Between 2019 and 2059 the Edmonton region is forecasted to see just over 480,000 new jobs. In 2019, there were approximately 35,599 people employed in the Tri-Municipal Region. Over the 40-year forecast this is expected to grow

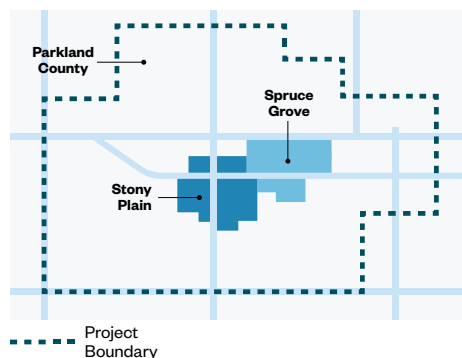
to 58,488, or by about 64%. Throughout the forecast period Spruce Grove is expected to maintain the highest total employment in the region. However, Stony Plain has the highest annual growth rate at 1.5% over the forecast period. The TMRP Study Area has an annual average employment growth rate of 1.4%, slightly higher than the Edmonton Census Metropolitan Area (CMA) growth rate.

Accommodation and food services sectors show the highest average annual growth rate at 2%. This is 0.7% higher than the regional average as Tourism is a regional driver increasing the sector's consumer base. Other sectors that saw higher than average annual growth are Utilities (1.8%), Health care and Social Assistance (1.7%), Construction (1.7%), Finance and Insurance (1.6%), and Agriculture, Forestry, Fishing and Hunting (1.4%).

With respect to jobs, the Trades, transport and equipment operators and related occupations make up the largest share of employment, accounting for 25% of the Tri-Municipal Region's workforce and are expected to grow at 1.3% annually. The other largest occupation classifications in the Region are: Sales and service occupations, expected to grow at 1.4%, Business, finance and administration and Management Occupations expected to grow at 1.3% annually. Health occupations show the largest growth in the forecast period for the Tri-Municipal Region, with an average annual growth rate of 1.9%. The top four occupations classifications account for 70% of the workforce in 2059, up from 68% in 2019.

Sector and occupation findings were core to the Economic Development Strategy.

Two key forecast outputs – Municipal Assessment and Land Consumption



Competitiveness Review

Central to the development of the Tri-Municipal Region Plan is a clear understanding of the competitiveness of the partner municipalities and the Tri-Municipal Region overall relative to other regions. This report identifies the strengths and weaknesses of the Region in attracting jobs and new business investment when compared to competitor regions and recommends how best to improve perceptions of potential investors and positioning for future growth in the Region.

For municipalities, competitiveness is based on providing the right foundation for businesses to be successful. Investors consider regulatory setting, workforce and infrastructure, access to markets and economic networks. From there, investors define the types of sites, buildings and services they require to meet their operational needs. Understanding and achieving municipal competitiveness sits within the Economic Development functions and is best addressed collaboratively. Departments like Planning and Development, Engineering/Public Works and Finance can directly impact key elements of the Tri-Municipal Region's competitive environment, while other municipal departments help shape the living environment and important aspects of quality of life, which are keys to talent attraction and retention and creating a vibrant commercial base.

Using a "reverse site-selector" data-driven approach the consultants weighed the multitude of factors that companies consider when deciding to locate or expand investment in a region. This was done for targeted sectors relative to the Edmonton Metropolitan Region (EMR) including the Tri-Municipal Area as well as in comparison to other regions nationally and internationally.

In North America, the EMR ranks 4th out of seven comparator regions, behind Denver, Vancouver, Calgary, and ahead of Houston, Boise and Winnipeg. EMR strengths are a young growing population; higher disposable incomes; solid infrastructure; access to markets; diversified workforce in trades and professional occupations and affordable housing. Lower rankings include higher average wage rates; small trading area population; lower education attainment rates and higher average property tax rates.

In terms of general competitiveness, the Region's advantages are summarized as:

- being a lower cost option within EMR
- a reputation of business-friendly environment, including taxes
- having strong access and infrastructure linkages including rail, road and telecommunications
- home to a young and growing population base with affordable living and good quality of life
- having an existing network of businesses seen as mutually reinforcing and creating a supporting ecosystem
- historically being more diversified, with representation across a variety of sectors and not overly 'energy-dependent'

The EMR is competitive in the sectors of Transportation, Warehousing and Logistics, Manufacturing and Information, Communications and Technology and is particularly strong in Commercial, Energy Services and Value-Add Agriculture sectors.

Regionally, the Tri-Municipal Region ranks 5th out of fifteen comparators including seven within the EMR and four others in Southern Alberta. Competitiveness is stronger collectively than individually, where the relative rankings are lower with Stony Plain (8th) and Parkland County (11th). While Spruce Grove (2nd) shows strongly on its own, there are indicator areas as well as specific sectors in which the combined Region improves on the City's individual ranking. In addition to the benefits of larger size, modelling results indicate that the combined Tri-Municipal Region competes in the top quartile or half for all specific sectors under analysis within the EMR.

The Competitiveness Review report is a key input into the Economic Development Strategy.

Economic Development Strategy

The Economic Development Strategy is a key pillar in the Tri-Municipal Regional Plan. It involved an assessment of the current economic development strategies and service delivery approaches in the Tri-Municipal Region (TMR); considered the existing plans, materials and strengths of each municipal partner; findings from the Current State Assessment and Competitiveness Review as well as population and employment projections for the Edmonton Metro and Tri-Municipal Regions. The Economic Development Strategy posed an encompassing strategy for investment attraction and business retention for the Tri-Municipal Region.

The strategy's recommendations inform and enable each partner community to achieve heightened competitiveness individually and collectively. It must be noted that the plan's effectiveness relies on improved collaboration and cooperation between the three communities. The report suggests collaboration is limited by the absence of an agreed SISB (Shared investment for Shared Benefit) framework.

The Tri-Municipal Region, like many other communities across Alberta, has been heavily impacted by the oil and gas sector's volatility. Low and unstable oil prices have affected job creation and growth, infrastructure, and economic opportunity in the sector. Declining investment has reduced oil sands development and energy projects, along with related manufacturing, infrastructure, and business services investment.

Notwithstanding, the communities of Parkland County, Stony Plain and Spruce Grove have realized growth over the years through economic diversification into agri-food, engineering and construction, and industrial fabrication. Commercial growth in retail, professional and medical services has also been enabled by the rapid population growth in the Region. The Strategy details strengths and opportunities in these key sector areas over the medium and long term.

The Tri-Municipal Region is competitively positioned, as outlined in the Competitiveness Review, when compared to other targeted regions. Once again, the Tri-Municipal Region's competitive position is stronger collectively than individually. The Tri-Municipal Region's overall competitiveness, however, is challenged by its workforce characteristics in industries and occupations of interest to site locators and the lack of permitted available lands and buildings to attract future users. What's more, positioning the Tri-Municipal Region for future economic growth requires greater support for innovation, the applications of emerging technologies and internet connectivity.

Transportation, warehousing and logistics, value-add agriculture, and energy services are three predominant sectors where regional strengths align with those of the EMR and the investment attraction efforts of Edmonton Global. These are, therefore, logical priority areas for Tri-Municipal Region investment attraction and retention efforts. Specific opportunities are explored in the report and the recommendations reflect the continuum of efforts that are required.

The Tri-Municipal Economic Development Strategy provides direction to the implementation of the Preferred Land Use Concept component of the Tri-Municipal Regional Plan, informing opportunities for future commercial, industrial and residential development activity.

A Technical Report, a Service Delivery Analysis Report and a best practice approach for regional economic development provided the basis for developing the priorities, objectives, and recommendations contained in the Tri-Municipal Economic Development Strategy. The strategy identifies four high-level strategic priorities considered essential to advancing the Region's growth and sustainability over the long term.

- Investment Readiness
- Innovation and Entrepreneurship
- Investment Attraction
- Business Retention and Expansion

The strategy has been developed with the understanding that some initiatives, to varying degrees, are underway in the individual municipalities or at a regional level through Edmonton Global, and where necessary, may be adapted for Tri-Municipal Region implementation to avoid duplication.



Preferred Land Use Concept

The Preferred Land Use Concept (PLUC) is a recommendation prepared as part of the Tri-Municipal Region Plan. Its purpose is to reflect the preferred 40-year growth pattern for the Tri-Municipal Region. The PLUC illustrates the preferred pattern for both residential and employment growth, with the employment designation encompassing both industrial and large format commercial development.

The PLUC was developed for a defined study area within the Tri-Municipal Region encompassing an area totaling approximately 60,732 hectares. The study area is defined by the Parkland County / Sturgeon County Boundary to the north; the City of Edmonton / Enoch Cree Nation Boundary to the east; Highway 627 to the south; and Highway 43 / Highway 770 to the west. The development of the PLUC was iterative in nature and incorporated the input and direction from internal stakeholders from the three municipalities that make up the Tri-Municipal Region. The PLUC plan was also developed in lock step with infrastructure requirements determined by and in consultation with the Transportation, Utilities and Infrastructure consultant. Three evaluation scenarios were created in order to eventually develop the Preferred Land Use Concept. These scenarios were intended to generate insights into quantitative and qualitative indicators that were then evaluated.

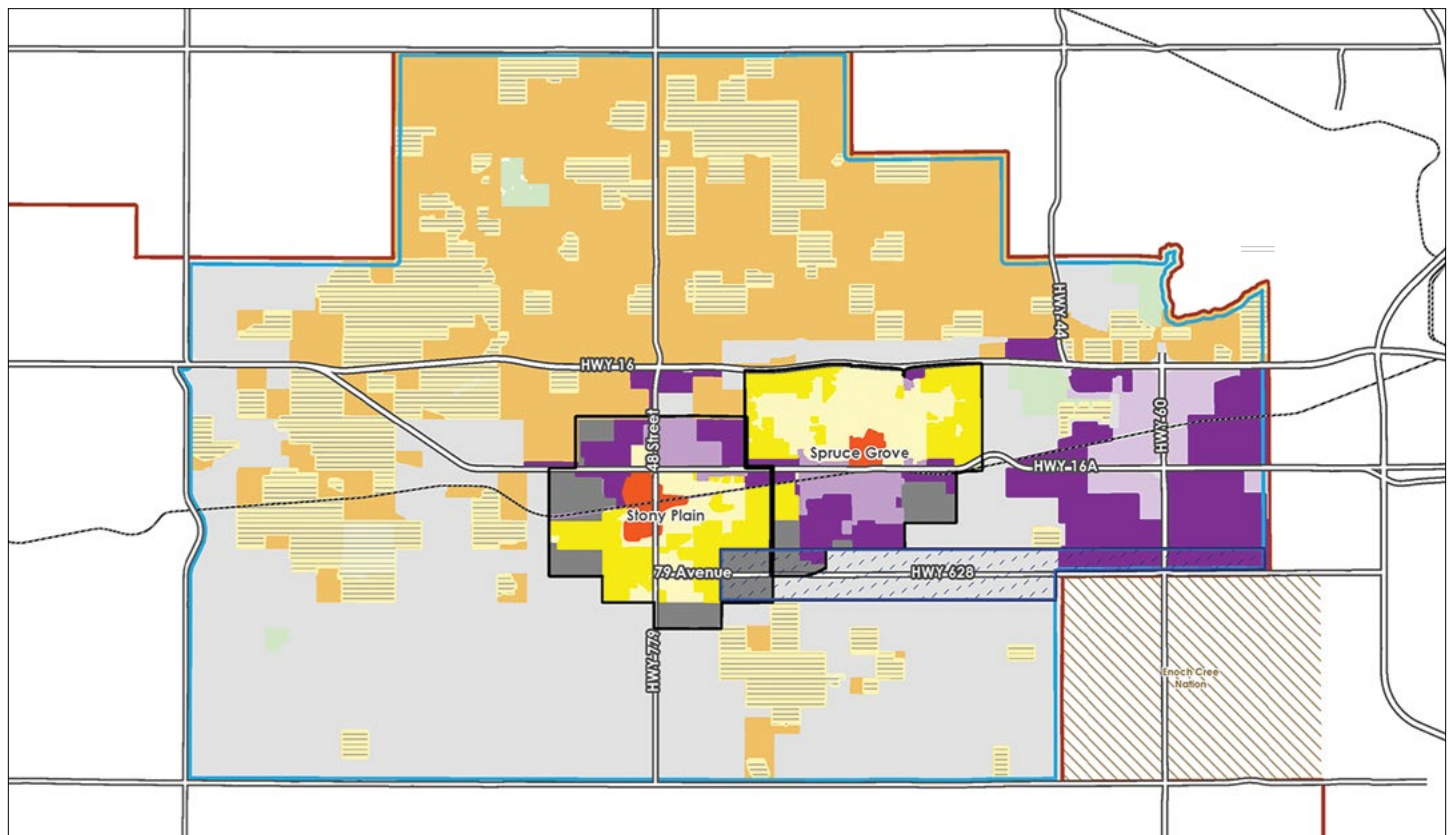
The three evaluation scenarios included: (i) Equitable Distribution of residential, commercial, and industrial growth in the best suited locations within each municipality, with the allocation of residential, commercial, and industrial development in each municipality being proportionally driven by current population growth for each respective municipality; (ii) Best Location which allocated residential, commercial, and industrial in the best suited locations regardless of municipal jurisdiction and distribution equity; and (iii) Highway 628 which centred around the premise of catalyzing commercial, industrial, and residential growth along the Highway 628 Corridor by leveraging the future anticipated investment in expanding and upgrading the corridor.

Engagement with internal stakeholders and subject matter experts resulted in a development pattern that most resembled the 'best location' land use scenario. Following this development pattern will see the Tri-Municipal Region grow in a manner best utilizing land and achieving the best result from a market perspective regardless of municipal jurisdiction – in a manner consistent with the goal of the Tri-Municipal Regional Plan project.

It should be noted that the majority of lands identified for development over the course of the Tri-Municipal Region Plan have already been planned through adopted statutory plans, including various Area Structure Plans (ASPs) and Municipal Development Plans (MDPs). As a result, these previously approved plans have placed limitations on the development concept recommended as a result of this project as any deviations to previously approved plans would require amendments to them.

In addition to the development of the Preferred Land Use Concept, a Financial Analysis and an implementation plan were developed to achieve various aspects of the concept.

The Financial Analysis shows that across the Tri-Municipal region as a whole, the overall infrastructure needs that have been reported by the municipalities and the land use plan can be met by the forecasted growth in the Preferred Land Use Concept plan. Projected infrastructure-related debt and debt servicing levels for all three (3) municipalities remain below internal and Municipal Government Act (MGA) limits. The Implementation Plan provides high-level strategic direction that could be implemented by the Tri-Municipal Region municipal partners to facilitate the realization of various components of the Preferred Land Use Concept that would not otherwise occur organically.



- Highway 628 Area of Interest
- Core Areas
- Established Employment Areas
- New Employment Areas
- Established Neighbourhood Areas

- New Neighbourhood Areas
- Undeveloped County Residential Areas
- Future Development Areas
- Agriculture Areas
- Developed County Residential Areas

- Enoch Cree Nation
- Park/Natural Areas
- Town of Stony Plain / City of Spruce Grove
- Tri-Municipal Study Area
- Parkland County

0 1 2 4 Kilometers



Base Features

- Highway/Arterial
- Railway Right-of-way

Transportation Utilities and Infrastructure Strategy

The Transportation Utilities and Infrastructure Strategy (TUI) Strategy included a current state review of Transportation (roadways, transit, active transportation, and goods movement); Utilities (power transmission, power distribution, oil / gas pipelines, gas distribution, broadband and telecommunications) and Infrastructure (water, wastewater, and stormwater) in the Tri-Municipal Region. This was conducted using available related planning studies for each service area. Limited planning information was available from utility companies who do their own planning with little to no input from municipalities. Servicing plans and cost estimates were prepared for transportation and infrastructure based on the Preferred Land Use Concept with 10, 20, 30 and 40-year growth horizons to inform analysis of financial impacts.

The servicing plans show that the Preferred Land Use Concept can be serviced with water, wastewater and stormwater infrastructure in a manner similar to servicing approaches developed in previous master plan studies. The Fifth Meridian area, which was not included in previous master plans, can be serviced independently or with shared infrastructure with Stony Plain.

The TUI also proposes a number of high-level water, wastewater, and stormwater strategies that the Region can implement that improve efficiency and deliver moderate cost benefits.

Given utility providers will only “follow” demand for broadband services, the region should complete a broadband study, building on work completed by Spruce Grove and Parkland County to date. This should include identifying sources of funding for bringing broadband to rural and underserved areas and assessing opportunities for partnering and/or incentivizing broadband.

The region should undertake joint regional master plans for transportation, water, wastewater and stormwater. In the immediate term, Regional Water Conservation and Low Impact Development (LID) strategies are recommended.



Culture Strategy



Cultural strategies enable local governments to identify, leverage and strengthen cultural resources and integrate those resources across all facets of local and regional planning. The TMRP Cultural Strategy's scope involved assessing the arts, cultural and heritage activities in the Tri-Municipal Region in light of leading practices as well as opportunities identified in similar and adjacent regions, based on current and future demographics. In addition, the strategy recommends goals and objectives in the area of arts, culture and heritage in support of the broader Tri-Municipal Region Plan and its goal of improving governance, service delivery, fiscal capacity, and economic prosperity for the benefit of the citizens of the region.

The plan explored a shared vision for arts, culture and heritage; how cultural programs and investments should be structured and staffed, the levels of

service to which the partner municipalities should aspire, as well as longer term considerations like the kinds of facilities that would support the delivery of these services and optimize cultural offerings and how they should be funded. The Cultural Strategy also identified the interdependencies between the arts, culture, heritage, recreation, social services, and economic development.

A mixed-methods approach was undertaken. This included a review of existing plans and materials from each municipal partner. The consultant then conducted a series of interviews with 12 staff and stakeholders from across Parkland County, Spruce Grove and Stony Plain. They then compiled a comparative, jurisdiction review of municipalities and regions pursuing regional cultural strategies. These reviews focused on governance models, funding, and leading practices. Finally, the undertaking delivered a State of Culture study, establishing a baseline understanding of demographic/geographical and policy context, cultural spending, staffing structure and cultural asset inventory for the Tri-Municipal Region.

The findings from the research described above were presented to Tri-Municipal Regional representatives in a validation and visioning session which directed the Cultural Strategy. The completed Cultural Strategy provides a preliminary Vision Statement and Principles as well as Strategic Priorities, Objectives, and Supporting Actions, setting a roadmap for achieving the goals considering short, medium, and long-term Implementation Considerations Overall, the strategy includes recommendations on effectively integrating the Cultural Strategy into the wider, regional planning process.

The Strategy is guided by a vision that:

The Tri-Municipal Region will be home to a coordinated, inclusive network of diverse arts and cultural opportunities that draw on the Tri-Municipal Region's rich heritage and changing regional dynamics.

Key considerations related to regional cultural planning include an aging population, proximity to Edmonton, and a historically agricultural landscape, as well as long-standing presence of (and need to engage) Indigenous communities.

The State of Culture informed a set of departure points that characterized the Tri-Municipal Region as follows:

- A history of regional complementarity,
- Long-standing inter-municipal partnerships,
- Strong partnerships with community and business,
- Lack of capacity for regional collaboration,
- Few purpose-built spaces for culture,
- Underused existing space for culture,
- Need for improved accessibility, equity, diversity, and inclusion,
- Ongoing challenge in balancing support vs. service delivery and,
- Unprecedented and negative impact of COVID-19.

Looking forward, the Tri-Municipal Region is equipped with a strategic vision and strategic priorities to achieve more connected, collaborative, and inclusive cultural programming.

The implementation considerations also inform the integration of the Cultural Strategy within the broader Regional Strategy and suggest a sequencing of action items based on municipal subject matter experts and current market conditions.

Social Development Strategy



Social Development is about improving the well-being of every individual in society so they can reach their full potential. The purpose of the Social Development Strategy is to foster focused collaboration to improve the lives of residents in the Tri-Municipal Region, in support of the broader Tri-Municipal Region Plan goals. The strategy was developed through primary research gathered through workshops with Tri-Municipal partners who brought their diverse subject matter expertise, in addition to secondary research gathered from existing municipal documents and best practice case studies.

The Social Development Strategy recommends investing in the health of individuals, families and communities and proposes employing a social development lens to help understand the impact other Tri-Municipal Region strategies have on local people. Social development is about investing in people.

To enable collective action toward improving social development outcomes, it is recommended that the Tri-Municipal Region consider inter-organizational capacity and systems change to guide quality collaboration and drive continuous improvement at the individual, program and service, organizational, and systems levels, to ultimately achieve a positive impact on residents' well-being.

Focus areas may include Human Resourcing; Internal Capacity Building; Strong Community Relations and Engagement; and Resident Supports and Program Delivery.

The actions were developed collaboratively with social development subject matter experts within each municipality and presented to the CAOs for review and evaluation.

Recreation Strategy

Recreation and parks experiences and opportunities contribute significantly to the physical, mental, social, economic, and environmental health and wellbeing of individuals, households, and communities. It is evident through the work the three municipalities have done, that the Tri-Municipal Region values recreation and parks and the contributions these services make to the attractiveness of the region and the quality of life of the urban and rural residents which they serve.

The Recreation Strategy was developed based on review of socio-demographic and population projection, analysis of current recreation and parks facilities, existing Tri-Municipal and individual municipality plans and engagement with subject matter experts. In addition, recreation consultants engaged with elected and unelected members of the Tri Leisure Center (TLC) board. What resulted was a range of recommendations related to governance, service delivery, programming and events, and infrastructure. The strategy's stated goal is to build upon the Tri-Municipal Region's recognized collaborative successes in the area of recreation.

The strategy presents a "common foundation" through a vision and desired outcomes for what public recreation and parks investment in the region can achieve, and a set of guiding principles for how the region can go about achieving these outcomes.

The following Vision is recommended for regional recreation.

A region in which everyone is engaged in meaningful, accessible recreation and parks experiences that foster:

- Individual wellbeing;
- Community wellbeing; and

- The wellbeing of our natural and built recreation and parks environments.

The strategy recommends the establishment of a regional recreation administration committee to heighten accountability and leadership related to regional recreation matters as well as the role of the Tri-Municipal Leisure Facility Corporation as the steward of the region's major multipurpose recreation facility, the TransAlta Tri Leisure Centre.

The strategy further poses for consideration by the Tri-Municipal Region an existing classification system for recreation and parks facilities and spaces and outlines a cost and responsibility sharing approach based on proportionate population and assessment values within defined market catchment areas for "regional" or "district" facilities. The strategy further emphasizes the importance of prudent asset management approaches and suggests a key focus on maintaining current service levels for outdoor amenities and specific areas of focus on priority outdoor amenities.

The Recreation Strategy suggests new facility development is warranted in the short term in the region. This is consistent with the observation that both the City of Spruce Grove and Town of Stony Plain are planning for major facility development. The region has a strong foundation from which to work when it comes to collaboration. The formalization of a regional recreation administrative committee will ensure strong oversight and accountability of all partner municipalities. In addition, guidance in the strategy related to monitoring and evaluation will help the partner municipalities measure progress and success related to strategy implementation and collaboration.

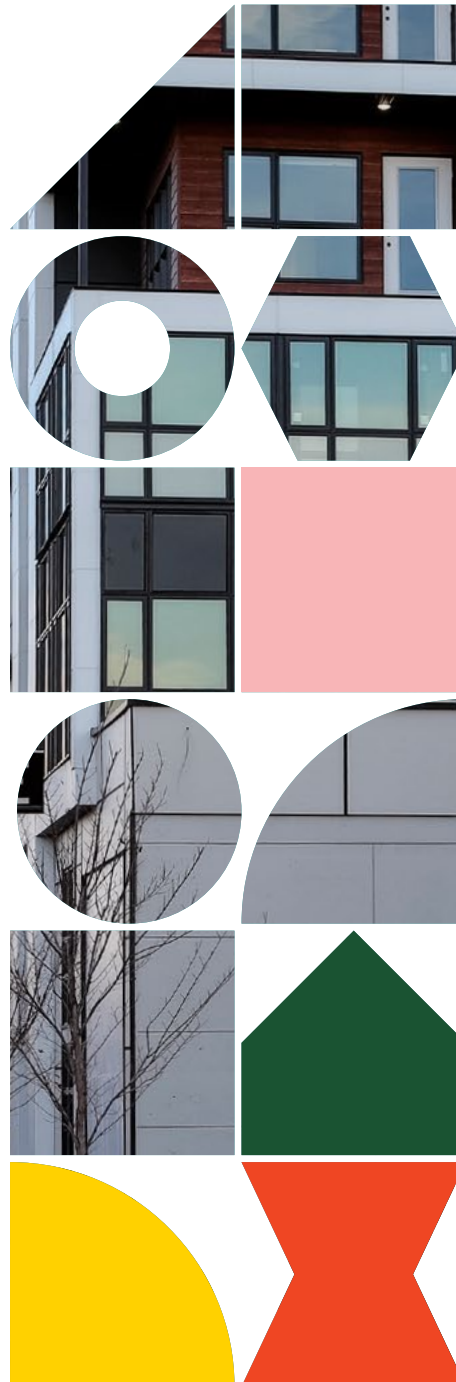


Housing Needs Assessment and Strategy

Appropriate housing is an important factor in achieving the goals of the Tri-Municipal Region Plan. The Housing Needs Assessment and Strategy proposes a vision of “providing for a complete Tri-Municipal community by ensuring adequate, affordable, and diverse housing options in support of more diverse neighborhoods, improved employment, accessibility, and overall social and economic health.” In general municipalities facilitate housing growth primarily through policy, advocacy and by partnering with service providers.

In response to this vision, a Housing Needs Assessment of market housing was undertaken. This served to ensure municipalities understood the current situation in terms of available housing stock in the municipalities and in the region overall. This helped identify shortcomings in the housing market as well as affordability gaps, which families, seniors, and individuals are experiencing across the region. The actions and recommendations contained in the report are based on solutions that Housing Management Bodies (HMBs) and other housing agencies in Alberta are successfully using to address housing needs.

Core Housing Need is a concept based on a two-step assessment. Firstly, does a household experience any one or combination of housing problems covering suitability (crowding), adequacy (building condition) or affordability (paying greater than 30% for shelter). Secondly, is the household income below a defined income threshold that varies by market/ city and by household size?

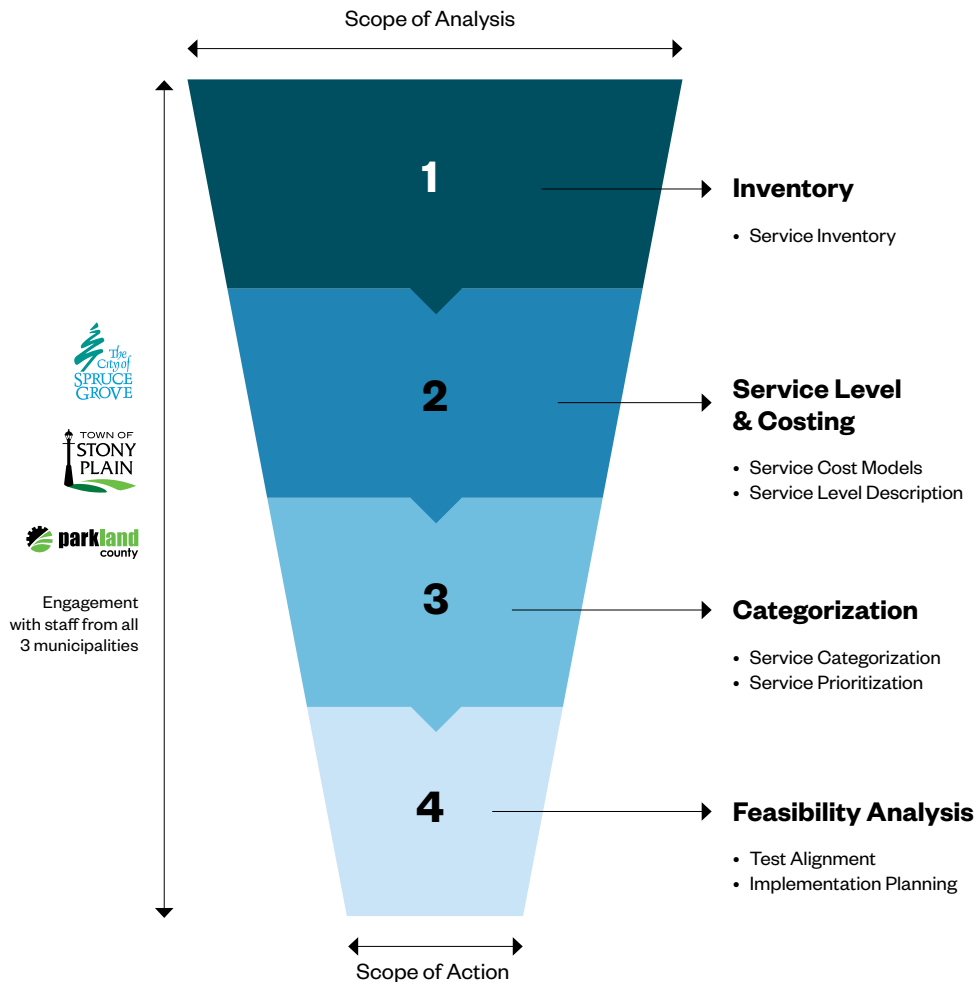


Findings from the Housing Need Assessment showed a current supply and demand mismatch. Firstly, there is a shortage of smaller bachelor and one-bedroom market affordable rental units for single person households, including seniors. Secondly, there are significant Core Housing Need gaps including affordability in owned and rental households alike. The highest priority gap involves single seniors and lone parents. It is worthy to note that most of the social and affordable housing in the region is for seniors and that there is a shortage of affordable housing for families and non-elderly singles.

The Housing Needs Assessment also projects future housing gaps. To simply maintain the level of Core Housing Need between 2016 and 2036, about 90 new market affordable units are required annually. The Strategy and Implementation Plan includes numerous actions in the areas of aligning policy and advocacy, aimed at creating an environment conducive to the development of affordable housing in the region. In addition, the report highlights options for potentially augmenting the Meridian Housing Foundation mandate as well as the Tri Municipal Region more directly engaging in funding construction of affordable units.



Municipal Services Strategy



The principal work of municipalities is to provide service. Either service to their residents and stakeholders or to other elements of the municipal organization, who in turn provide service to residents and stakeholders. The provision of service is often reliant on the availability of infrastructure (or capital) for delivery, such as buildings, pipes, streets or equipment.

The work of the Service Strategy involved a comprehensive review of municipal operations across the Tri-Municipal Region to define promising collaboration opportunities and ideal collaborative models. The deliverables for the service strategy work were:

- Stakeholder mapping and engagement plan
- Review of services and service levels
- Return on investment and financing review
- Preferred municipal services strategy

To complete this work, a comprehensive process was conducted to define services, document service levels, and develop service costing. These efforts revealed a deeper understanding of differences among the regional partners, and ultimately identified over 300 individual services that the municipalities offer. The work with staff subject matter experts. The entire Service Strategy approach This work was divided into four distinct components:



Inventory

Development of a listing of distinct services that are provided by at least one of the municipal partners to residents, visitors, businesses, government, council, or other areas of municipal operations.

Service Level and Costing

Deployment of a workbook across the municipalities to compile service information and service level descriptions. Subsequent joint sessions confirmed service level differences between the municipalities. Service level costing ultimately moved to an estimated direct service cost model based on data availability. Service costing used a two-phase process to define direct service costs at a service area scope, then a more detailed view of the individual service.

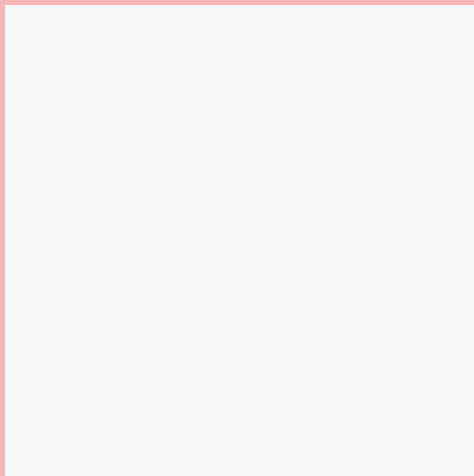
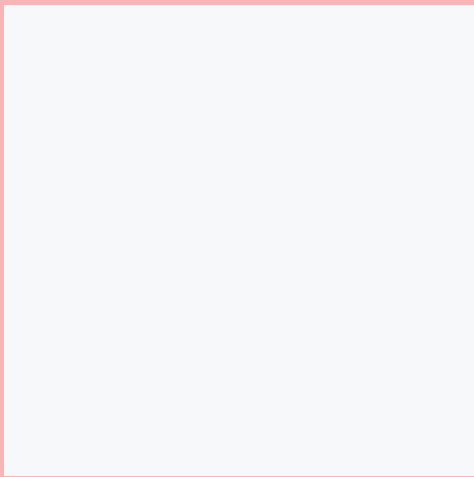
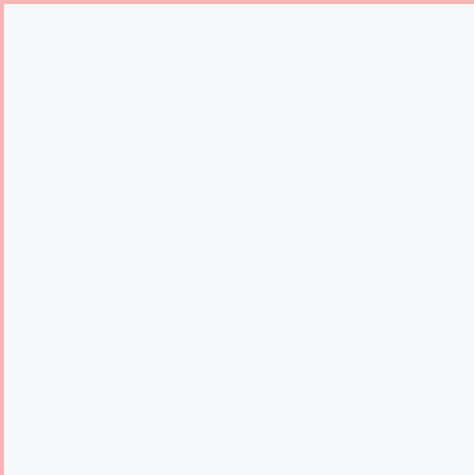
Categorization

Employing a decision tree to objectively allocate each service into one of the six key collaboration models on a “best fit” basis. An element of this work was the analysis of the services themselves from two perspectives. The *similarity analysis* compared service levels and the *suitability analysis* examined the suitability of making services collaborative. A prioritization exercise was conducted jointly with the CAOs to determine the shortlist areas for exploration.

Feasibility Analysis

Undertaking an in-depth assessment of shortlist opportunities and exploring a recommended collaborative model for each service area. The assessment explored: future model, strategic alignment, service impacts, staffing/operating implication, financial implications, risks, and implementation requirements.

Ultimately, this work led to a series of recommendations for the municipal partners that focuses on specific areas of operations that lend the most promise through collaborative delivery and some overarching activities for the partnership to lay the groundwork for future regional collaboration.



8.0

Glossary of Terms

Glossary of Terms

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.

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.

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.

Aspirational - Actions that would enhance the performance (effectiveness) of the Tri-Municipal Region.

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

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.

Collaboration - Differing stakeholders coming together to achieve a goal that would otherwise be inaccessible, difficult to achieve, or not as advantageous to achieve individually.

Collaboration Strategy - Packages of projects organized by the outcome each package produces. Each package includes a set of timelines for the projects contained within.

Community Groups - A type of group or organization that is created and functions for a specific purpose or to provide a specific service in a community.

Condominium (Condo) - A form of tenure that creates title and ownership rights in virtual 3 dimensions, as opposed to land title. The term refers to a legal ownership structure and should not be confused with built form (i.e. an apartment that is owned may be a condo, but an apartment may also be rented).

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.

Contractual Service Provider - Service Delivery Model. Ad hoc collaboration is formalized into explicit service contracts between municipalities. Municipalities provide services in which they have a relative comparative advantage to their partners, or where there is financial advantage in terms of economies of scale.

Core Housing Need - A concept developed in the 1980's to define housing need. It is based on a two-step assessment: First does a household experience any one or combination of housing problems covering suitability (crowding), adequacy (building condition) or affordability (paying greater than 30% for shelter). Secondly, is their income below a defined income threshold that varies by market/city and by household size?

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.

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

Cost-Sharing Agreements - Cost Sharing agreements typically take many forms. Often these come in the form of "Those that use the service pay for the service". Cost sharing agreements vary significantly in degrees of formalization.

Cultural Strategy - Cultural strategies enable local governments to identify, leverage and strengthen cultural resources and integrate those resources across all facets of local and regional planning.

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.

Development Approvals - The process by which development permits are approved by municipal planning and development staff.

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

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.

Developmental - Evolutionary actions that will help advance the goals and objectives of the plan.

Economic Development Strategy

- Economic Development Strategies review existing plans, materials and strengths of the municipality to develop an encompassing strategy to enhance and sustain economic activity in the region.

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.

Economies of Scale - A proportionate saving in costs gained by an increased level of production or service.

Economies of Scope - A proportionate saving in costs available by extending service delivery into complementary areas based on available capacity to deploy existing resources, human and otherwise.

Equality, Diversity, and Inclusion (EDI)

- A philosophy focussed on the elimination of prejudice and discrimination based on the notion of fair treatment and equal opportunity for all.

Edmonton Metropolitan Regional Board

- The Edmonton Metropolitan Region Board (EMRB) is mandated by the Province to implement the region's 30-year Growth Plan and to create a regional metro servicing plan. The EMRB consists of 13 municipalities and includes 10 other rural jurisdictions within its boundaries. The main functions of the Board are to plan for and manage the growth of the region in a strategic, coordinated and integrated way, and create a metro services plan, in order to preserve the unique characteristics of each municipality while ensuring the long-term sustainability and prosperity of the region as a whole.

Emergent Collaboration - Collaboration Model. Collaboration is conducted 'ad-hoc' based on available opportunities, pressing issues, or areas of obvious benefit. In this model, each party governs and operates its own programs and services, except in identified areas where collaborative service delivery can exist.

Foundational - Base actions that are fundamental to the success of the plan.

Garage Suites - A garage suite is a self-contained dwelling located above a rear attached garage which is accessory to a single detached dwelling. It must have an entrance separate from the vehicle entrance, either from the interior or exterior of the structure and include cooking facilities, a bathroom and bedroom(s).

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.

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

Household - Refers to a person or a group of persons (other than foreign residents) who occupy the same dwelling and do not have a usual place of residence elsewhere in Canada. It may consist of a family group (census family) with or without other persons, of two or more families sharing a dwelling, of a group of unrelated persons, or one person living alone. When age is cross tabulated with households, the implication is that household means household maintainer, whether stated or not.

Housing Allowance - A form of housing assistance to help households manage high shelter cost burden. Distinct from the rent Supplement, payments are made to the household, not to the landlord, and the HA is therefore portable. A HA may be structured to pay a fixed monthly allowance or can pay based on the RGI- market rent difference.

Housing Needs Assessment and Strategy - The Housing Needs Assessment and Strategy proposes a vision of “providing for a complete Tri-Municipal community by ensuring adequate, affordable, and diverse housing options in support of more diverse neighborhoods, improved employment, accessibility, and overall social and economic health.”

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.

Investment Packages - A set of Tri-Municipal improvement projects grouped by strategic themes related to actual delivery agent and reliance on new services and programs as opposed to the expansion of existing services or programs.

Joint Delivery - Collaboration Model. Municipalities would combine a service area to jointly govern and administer a program for residents of two or all municipalities. The municipalities would integrate their operations to deliver the program or service as a regional provider. The municipalities would maintain and operate a shared governance structure, in the form of shared governance bodies or Memoranda of Understanding (MOUs).

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.

Low Impact Development (LID) - LID incorporates storm drainage components that retains stormwater on site, mimicking the natural hydrologic cycle. It minimizes the environmental impact of development on downstream stormwater drainage systems, and thereby protects riparian health, receiving stream and wetlands' water quality.

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.

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

Meridian Housing Foundation - Meridian Housing Foundation was established in 1960 in Stony Plain, Alberta when local municipalities entered into a collaborative partnership to provide housing for seniors 65 and older. Currently, these municipalities include the City of Spruce Grove, the Town of Stony Plain, Parkland County and the Village of Wabamun. In 1995, Meridian Housing Foundation was established as a “Housing Management Body” by Ministerial Order under the Alberta Housing Act and became a registered charity.

Metropolitan Regional - Collaboration Model. Similar to Tri-Regional above but would apply to the entire Edmonton Metropolitan region with participation from the three municipal partners. These could include service offerings through the EMRB, Edmonton Global, regional service commissions, regional utility bodies, or other joint initiatives across a range of services.

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.

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.

Municipal Services Strategy - The work of the Service Strategy involved a comprehensive review of municipal operations across the Tri-Municipal Region to define promising collaboration opportunities and ideal collaborative models.

Non-Market Housing - Housing at a reduced cost or with special supports for persons who because of financial, social or other circumstances are unable to obtain or maintain housing through the private market.

Off-Site Levy - Charge levied on a developer to support the municipal cost of new/upgraded infrastructure to support the new development.

Other Orders of Government - Non-Municipal Government bodies (Provincial, Federal).

Outcome Measurement - Measurement in the public sector has been largely moving to focusing on outcome measures for a wide range of programs and initiatives. This trend has been driven by a desire to show how public sector actions are contributing to better community outcomes and quality of life. Setting outcome measures has generally been challenging for municipalities due to the wide range of outside factors, layers of government and external organizations that can impact the outcomes of municipal government programs. The Tri-Municipal Regional Plan is unique and ambitious with regards to outcome measurement because it includes a wide range of initiatives, with an expectation of improvement for regional outcomes across a range of social, community and economic factors.

Output Measurement - Output measurement focuses specifically on the portion of the processes that municipalities can directly control. They measure the activities, commitments and investments that the municipalities will actually 'do' to support collaboration. Typically, output measures include 'action' based measures such as volumes, meetings, project counts, staff time invested, cost invested or other similar metrics.

Outsourced - Collaboration Model. Two or all municipalities would jointly contract an external entity to provide a service to the municipalities. The third-party entity would be independent from the governance of the municipalities and provide services on a contractual basis for the interest of all municipalities.

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

Preferred Land Use Scenario - A reflection of the preferred 40-year growth pattern for the Tri-Municipal Region. The Preferred Land Use Scenario illustrates the preferred pattern for both residential and employment growth, with the employment designation encompassing both industrial and large format commercial development.

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

Public Engagement - The involvement of specialists listening to, developing their understanding of, and interacting with, non-specialists.

Recreation Strategy - The Recreation Strategy was developed based on review of socio-demographic and population projection, analysis of current recreation and parks facilities, existing Tri-Municipal and individual municipality plans and engagement with subject matter experts.

Secondary Strategy - The sub-strategies required to form the comprehensive, integrated regional plan. These include the: Municipal Services Analysis, Economic Development Strategy, Transportation, Utilities, and Infrastructure Strategy, Preferred Land Use Strategy, Social Strategy, Cultural Strategy, Recreation Strategy, and the House Needs Assessment and Strategy.

Secondary Suites - A secondary suite is a separate and subordinate dwelling unit contained within a detached dwelling. A secondary suite must have a separate entrance from the entrance to the principal dwelling and include a cooking facility, bathroom and bedroom(s) that are separate from those of the principle dwelling.

Service - An action provided by the municipality in the interest of increasing the quality of living for residents, or an action that contributes to the continuous operation of the municipality.

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

Shared Investment for Shared Benefit - A concept borrowed from the Edmonton Metropolitan Regional Board (EMRB) discussions. The intent of Shared Investment for Shared Benefit is to invest in and leverage the collective strengths, capacity, and resources of the Region's municipalities, and other stakeholders, to eliminate inefficiency, ensure timeliness of action, and deliver infrastructure, programs and services that would otherwise be beyond a municipality's ability to accomplish individually.

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

Social Development Strategy - Social Development is about improving the well-being of every individual in society so they can reach their full potential. The purpose of the Social Development Strategy is to foster focused collaboration to improve the lives of residents in the Tri-Municipal Region, in support of the broader Tri-Municipal Region Plan goal.

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.

Sub-Region - See Municipal Partners entry.

Support Services - A wide range of people with particular needs can receive housing support services, including homeless people, refugees, women escaping domestic violence, people with a chronic illness, people with a physical impairment or learning disability, seniors, ex-offenders, people with drug and alcohol related problems, and others who need support. They may use these services when their accommodation is temporary (for example, in a crisis) or when they are being re-housed. There is a wide range of supported accommodation models, including sheltered housing, communal facilities and call systems; homeless hostels; group homes where people share accommodation supported

by residential or visiting housing support workers; individual scattered or clustered dwellings with floating (flexible) support; and 'wet houses' for people with substance misuse problems. Housing support services can range from around one hour a week to 24-hour residential support.

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.

Transportation - The methods by which citizens use roadways, public transit, active transportation (cycling, walking) and goods movement within a municipality.

Tri-Municipal Region - See Municipal Partners entry.

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 Project

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

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.

Tri-Regional - Collaboration Model.

Requires an alternative legal and governance structure, comparable to independent commission structures, such as the Tri-Leisure Center Part 9 Company. In this model, an autonomous regional entity would own the governance and administration of programs and services.

Truth and Reconciliation - A method for those directly or indirectly affected by the legacy of the Indian Residential Schools system to share their stories and experiences.

Utilities - Facilities for gas, electricity, telephone, internet service, cable television, water, storm and sanitary sewer.



