



Tri-Council Regional Growth Plan

For Sawridge First Nation | M.D. of Lesser Slave River | Town of Slave Lake



Policies and Agreements

EIDOS Consultants Incorporated

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This report is one of a set of three documents prepared for the Tri-Council Regional Growth Plan, including:

Tri-Council Regional Growth Plan –Policies and Agreements

Policies and two agreements for an integrated regional growth plan.

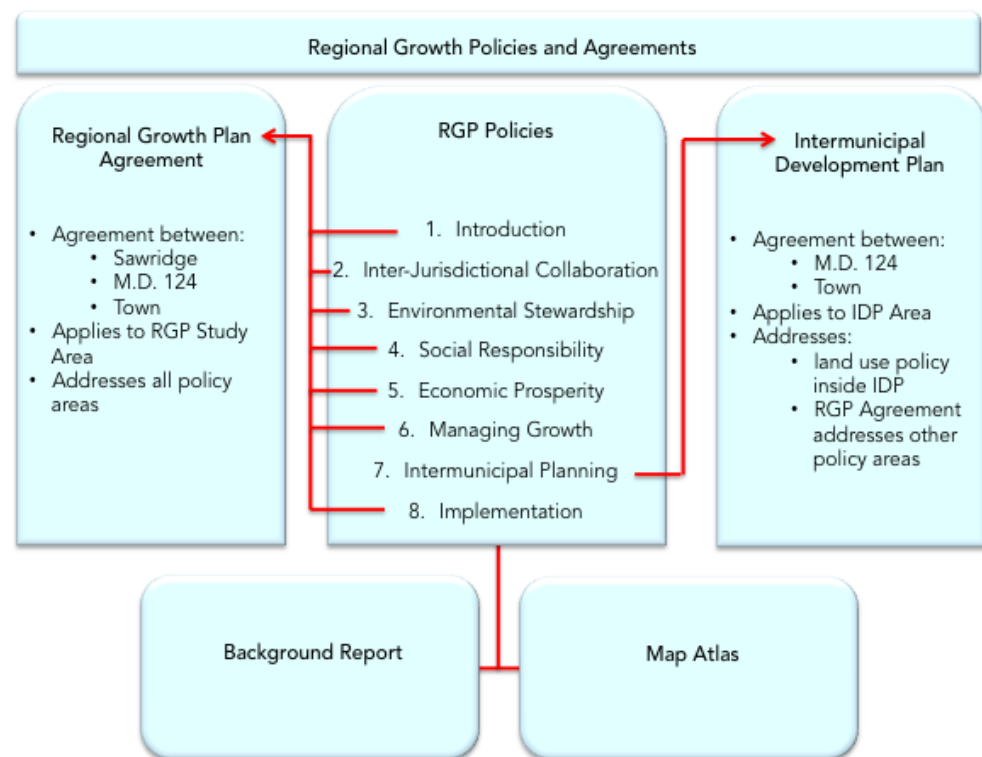
Tri-Council Regional Growth Plan – Background Report

Background research and findings as well as study definition and governance context. This document contains a project description with key descriptions, assumptions and acronyms and glossary definitions that are used throughout the three documents.

Tri-Council Regional Growth Plan – Map Atlas

Map compilation for the Regional Growth Plan.

The following diagram describes the linkages between the three documents:



A summary of cross references between documents is provided in the following table:

Table ES – a Document Cross References

Agreements and Policies		Background Report	Map Atlas
Agreements	Policies		
Regional Growth Plan Agreement	1 Introduction: Why Collaborate, Principles Vision, Goals and Guiding Principles	Introduction: Study Definition, Tri Council Regional Governance Context	Map 1.1 Study Area
	2 Inter-Jurisdictional Collaboration: Background, Goals, Policies and Objectives	Introduction: 1.3 Tri-Council Governance Context	
	3 Environmental Stewardship: Goals, Policies and Objectives	3 Environmental Management: Context, Environmental Knowledge and Mapping, Regional Land Stewardship Planning, Environmental Risk Mitigation	Map 3.1 Environmental Context Map 3.2 Orthophoto Maps 3.3 to 3.10 Terrain Assessment – various sheets With extended legend in the Atlas text.
	4 Social Responsibility: Goals, Policies and Objectives	2.1 Population Growth 2.3 Housing 4.3 Educational, Community and Protective Services	
	5 Economic Prosperity: Goals, Policies and Objectives	2 Economic Development and Housing: 2.1 Population Growth 2.2 Economic Development	2.1 Regional Context
	6 Managing Growth Goals, Policies and Objectives	4 Managing Growth: 4.1 Planning Influences 4.2 Infrastructure and Transportation Systems 4.4 Crown Land Ownership 4.6 Land Supply and Demand, 4.7 Development Opportunity Assessments. 4.8 Regional Land Use Plan 4.9 Tri Council Referral Boundaries	Map 4.1 Regional Land Use Map 4.2 and 4.3 Municipal Infrastructure – West & East Map 4.4 and 4.5 Regional Land Use Plan West & East
Intermunicipal Development Plan	7 Intermunicipal Planning Policies related to land use relations between the Town and M.D.		Map 4.6 Intermunicipal Development Plan
Regional Growth Plan Agreement	8 Implementation Plan Implementation, Plan Evaluation and Renewal		

PART A TRI-COUNCIL REGIONAL GROWTH POLICIES

1 INTRODUCTION

The Lesser Slave Lake Region Tri-Council (Tri-Council) is the combined Councils of the Sawridge First Nation (First Nation), the Municipal District of Lesser Slave River No. 124 (M.D.) and the Town of Slave Lake (Town), which together have agreed to collaborate on matters of common interest, as identified in a Regional Growth Plan (RGP) including: regional environment, economic development, land use and services.

The companion document *Background Report* contains important information not repeated in the *RGP Policies and Agreements* document including:

List of Acronyms	page xiii
Study Definition	Section 1.2
Planning Horizon Definition	Section 1.2.3
Study Area Definition	Section 1.2.4
Tri-Council Regional Governance Context	Section 1.3
List of References	page 157
Glossary of Terms	page 159

1.1 Why Collaborate

The Regional Growth Plan (RGP) offers an opportunity to craft a planning and growth management model that is responsive to the unique circumstances and governance model that is evolving in the Slave Lake region.

Collaboration across jurisdictional boundaries is becoming increasingly important as a means to effectively manage limited resources. Benefits to the region include economic prosperity, environmental health and residents' quality of life. There are many growth management issues, such as transportation, business retention and expansion, watershed management, affordable housing, among others, that transcend municipal boundaries.

A collaborative approach provides a “single point of entry”, which is easier to navigate for developers, employers and industry groups looking to work within the region and decreases the inter-jurisdictional competition for limited development opportunities. Collaboration signals to the private sector that the area is a good place to invest.

1.2 Build on Sustainable Community Development Principles

Sustainability is largely defined as simultaneously meeting current environmental, social and economic needs while also ensuring the needs of future generations are not being compromised.

Sustainability is often considered in terms of the “Three E’s”, which represent:

1. A Healthy **E**nvironment: preserving air and water quality, protecting open spaces and natural systems.
2. Social **E**quity: Ensuring all are treated fairly and provided equal opportunities.
3. A Prosperous **E**conomy: ensuring a rising standard of living for all residents.

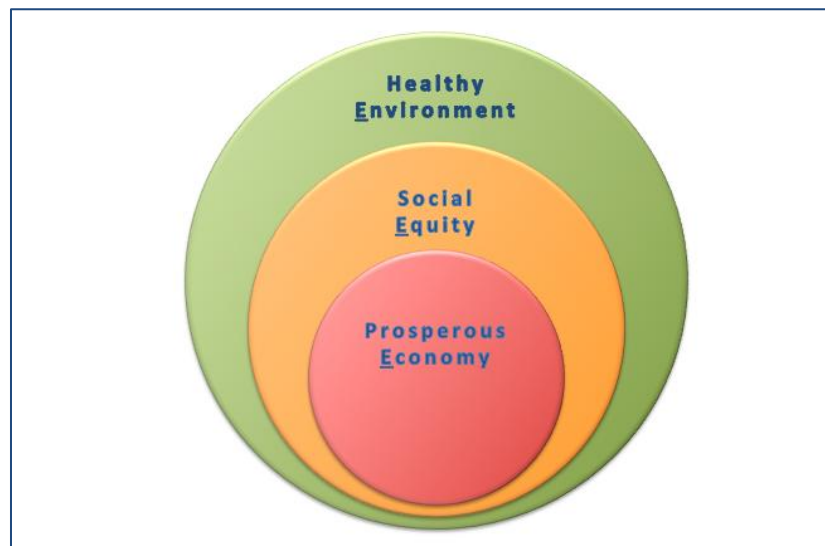


Figure 1 Interdependent Sustainable Community Development

Together, Environment, Social Equity and a Prosperous Economy are interdependent and need to be balanced; however the Environment is the

foundation and all components need to be managed sustainably to ensure a future that remains unimpaired for the use of future generations.

1.3 Regional Vision and Mutual Objectives

Tri-Council does not view a “business as usual” approach to the region as a desirable future. The Tri-Council governance model takes a regional approach to decision making designed to shape the future of the region through balancing the triple bottom line of sustainable community development addressing the health of the environment, the people and the economy.

Tri-Council’s vision for the region was developed in a joint planning session shortly after the 2011 wildfire. The vision for the region was stated as (Sutherland 2012a):

“... the Region collectively and our three jurisdictions acting cooperatively are the primary service centre for north, central Alberta while providing a quality of life for our residents that balances economic prosperity with environmental and social responsibility.”, and

“The jewel of Alberta where you come for a job and stay for the lifestyle”

The plan builds on the collaborative approach established by the Tri-Council governance model and has been developed based on the following mutual objectives:

1. To use the Regional Growth Plan to collaboratively coordinate environmental stewardship, infrastructure expansion and growth and development opportunities;
2. To respect the autonomy of each participating jurisdiction;
3. To promote open communication among the individual jurisdictions and other relevant governmental and non-governmental organizations with influence in the region;
4. To provide opportunities for joint development of mutual benefit; and
5. To ensure ongoing communication of the plan’s role and objectives with current and prospective landowners to maintain an open dialog on planning and development within the region.

1.4 Goals and Guiding Principles

The plan provides a guide for making decisions that contribute to the development of a sustainable region over the coming years. Resilience and the ability to adapt to challenges and change will be a hallmark of successful regions in the 21st Century.

Sutherland (2012a) in the Tri-Council Strategic Plan identifies a number of goals and key principles. For the Regional Recovery Plan “the goal of long-term recovery is to move the ... [RGP Study Area] ... toward self-sufficiency, sustainability and resilience” (ibid). And further, “This is essential if we are to succeed in accomplishing the goals of recovery while taking advantage of the opportunities that recovery presents to position the Region and its communities to be economically, environmentally and socially successful well into the future” (ibid). Restating the goal in terms of the Regional Growth Plan:

The Goal of the Tri-Council Regional Growth Plan is to better position the Region and its communities by fostering regional cooperation and collaborative strategies which produce balanced, integrated, sustainable and resilient growth.

The following guiding principles serve as the plan's overall goals and express and reinforce the intent of the plan.

1. **Inter-Jurisdictional Collaboration:** Support resilient and effective responses to change through collaboration and consensus-based decision-making relationships, while preserving the autonomy of each regional partner to make decisions for their own communities.
2. **Environmental Stewardship:** Nurture and respect the varied natural assets, building on a common understanding of the importance of natural areas throughout the Tri-Council region. Ensure that all decisions reflect the shared importance of protecting and enhancing natural areas and integrating these features and systems into the character of the region.
3. **Social Responsibility:** Appeal to people of all income levels and at all stages of their lives, facilitating a range of housing opportunities and choices, community facilities and programs and protective services to meet the needs of residents of all economic levels at all stages of their lives.
4. **Economic Prosperity:** Collaborate to build a regional economy and reduce inter-jurisdictional competition, pursuing opportunities to

create a regional service centre that acts as a gateway to the north and serves as a major resource development hub. Focus on strategies that diversify the economic base, enhance the region as a tourist destination and embrace innovation as a means to create competitive advantages.

5. **Managing Growth:** Coordinate inter-jurisdictional development to build complete communities, meeting the needs of changing markets through the planning and provision of a mix of development options and land use types that capitalizes on existing infrastructure and ensuring that new infrastructure expansion supports orderly and sustainable growth patterns.

1.5 Regional Growth Plan Area

Geographically, the plan addresses four different scales of region:

- **Macro Region:** economic region of trade and influence from the Slave Lake core area and the regional context from an environmental and economic perspective.
- **Tri-Council Region:** lands occupied by Tri-Council jurisdictions.
- **Regional Growth Plan (RGP) Area:** Town of Slave Lake plus surrounding fringe lands, including Sawridge First Nation, M.D. South Shore hamlets, Poplar Lane, Marten Beach and Mitsue Industrial Complex.
- **Intermunicipal Development Plan (IDP) Area:** zone straddling the Town Boundary to coordinate land use planning and development between the Town and Municipal District.

Different topics are addressed at each of these three scales or physical boundaries. Table 1—a shows the relationship between the Regional Growth Plan scales, topics, boundaries and related graphics (Maps and Figures).

Table 1—a Relationship between scales, topics, boundaries and graphics

Scale	Topic	Related Boundary	Related Graphics (Maps and Figures)
Macro Region	Economic Context	Trading area	Figure 2.16 Trading Areas Map 2.1 Regional Context
	Environmental Context	Lesser Slave Watershed	Map 3.1 Environmental Context
Tri-Council Region	Broad Economic Development Policy	M.D. 124	Map 2.1 Regional Context
Regional	Integrated	Town, Sawridge FN	Map 1.1 Study Area

Scale	Topic	Related Boundary	Related Graphics (Maps and Figures)
Growth Plan RGP Area	Economic Dev.& Regional Land Use Plan	and M.D. Hamlets	Maps 3.3 Terrain Analysis to 3.11 Figure 2 RGP Plan Area
Intermunicipal Development Plan (IDP) Area	Land Use and Development	Prescribed lands inside and outside the Town Boundary	Map 4.6 Intermunicipal Development Plan Figure 4 IDP Area

Figure 2 RGP Study Boundaries illustrates the notional relationship between the Intermunicipal Development Plan Area, Regional Growth Plan Area, Tri-Council Region and Macro Region.

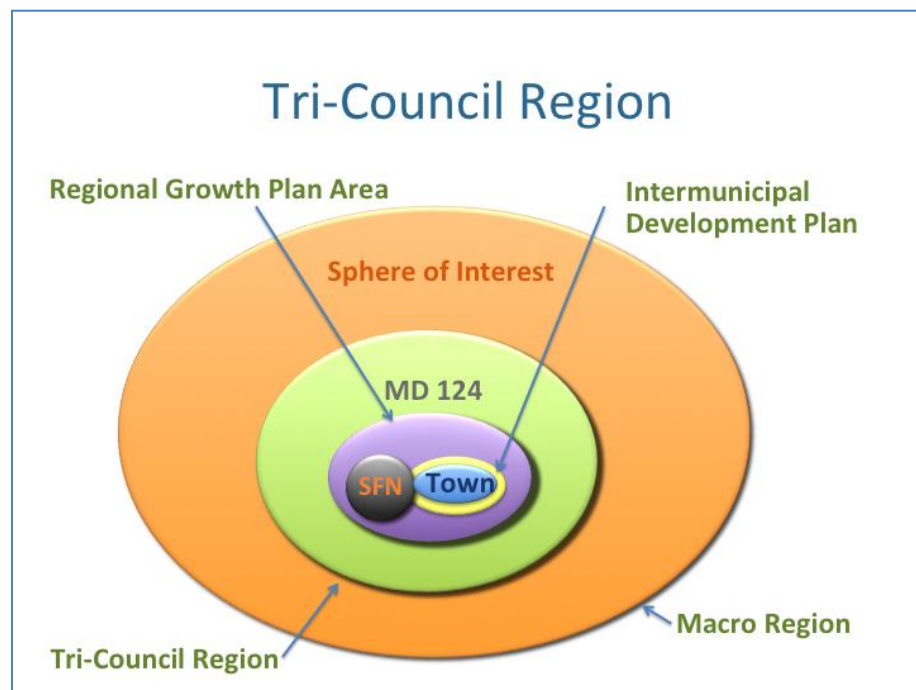


Figure 2 RGP Study Boundaries

The Regional Growth Plan Area, shown in Figure 3, extends along the south and east shores of Lesser Slave Lake from Assineau to Marten Beach and from Slave Lake west to the Mitsue Industrial Area.

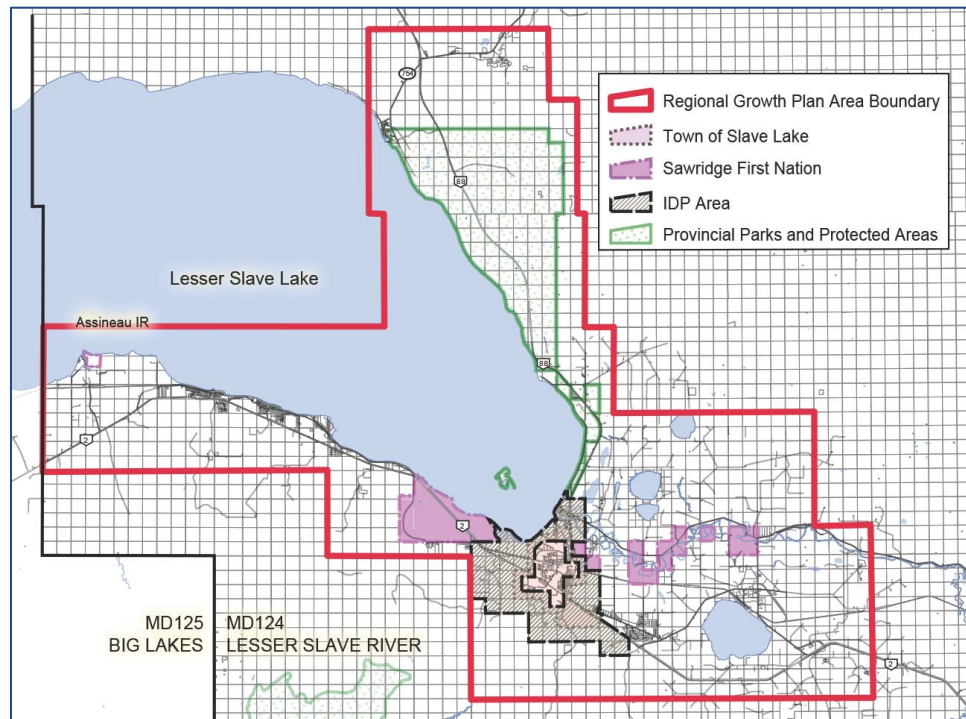


Figure 3 Regional Growth Plan Area

2 INTER-JURISDICTIONAL COLLABORATION

2.1 Background

Collaboration is a mechanism for leveraging resources, dealing with scarcities, eliminating duplication, capitalizing on individual strengths, building internal capacities and increasing participation and ownership strengthened by the potential for synergy and greater impact.

The Regional Growth Plan is a long-term planning framework for the Slave Lake Region, providing a broad context for decisions that foster a healthy environment, a high quality of life for all residents and a thriving economy. This is not merely a compilation of local plans. It recognizes that each jurisdiction makes its own decisions but that local actions need to be considered in terms of regional impacts.

When jurisdictions work in isolation, the land uses on one side of a boundary can impact development on the other side. The Regional Growth

Plan harnesses the cooperation, collaboration, trust and respect already established between the jurisdictions as part of the Tri-Council governance model.

2.2 Inter-Jurisdictional Collaboration Goals, Objectives and Policies

GOAL: Collaborate within Tri-Council and other government and non-government organizations to achieve mutual objectives benefiting residents and businesses within the region and securing a competitive position within the province.

OBJECTIVE IJC-1: Promote the coordination of planning, financing and implementation programs between the First Nation, Town and M.D.

IJC-1.1: Manage the Regional Growth Plan through the Tri-Council regional governance process, or through any subsequent inter-jurisdictional organization that evolves to replace Tri-Council.

IJC-1.2 Coordinate and collaborate for the orderly provision of community facilities and services and the effective extension of community infrastructure. Explore opportunities including, but not limited to:

- a) Inter-jurisdictional cost-sharing agreements;
- b) Joint development standards;
- c) Joint planning; and
- d) Shared staff resources.

OBJECTIVE IJC-2: Promote an equitable distribution of the indirect costs and benefits of growth and development among partner jurisdictions.

IJC-2.1: Each individual partner shall strive to make efficient use of lands within their respective jurisdictions based on community character, the policies outlined within this Plan and the vision, goals and objectives within their respective community plans.

IJC-2.2: The partner jurisdictions shall continually review their land use patterns to ensure an adequate inventory of commercial and industrial development opportunities exist, including a range of choice in terms of parcel size and servicing requirements. Land

use reviews should coincide with the five-year review of the RGP and should consider the following criteria for evaluation:

- a) Change in the supply of available residential, commercial and industrial land for development; and
- b) Evaluation of growth projections and relationship to supply of available land.

- IJC-2.3: If a subdivision or development is proposed in an area not regulated by an Area Structure Plan, or equivalent, the host jurisdiction should evaluate the application for re-designation, subdivision or development based on the following:
- a) Policies outlined by the host jurisdiction;
 - b) Policies of this Plan;
 - c) Impacts on existing and proposed uses in adjacent jurisdictions; and
 - d) Impacts on environmentally significant areas.

OBJECTIVE IJC-3: Within the current Tri-Council format, establish an ongoing process for the enduring management and review of the Plan.

- IJC-3.1: Tri-Council shall commit to an annual meeting, or other schedule as mutually agreed upon, to monitor and review the plan, to discuss issues of mutual interest and on an as-needed basis to discuss and resolve issues.
- IJC-3.2: In the event that Tri-Council no longer serves in its current role, the partners should appoint representatives, as mutually agreed upon, to establish an inter-jurisdictional committee that will function in the same fashion as Tri-Council to monitor and review the Plan.
- IJC-3.3: An amendment to this plan may be proposed by any of the partner jurisdictions. An amendment proposed by a landowner shall be made to the jurisdiction in which the subject land is located.
- IJC-3.4: At the end of five years from the date that this RGP is adopted, Tri-Council shall consider the need for a review of the RGP. If necessary, the plan shall be updated and revised. Thereafter it shall be considered for review every five years unless some alternative time is agreed to by the jurisdictional partners.

- IJC-3.5: The following outlines the procedure to repeal the Regional Growth Plan Agreement:
- a) Any partner shall give written notice to the others of its intention to repeal the Agreement.
 - b) Within 30 days of the date of written notice, an inter-jurisdictional committee meeting shall be convened.
 - c) Following the inter-jurisdictional meeting, the partner initiating the repeal procedure may either withdraw its intention to repeal the Agreement by giving written notice or proceed with consideration to repeal the Plan.
 - d) Once one of the partners has repealed the Agreement and withdrawn from the joint agreement the other partners shall determine if and how collective regional cooperation might continue with the two remaining partners.
 - e) The Intermunicipal Development Plan shall survive the repeal of the Regional Growth Plan Agreement.

OBJECTIVE IJC-4: Build a collaborative future for the region based on maintaining an ongoing positive relationship based on mutual trust and respect and establishing a commitment to share information on planning and development matters.

- IJC-4.1: The First Nation, the Town and M.D. will engage each other during the preparation of statutory and non-statutory plans, community development plans, land use redistricting and subdivisions within the RGP Area where such proposals can be reasonably deemed to have potential impacts on any of the partners. These potential impacts may include, but are not limited to:
- a) New uses which limit the expansion of urban services of the adjacent jurisdiction;
 - b) Incompatible new land uses that adversely affect existing uses of the adjacent jurisdiction (i.e. new industrial uses adjacent to traditional residential areas);
 - c) Incompatible new land uses that adversely affect proposed uses as defined within an existing plan of the adjacent jurisdiction or the Regional Growth Plan;
 - d) New land uses that change drainage patterns of the adjacent jurisdiction;
 - e) New land uses that impact existing roads, infrastructure and services of the adjacent jurisdiction; and

- f) New land uses are located on the boundary of the adjacent jurisdiction

For referrals related to the Intermunicipal Development Plan Area, additional criteria identified in Section 7 may apply.

IJC-4.2: Each partner agrees to offer comments from the perspective of specific implications and the likelihood a proposal may impact their own efforts on land use planning and the provision of services and infrastructure.

IJC-4.3: With the exception of first parcel out subdivisions in the M.D. or individual residential developments within the Town or the First Nation, each partner jurisdiction should refer subdivision and development activity falling within or affecting lands directly adjacent to jurisdictional boundaries.

OBJECTIVE IJC-5: Determine roles and responsibilities, articulate a decision making process and establish a mechanism to address regional land use disputes.

IJC-5.1: As part of the ongoing management of the RGP the inter-jurisdictional committee shall adopt the Tri-Council Dispute Resolution process, outlined in the Tri-Council and CAO Secretariat Governance Protocol (Sutherland, 2014):

Applicability: Notwithstanding the provisions intended to ensure good decision-making, any of the three Councils or the Chair may, at any time, request that a dispute or disagreement be submitted to a dispute resolution process.

Good Faith: Such a request must be made in good faith with the aim of bringing an issue to a mutually beneficial conclusion and not be misused as a delaying tactic.

Making a Request: A request for dispute resolution may be made either at a meeting of Tri-Council or in writing to the three Councils and the Chair. Such a request must outline the issue to be resolved and the rationale for submitting it to dispute resolution as opposed to dealing with it through the decision making provisions of this Protocol.

AB Municipal Affairs Municipal Dispute Resolution Services (MDRS): To balance the need for timeliness, sensitivity to the realities of the Lesser Slave Lake Regional Recovery and the inter-municipal/First Nation relationships that underpin it and cost, upon receiving a request for dispute resolution, the Chair or his designate, will seek the assistance of the Alberta Municipal Affairs Dispute Resolution Services.

Dispute Resolution Process: The process to be used in reaching a mutually beneficial resolution to an issue for which dispute resolution has been requested, will be determined as a first step with the assistance of the Alberta Municipal Affairs Dispute Resolution Services.

3 ENVIRONMENTAL STEWARDSHIP

3.1 Background

The natural environment represents the functioning system of nature, which is comprised of many diverse ecosystems including wetlands, forests, water bodies and grasslands. The environmental features and resources define the character of the region, sustain its economy and offer a rich unique lifestyle for its residents.

The environmental conditions in the Lesser Slave Lake region are challenging for development as outlined in Section 3 of the RGP Background Report. Inappropriate development can occur because of poor base line information and unclear application requirements or evaluation criteria. Policies and procedures need to be regionally applied to protect resources that cross jurisdictional boundaries.

Clean air and water and viable natural habitats are critical to the health, well-being and economic prosperity of the region. Ensuring the long-term viability of the environment requires changing the focus from individual political boundaries and land use policy to a more regional approach, minimizing the effects of urbanized areas on natural systems.

3.2 Environmental Stewardship Goals, Objectives and Policies

GOAL: Protect natural systems, environmentally significant areas and other open spaces that help define the character of the region.

OBJECTIVE ES-1: Continue to protect, monitor and evaluate the environmental health of the region.

- ES-1.1: Pursue partnerships with neighbouring jurisdictions, regional organizations and other levels of government to create more effective regional resource and ecosystem management and conservation programs.
- ES-1.2: Promote baseline monitoring to establish benchmarks for the environmental health of the region's land, air, water and biodiversity resources.
- ES-1.3: Represent as intervener, the Tri - Council regional interests and concerns on regulatory hearings of the Natural Resources Conservation Board (NRCB) for regulated uses affecting the watershed of Lesser Slave Lake.
- ES-1.4: Encourage compact and clustered development that reduces the overall footprint of developed areas and retains a greater amount of land in its natural state. Incentives to encourage more compact development may include:
 - a) Establish minimum density requirements tied to servicing availability;
 - b) Establish incentives (reduced fees, expedited reviews, etc.) for implementing comprehensive subdivision design in rural areas; and
 - c) Establish incentives through reduced development levies for proposed development within established target growth areas (e.g. this could include reduced off-site levies for higher density, downtown development.)
- ES-1.5: Emphasize the importance of riparian and wetland areas and collaborate on their preservation as part of the development review process within the RGP area. Collaboration among jurisdictions and landowners should include the following:
 - a) Follow best practices on retaining native vegetation;
 - b) Providing adequate buffer zones based on the classification of the adjacent watercourse;

- c) Communication of best practices with landowners; and
- d) Facilitate the establishment of conservation easements with landowners.

ES-1.5: Consider the use of minimum distance separations for residential development adjacent active agricultural lands to minimize the potential conflict between agricultural and non-agricultural uses.

ES-1.6: Coordinate the shared use of environmentally significant area mapping and environmental data as part of development applications and the review process. Explore collaborative efforts to standardize the following:

- a) Environmental data collection;
- b) GIS and mapping software; and
- c) Planning and Development environmental requirements.

OBJECTIVE ES-2: Protect the region from flooding and reduce development pressure within flood hazard areas.

ES-2.1: Work with municipal and provincial levels of government to assemble relevant data to define flood hazard areas and avoid environmentally unsound development in flood hazard areas.

ES-2.2: Ensure the submission of a flood hazard assessment and flood mitigation measures as part of development applications in defined flood prone areas.

ES-2.3: Prohibit development in mapped flood hazard areas unless the project can demonstrate:

- a) Compliance with provincial policies with respect to development in mapped flood hazard areas.
- b) Flood mitigation measures designed by an Alberta registered professional engineer precede development

ES-2.4: Promote land conservation of mapped flood hazard areas through available means including environmental reserves, conservation easements, and land trusts.

OBJECTIVE ES-3: Maintain healthy water bodies focusing on water quality preservation within the Lesser Slave Lake watershed.

ES-3.1: Collaborate with the Lesser Slave Watershed Council on the development of a watershed management plan to better protect shorelands and lake water quality of Lesser Slave Lake

ES-3.2: Collaborate with the Lesser Slave Watershed Council, to institute Beneficial Management Practices for development in the vicinity of sensitive Lesser Slave Lake shorelands, tributaries and wetlands that function to filter pollutants and nutrients from the lake.

4 SOCIAL RESPONSIBILITY

4.1 Background

Social equity means ensuring that all are treated fairly and given equal opportunity to participate in their communities. Everyone, regardless of race, culture, ability or income shares in the benefits of regional planning and development. Ensuring social equity doesn't necessarily guarantee equality but it does mean providing everyone an equal voice. Regions grow healthier when all communities are strong.

Everyone needs a place to live. Care in choosing locations for housing can help protect residents from incompatible land uses, provide job and school accessibility and provide a range of affordable home values. The region offers a broad range of housing choices for its citizens ranging from large-lot rural residences to urban density single-family units, condominiums, apartments and townhouses near the Town's urban core.

A system of parks, greenways and civic spaces provide citizens with an array of public spaces to enjoy. The general goals of building a network of open spaces are to create an aesthetically attractive physical environment and, more importantly, to create the conditions for diverse populations to thrive and allow a community to knit itself together out of a collection of diverse people. Every public space, whether designed for passive or active recreation, should further the building of a community by acting as a public focal point.

The discussion around community facilities and services typically focuses on emergency response and recreation facilities and services. While these are important functions of a community, they often overshadow the importance of maintaining a functional network of social services. Citizens require a sense of belonging to their communities and need the opportunities to access services and activities. A healthy community continually creates and improves physical and social environments and expands resources enabling people to mutually support each other.

4.2 Social Responsibility Goals, Objectives and Policies

GOAL: Collaborate to promote housing, facilities, programs and support that respond to the social needs and quality of life for all residents.

OBJECTIVE SR-1: Support and encourage a variety of quality housing choices that are affordable and accessible to people of all ages, abilities and income levels.

SR-1.1: Integrate new housing development with employment areas, transportation modes and access, school sites, parks and services to create more complete neighbourhoods.

SR-1.2: Coordinate planned growth areas to establish sustainable densities that maximize the use of developable lands and provide a variety of housing options. Densities should be based on the availability of existing or planned municipal services maximizing the development potential of urban areas. Alternatively, sustainable densities in un-serviced, rural settings should be based on maximums associated with limiting concentrations of individual septic systems.

SR-1.3: Collaborate with the Lesser Slave Lake Regional Housing Authority, the Province and private developers to promote the development of additional rental housing and affordable ownership projects.

SR-1.4: Collaborate with private industry to prioritize housing needs based on the provision of short-term worker specific lodging.

SR-1.5: Establish a variety of opportunities for rural housing options within the M.D. and the First Nation lands that support locational choice for residents, including, but not limited to:

- a) Homestead and first parcel subdivisions;
- b) Traditional large-lot country residential;
- c) Conservation subdivisions, focused on preserving open space and clustering homes within developable land; and
- d) Large-lot, mixed use development combining residential uses and personal business operations.

OBJECTIVE SR-2: Provide parks and recreational facilities that encompass a variety of scales and are accessible to all citizens.

SR-2.1: Support the identification and development of regional parks and recreation facilities recreation trails that benefit all jurisdictions, giving consideration to:

- a) Recreation trails and water routes;
- b) Staging areas and water access points;
- c) Public beaches and boating facilities; and
- d) Integration with other providers including Provincial Parks, and the TransCanada Trail.

SR-2.2: Support improvements to regional public access to Lesser Slave Lake shorelands, boating facilities and recreation infrastructure, through joint planning initiatives that establish regional priorities and shared responsibilities for implementation including, but not limited to:

- e) Dedicated funding;
- f) Staff support to seek grant dollars; and
- g) Representation on regional committees.

SR-2.3: Plan and provide for new park facilities as new development occurs, based on a collaborative effort to establish regional parks and recreation priorities including, but not limited to:

- a) Needs assessment for parks by type;
- b) Conceptual spatial distribution needs based on existing gaps and projected growth areas; and
- c) Defining suitable lands within each jurisdiction for parks development.

OBJECTIVE SR-3: Continue to plan and implement cost-effective regional service delivery to residents, reflecting periodic changes to level of service needs based on growth and development.

- SR-3.1: Continue to support inter-jurisdictional collaboration reviewing the impacts of new development on level of service standards and efficient service delivery among protective service providers.
- SR-3.2: Coordinate subdivision and development standards that promote the effective and efficient movement of emergency vehicles including, but not limited to:
- a) Multiple access points;
 - b) Road layouts that increase the efficiency of response times;
 - c) Maximum length of single access roads; and
 - d) Maximum curb radius.
- SR-3.3: Support existing and new inter-jurisdictional agreements to provide recreation, education, cultural and protective services.
- SR-3.4: Promote the development of Inter-jurisdictional agreements for shared community facilities and services. Agreement criteria should consider the following:
- a) Jointly prepared needs assessment;
 - b) Capital and ongoing maintenance costs;
 - c) Staff requirements and operating budgets;
 - d) Cost-benefit analysis; and
 - e) Locational advantages for site considerations.
- SR-3.5: Explore partnerships with educational institutions to increase the use of educational facilities as community centres for indoor use during evenings and weekends.
- SR-3.6: Collaborate with regional social service providers to increase the awareness of available services.

5 ECONOMIC PROSPERITY

5.1 Background

In order to continue to be a leader in the region and to provide jobs, products and services, a prosperous economy must be maintained. Developing a prosperous economy requires the collaboration of public, private and non-profit sectors to deliver a high quality of life and an

attractive business environment for the community. An effective economic development process yields two products: high-quality jobs that produce incomes for a high standard of living and public and private financial resources necessary to keep the community's asset base healthy. These assets are the real wealth of the community and include educational, entrepreneurial, technological, environmental, social heritage and natural resources.

The key to sustainable, long-term economic prosperity lies in nurturing and supporting existing businesses while attracting new ones. Fostering an environment conducive to the growth, competitiveness and expansion of established businesses, business start-ups and business spin-offs creates the building blocks for long-term economic health.

Beyond the issues related specifically to business development, the ability to address transportation needs is crucial to accommodate existing businesses and to attract new businesses to the community. Maintaining corridors with synergies of location, transportation and communication infrastructure will promote business concentration.

5.2 Economic Prosperity Goals, Objectives and Policies

GOAL: Foster a favourable climate for the economic development of the region and promote the area as a prime location for new and existing business investment.

OBJECTIVE EP-1: Promote a regional approach to economic development.

- EP-1.1: Coordinate with local, regional and provincial economic development organizations to develop strategic programs that focus on building regional competitiveness.
- EP-1.2: Collaborate to identify appropriate sites for the location of new industrial parks as well as the expansion of existing industrial parks where appropriate.
- EP-1.3: Preserve land identified for commercial and industrial land uses within individual jurisdictions as well as within the RGP area from conversion to other land uses to ensure adequate space and locational choice is available for future economic development.

- EP-1.4: Foster a competitive business climate that maintains time and cost certainty through a collaborative development review and approval process.
- EP-1.5: Build on geographic strengths of region including:
- a) Promote Slave Lake as a northern gateway and service hub.
 - b) Strengthen primary and secondary trade area relationships;
 - c) Strengthen market awareness of alternate highway corridors for the Bicentennial Highway (Hwy 88) and Woods to Water Route (Hwy 2) for both commercial and tourist traffic;
 - d) Capitalize on linear infrastructure including rail, pipelines and power transmission routes.
 - e) Promote the region's key tourism and back country attractions.

OBJECTIVE EP-2: Encourage a sustainable and diverse regional economy.

- EP-2.1: Coordinate and monitor the regional diversity of employment opportunities and changing needs and trends of industries and businesses.
- EP-2.2: Continue coordination with economic development organizations and agencies to identify targeted industrial growth sectors that guide business retention, expansion and attraction opportunities to focus economic development efforts.
- EP-2.3: Collaborate with the private sector, public and post-secondary schools and training providers to coordinate skill training with regional jobs.
- EP-2.4: Continue to expand on collaborative efforts that market and promote regional recreation areas, events and attractions, increasing the exposure of the Slave Lake Region to tourists and visitors.
- EP-2.5: Continue to build on the industrial economic strengths of the region through strategies of secondary and tertiary processing, eco-industrial opportunities, alternative energy and co-generation investment.

EP-2.6: Continue to sustain and promote the Slave Lake Airport as a regional hub and business centre.

6 MANAGING GROWTH

6.1 Background

Urban centered regions build the synergies necessary to create sustainable communities through opportunities for primary employment and regional economic wealth in rural areas combined with a large pool of labour and services necessary to support the population in terms of housing, infrastructure, protective services, schools, health care, recreation and parks. There are interdependencies and cooperative planning at a regional scale that can produce efficiencies. As the region changes and evolves over time, its future success will depend on how that change is managed. Preserving and enhancing the region's quality of life requires efficient use of developable land and existing infrastructure.

Most people give little thought to the origins of the water that flows from the tap or to the destination of the waste that's flushed down the toilet and taken from the curbside. The region has available core capacity for a population of 11,000 people. The system can be logically upgraded to accommodate the long term growth contemplated in the Regional Growth Plan. Collective and coordinated regional policies are required to ensure efficient and cost effective delivery of infrastructure for new development and keeping pace with the necessary upgrading of core systems.

The places we live have now been designed for decades with the intent of providing cars and other motor-driven vehicles with the fastest, most efficient means of getting from point a to point b. From an engineering standpoint, this makes sense. But the places we live, whether they be cities and towns, suburbs or farms, all have one thing in common: they are places of *human* habitation and the automobile is not the only mode by which humans move from place to place. The location of existing and future transportation improvements is a major determining factor in how our land use patterns take shape. Understanding the influence of development patterns on transportation and vice-versa is essential as we plan for the future of the communities in which we live.

6.2 Managing Growth Goals, Objectives and Policies

GOAL: Provide a distribution of land uses that ensure the environmental, social and economic well-being of the region, recognizing the environmental and ownership constraints throughout each of the jurisdictions.

OBJECTIVE MG-1: Encourage future population and job growth in areas closer to existing and planned centres serviced with public facilities and infrastructure that make more efficient use of land and facilitate opportunities to preserve environmentally significant areas.

MG-1.1: Incorporate vegetative buffers along environmentally significant areas, which are identified in Map 3.1 Environmental Context, to maximize the benefit of these natural functions to the region.

MG-1.2: Promote FireSmart principles in land use and development decisions, including:

- a) FireSmart guidelines in the Area Structure Plans (ASP) and subdivision review and approval levels;
- b) FireSmart guidelines for development permit approvals for individual lot and building development.
- c) Fire risk assessments prior to approvals for new development at the ASP level.
- d) Site specific guidelines for new developments as part of risk assessments.
- e) FireSmart guidelines for transportation and infrastructure development giving consideration to evacuation and fire response routes.

MG-1.3: Collaborate to identify land needs and facilitate the release of Crown land to sustain regional growth based on the following:

- a) Early identification and communication of land requirements;
- b) Inclusion of the Government of Alberta in land development supply evaluations and approvals; and
- c) Participating in First Nation consultation with respect to the disposition of crown land.

OBJECTIVE MG-2: Coordinate land use planning decisions within each individual jurisdiction to minimize the impacts on each other and address issues that may have regional impacts.

- MG-2-1: Establish compatible land use transitions across jurisdictional boundaries that are focused on:
- a) Impacts/constraints on the ability to expand urban service areas;
 - b) The compatibility of new urban development on rural land uses; and
 - c) The compatibility of new development with adjacent First Nation lands.
- MG-2.2: Collaborate to promote a sustainable development pattern, emphasizing infill and redevelopment to maximize densities in urban areas and growth nodes to capitalize on existing infrastructure networks and capacity.
- MG-2.3: Establish visual design guidelines for development that projects a desirable community appearance, appropriate for the picturesque setting of the region.

OBJECTIVE MG-3: Focus future development on maximizing the use of existing infrastructure systems based on logical contiguous development staging within defined service area boundaries.

- MG-3.1: Prioritize public investments on community facilities and infrastructure that supports development in existing communities and growth nodes. This approach promotes cost effective development and limits off-site costs.
- MG-3.2: Assess the ability of community facilities and infrastructure networks to keep pace with changes in the region, at a minimum, in conjunction with the five-year review period for the Regional Growth Plan and as needed based on development activity.
- MG-3.3: Focus un-serviced development (without water and sewer) outside the urban development area and identified growth nodes.

7 INTERMUNICIPAL PLANNING

7.1 Background

Long term future land uses and land use patterns form one of the key areas of agreement and coordination in this plan. While the general goals, objectives and policies in the RGP apply to each of the partner jurisdictions, this section outlines elements specific to the Intermunicipal Development Plan requirements outlined in the Municipal Government Act (MGA) that are applicable to the Town and M.D., which are regulated under the MGA.

Map 4.6 Intermunicipal Development Plan (IDP), identifies the long term land use pattern for the lands within the IDP Area. The land uses identified are based on the predominant or main type of land use to be located in an area. More specific boundaries and information on the precise land uses is to be provided through each municipality's respective Land Use Bylaw and more detailed land use plans.

Map 4.6 discusses two major land use types for consideration within the IDP Area. The Future Urban Residential land use category illustrates the future urban expansion area for the Town, which extends to the southwest of the Town's current boundary. These lands have conditions that are generally more conducive for development. While the area does present some topographical constraints, it is generally considered the area best able to accommodate long-term growth for the Town. While the land available within the current Town boundary can account for future growth projections defined within the RGP, the Urban Neighbourhood category encompasses lands that would allow for the orderly expansion of the Town as the current land supply decreases and poses additional development constraints. Expansion within this area is expected to take many years and may require numerous periodic annexations.

The Future Light Industrial land use category illustrates an opportunity to establish a joint economic area, which refers to an area where the Town and M.D. can work together to encourage the development of a Business/Industrial Park along Highway 2. Positive relations, achieved through communication, consultation and cooperation can provide many opportunities to share resources, achieve economic development goals and decrease the costs of providing municipal and community services.

The other land use categories reflect existing land use patterns with the remaining lands considered Rural, recognizing the diversity of a typical rural landscape containing a variety of agricultural uses, resource extraction uses, residential uses, open spaces and small scale commercial/industrial uses.

7.2 IDP Area

In recognizing the mutual benefits of enabling growth for both municipalities, the IDP Area (see Map 4.6 of the Map Atlas and Figure 4 below) identifies lands where regional land use plan districts are defined to coordinate land use planning and development along common boundaries according to an agreed land use pattern. The IDP Plan Area:

- Enables the coordination of land development in either the Town or M.D. without undue effects on the adjacent municipality,
- Provides for the Town's long-term expansion without compromising future M.D. growth objectives.
- Defines boundaries for plan referrals (as per Objective PIA 1)

While this area is substantially larger than what could be considered required to accommodate the projected growth, the Plan Area preserves long term urban growth capacity consistent with the principles of Intermunicipal cooperation.

With the development of the overall policy, a framework is established to enable each municipality to achieve its goals and economic prospects. The communication process will allow each municipality the opportunity to provide input into development decisions in areas that each have identified as important to coordinate their growth.

While there are regional interests that have been identified, it is recognized that each municipality has the final jurisdiction in matters of approving statutory plans, Land Use Bylaw (LUB) amendments, subdivisions and developments within their respective boundaries. The purpose and intent of the IDP is to minimize any land use conflicts or disputes between the two municipalities.

To promote communication and coordination of planning and development, the IDP Area also defines a referral boundary, where information about development plans are shared by the originating or host jurisdiction with the adjacent jurisdiction, according to rules set out in Section 7.4. The IDP Area has two referral zones:

- MD IDP Referral Zone: occurring outside of Town / M.D. common boundary as show in Figure 4
- Town IDP Referral Zone: occurring inside of Town / M.D. common boundary as show in Figure 4

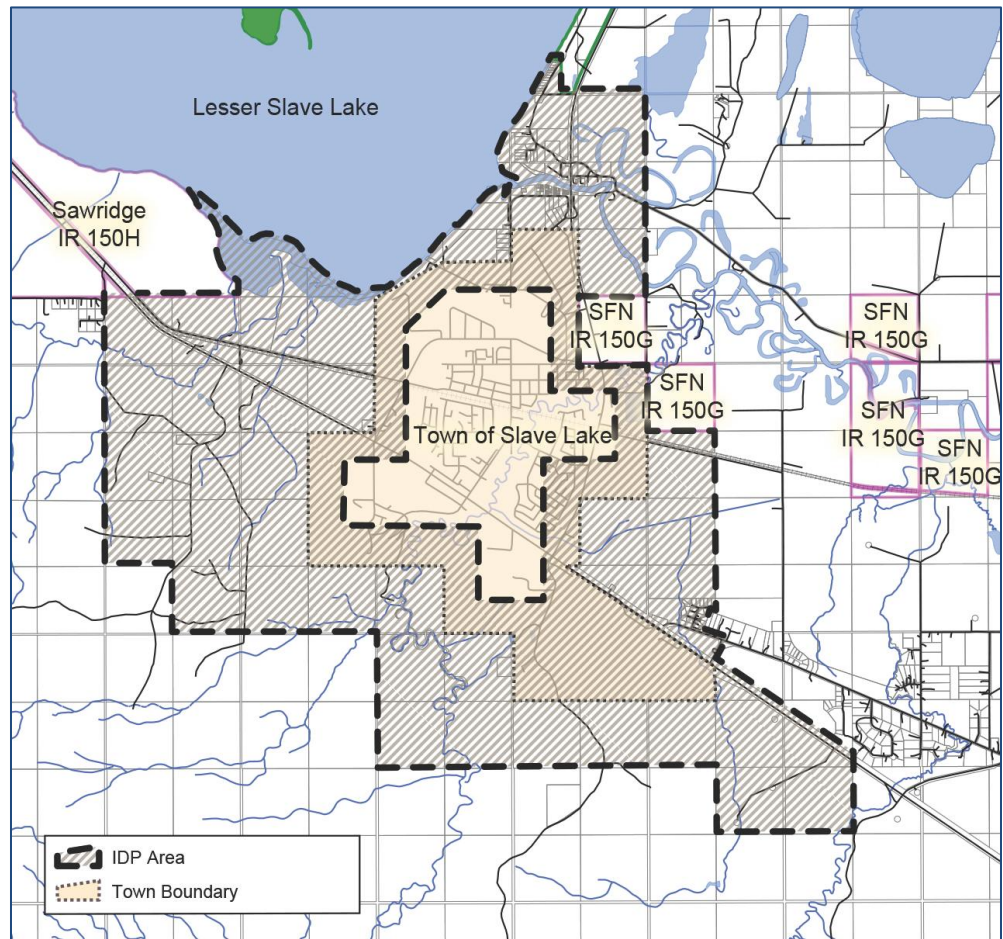


Figure 4: IDP Area, Showing Inner and Outer Boundaries

7.3 Land Use Concept Goals, Objectives and Policies

GOAL: To direct growth and development in a manner compatible with the character and physical setting of the IDP Area.

OBJECTIVE LUC-1: Promote compact and contiguous development with access to efficient community services while preserving lands and environmentally significant areas, not suitable for development.

- LUC-1.1: Establish areas surrounding the Town of Slave Lake, defined as Future Urban Residential in Map 4.6, to preserve for the logical future extension of municipal services. As growth dictates additional land supplies are needed, the Town and M.D. shall explore coordinated growth options based on the following principles:
- a) Land assemblies sufficiently sized to produce complete neighborhoods;
 - b) Defining areas suitable for serviced industrial areas, industrial uses that do not require servicing and regional service centres;
 - c) Lands that are efficient to develop in terms of land suitability, land development costs, infrastructure costs and staging; and
 - d) Lands where wild fire risks can reasonably be mitigated and proximity to evacuation routes maintained.
- LUC-1.2: Protect lands within the Future Urban Residential land use category for long-term regional growth by limiting the fragmentation of large parcels into many smaller parcels, which limits opportunities for the extension of municipal services. These lands should be retained as large parcels that can be reasonably subdivided for future urban densities.
- LUC-1.3: Interim subdivision and development applications on lands within the Future Urban Residential land use category should indicate the long-term priority of these lands for accommodating urban residential growth.
- LUC-1.4: Unless otherwise agreed to by the Town, Municipal Reserve dedications within lands in the Future Urban Residential area shall be deferred to the balance of the quarter-section.
- LUC-1.5: Public and institutional uses considered compatible with and complementary to residential uses may be allowed within the Future Urban Residential area.

OBJECTIVE LUC-2: Provide the framework for future discussions on designated joint developments between the Town and M.D. in areas and on projects of mutual benefit and interest.

- LUC-2.1: Focus on major developments that have the potential to have a significant impact on the overall well-being of the region, considering the following factors:
- a) Major employment generators;
 - b) Assessment of potential projects based on their ability to act as a catalyst for future development.
- LUC-2.2: Encourage the development of a shared vision that provides opportunities for the joint development of designated areas that may be of mutual benefit to the Town and M.D., considering the following elements:
- a) Equitable distribution of municipal tax proceeds resulting from assessment growth within a joint development area;
 - b) Contribution towards the capital costs of infrastructure networks;
 - c) Ability to guarantee available capacity in municipal utility systems extended into a joint development area; and
 - d) Subject to local bylaws, joint development standards for the design and construction of infrastructure networks, buildings and landscaping.
- LUC-2.3: Neither municipality shall seek to annex any portion of an area subject to a formal joint development agreement between the Town and M.D. The intent of joint development areas is to provide opportunities for the shared costs and benefits of growth and limit the need for annexation.

OBJECTIVE LUC-3: Encourage a variety of rural land uses that minimize the impacts of urban expansion and respect the existing land use pattern and sensitivity of the lands throughout the IDP Area.

- LUC-3.1: Provide for a wide range of rural uses including, but not limited to, continued agricultural uses, recreational uses and compatible country residential uses.
- LUC-3.2: Commercial and industrial uses may be permitted where they do not unduly conflict with existing uses. Similarly, residential uses should be evaluated based on their potential conflict with existing commercial and industrial uses.

LUC-3.3 Essential public uses may be allowed throughout the IDP Area based on the optimal location necessary to provide the desired level of service.

7.4 Plan Implementation and Administration Goals, Objectives and Policies

GOAL: To facilitate the ongoing sharing of information and to provide a forum to review and comment on topics of mutual interest.

OBJECTIVE PIA-1: Provide opportunities for each municipality to become informed and provide input on planning and development matters.

PIA-1.1: The two municipalities shall continue to coordinate the appointment of an inter-municipal committee.

PIA-1.2: Consideration of the inter-municipal committee may include discussion related to the IDP Area and the following:

- a) Reviewing any proposed annexations;
- b) Reviewing proposed development for consistency with the regional land use plan (Map 4.6)
- c) Reviewing any proposed amendments to Plan 4.6;
- d) Serving as an informal review body for any amendment, proposed ASP or other applications that may have an impact on the IDP Area;
- e) Serving as a forum for the discussion of economic development issues within or affecting the IDP Area;
- f) Assisting with the resolution of disputes in accordance with the process set forward in this IDP Plan; and
- g) Discussing any other joint issues that may arise.

PIA-1.3: Each municipality will consult the other during the preparation or amendment of Municipal Development Plans, Area Structure Plans, Outline Plans and Land Use Bylaws that relate to lands within the IDP Area.

PIA-1.4: Each municipality shall share with the other information, data, studies, road plans and utility plans that may have implications within the IDP Area.

- PIA-1.5: Both municipalities agree to refer the following within the defined IDP Town and MD Referral Zones:
- a) Municipal Development Plans and amendments;
 - b) Area Structure Plans, Area Redevelopment Plans and amendments;
 - c) Non Statutory Plans
 - d) Land Use Bylaw redistricting and regulatory changes that include adding or deleting a land use district or use;
 - e) Subdivision applications; and
 - f) Development Permits for discretionary uses.
- PIA-1.6: The M.D. will also refer to the Town for comment any application for Statutory Plans, subdivision or developments made in the IDP Area that is related to:
- a) industrial activities which because of emissions of smoke, fumes or noise may be detrimental to the Town;
 - b) commercial or industrial developments which may by their nature be appropriately located within the Town; or
 - c) any other subdivision or development which, in the opinion of the M.D., may materially affect the Town with respect to community services, housing, commercial development, environmental impact, drainage, transportation, infrastructure or urban lifestyle.
- PIA-1.7: Each municipality shall review and provide comment on referrals within 14 calendar days or such extension as agreed to by both municipalities.
- PIA-1.8: Policies of the Regional Growth Plan apply to the IDP and in particular Policy IJC-4.1, shall be referenced in relation to engagement and referrals relative to the First Nation.

7.5 Dispute Resolution

GOAL: To provide a framework to address land use disputes between the Town and M.D. in a manner which respects local decision-making, and regional governance protocols.

OBJECTIVE PIA-1: To establish a framework to address regional land use disputes between the Town and MD.

DR-1.1: As part of the ongoing management of the IDP, the inter-jurisdictional committee shall adopt the Tri-Council Dispute Resolution process, outlined in the Tri-Council and CAO Secretariat Governance Protocol (Sutherland, 2014) and restated in the RGP Policy IJC-5.1.

7.6 Urban Expansion and Annexation Goals, Objectives and Policies

GOAL: To consider the growth opportunities of the Town in an orderly, economical and logical manner while discouraging the loss and fragmentation of natural areas.

OBJECTIVE UEA-1: Establish criteria and a process for managing and assessing annexation proposals, recognizing that each municipality requires a long-term supply of land that can allow for the effective and efficient development of long term plans.

UEA-1.1: Annexation proposals shall be considered based on the following considerations:

- a) Neither municipality shall pursue annexation of any lands it cannot economically and reasonably service;
- b) Either municipality may submit an annexation proposal to the Province;
- c) If either municipality puts forward an annexation proposal, affected landowners shall be consulted prior to the general public;

UEA-1.2: Annexation proposals shall be reviewed by Tri-Council, or the designated Inter-Municipal Committee, prior to submitting a Notice of Intent to the respective Councils and the Municipal Government Board based on the following criteria:

- a) Growth Rates: The proposal must demonstrate that the application is justifiable based on projected growth rates reflecting historic trends or an anticipated economic stimulus;
- b) Servicing: Demonstrate that the infrastructure necessary to service new development can be efficiently and cost effectively extended from existing or proposed networks;
- c) Plan Consistency: Proposals must demonstrate consistency with all adopted statutory and other related plans;

- d) Efficient Boundary Extension: Proposals shall be of an adequate size to accommodate the long term growth needs to reduce the need for incremental annexation applications and represent a logical extension of municipal boundaries considering long term service delivery and community planning;
- e) Landowner Interest: Proposals should strive to achieve a high degree of concurrence among affected landowners;
- f) Effects of Annexation: Demonstrate measures to mitigate the impacts of annexation relating to aspects, such as changes in taxation levels, service provision and the continuation of existing uses; and
- g) Natural Areas: Demonstrate sensitivity to environmentally significant areas and natural features.

8 IMPLEMENTATION

Interpretation and implementation of the plan's policies is based on an understanding that this is a long term plan and requires ongoing and open communication among each of the partners. While the plan is structured as individual chapters, it is important to view all of the policy directions in context with each other rather than individual parts.

Successful implementation of this plan requires an ongoing commitment by all partners to communicate their respective views on planning matters. The plan represents a high level policy document that allows each of the partners and their respective residents, to evaluate development proposals within the context of a long term vision for the region. This represents one part of the collective of plans that guide growth and development within each of the partner jurisdictions.

It is becoming increasingly important to coordinate within and across jurisdictional boundaries to manage growth, development issues and service provision. The Tri-Council partners are committed to work together to enhance inter-jurisdictional coordination. The general purpose is to identify areas of mutual interest, minimize land use conflicts and ensure processes are in place to collaborate, communicate and resolve any potential issues that may arise.

The benefits of inter-jurisdictional planning include the following:

1. Build and enhance positive relationships among partners;
2. Recognize the region as a diverse and mutually supporting community;
3. Achieve a common purpose for the ongoing development of the region;
4. Promote development certainty in areas of mutual interest adjacent to the common boundary between the Town and M.D.;
5. Enable partners to consider the effects a specific development proposal in one jurisdiction may have on the others; and
6. Explore greater efficiency in service delivery.

In some cases, long-term change requires years to develop, fund and implement. Short-term impacts are likely to be subtle while others will be more noticeable. Over time, smart decisions and the cumulative effects of actions will result in achieving the region's vision.

A vision for the future does not affect change unless there are actions taken to make it a reality. Action is essential to move away from a "business as usual" future. But it isn't realistic to expect that everything that needs to be done can be carried out simultaneously or immediately. It is important to prioritize the activities that should receive the most attention in the short-term.

8.1 Implementation Action Items

As an organization, Tri-Council acts as a regional forum and sounding board. It empowers, gives direction, advocates for and orchestrates a variety of regional organizations to carry out collaborative regional initiatives, programs and services. In of itself Tri-Council has very limited administrative resources to deliver programs and services. Its main strategy will be to achieve alignment to the RGP goals and policies of groups and organizations participating in regional dialogues and initiatives

The following diagram depicts the relationships of Tri-Council and the types of organizations that will deliver the initiatives of the RGP.



Figure 5 Tri-Council and Regional Relationships

The Regional Growth Plan is designed to be a “living document” that needs to be continually evaluated and updated to address the need to change direction and evaluate the ongoing relevance of the Plan as the Region evolves.

The Plan anticipates that Tri-Council, or an assigned Inter-Jurisdictional Committee, will evaluate the priorities on a year to year basis with the understanding that while this takes a five-year approach to the initial action items, priorities will change and should be evaluated on a yearly basis. As tasks are completed they will be removed or altered to address the extent to which regional goals are being achieved and to identify any next steps that need to be undertaken. A living regional plan has periods of evaluation and renewal that allows the plan to adapt to changing conditions and priorities, as per Figure 6.

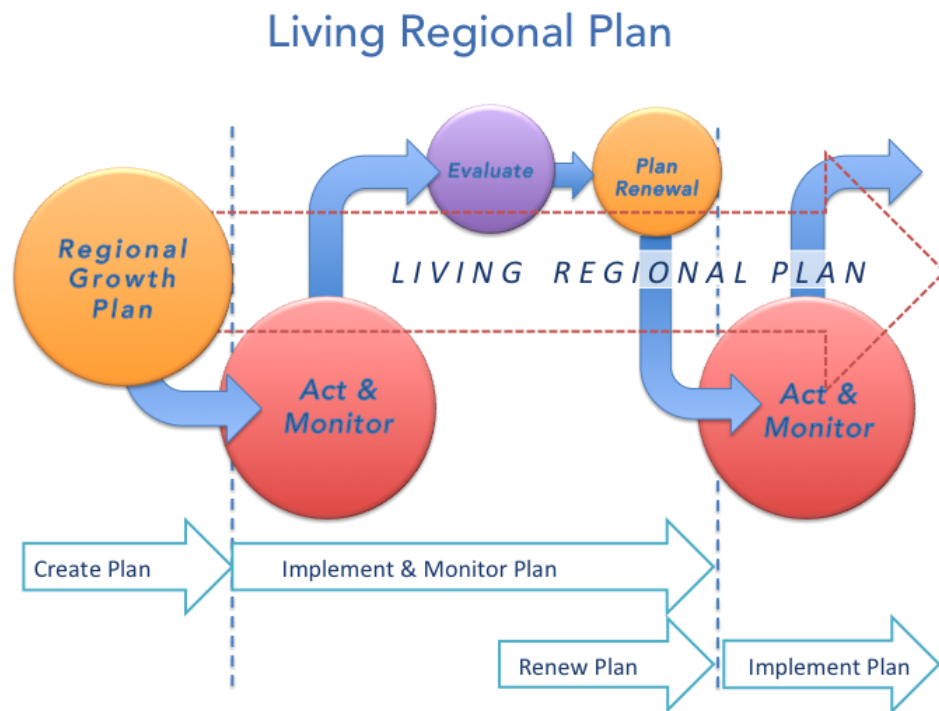


Figure 6 Living Regional Plan

The Priority Implementation Action Items, Table 8—a, outlines a series of recommended action items designed to move Tri-Council forward on the implementation of the plan. This does not represent a comprehensive list of the actions necessary to achieve the long-term vision. Rather these are identified as priorities that should be undertaken over the next five years to begin to establish the direction necessary to build a sustainable region.

Tri-Council has been defined as the managing authority of the Regional Growth Plan and it is understood that through Tri-Council, the appropriate leaders and partners will be assigned the tasks to work towards the achievement of each of the identified tasks and that this will require an ongoing collaborative approach among each of the partners.

Beyond the directed Tri-Council implementation items it is necessary that provincial, regional and local organizations collaborate with the three jurisdictional partners to work towards achieving everyone's collective goals. Because of this, it is hoped that the Plan can be used to help other organizations secure funding that is used to address identified priorities within this Plan.

Table 8—a Implementation Action Plan

Key Direction	Priority Actions	Time Line
Inter-Jurisdictional Collaboration <div>ST= Short Term MT=Medium Term LT=Long Term</div>		
Establish Tri-Council as the Inter-Jurisdictional Plan management committee.	Confirmation of Tri-Council as the ongoing inter-jurisdictional management body of the Plan.	ST
Establish a Joint Development Agreement outlining opportunities to collaborate on mutually beneficial projects that address cost-revenue sharing relationships.	Prioritize the location and define the boundary of the joint development area.	ST
	Establish the parameters for defining the cost and revenue sharing agreement among the partners.	ST
Establish a maximum 5-year timeframe to evaluate and monitor changes in the region and measure changes over time to inform any potential necessary policy changes.	Establish an ongoing implementation committee (as defined by Tri-Council) to manage and monitor the implementation of the Plan.	ST
	Develop a coordinated review process that establishes yearly implementation priorities.	ST
Environmental Stewardship		
Revise the development application and review processes to ensure the incorporation of information on the location of Environmentally Significant Areas (ESA, s), the location of flood-hazard lands and the application of Fire Smart principles.	Coordinate the shared use of environmental data and information.	ST
	Review and update development application documents to ensure that all of the necessary environmental information is being provided.	MT
Establish a descriptive brochure to provide to prospective developers that illustrate the general types of ESA in the region and provide information on low-impact development practices used to minimize impacts on sensitive areas.	Collaborate with the Province and the Lesser Slave Lake Watershed Council to produce and distribute information to improve education and awareness around minimizing the impacts of development on the environment.	MT
Social Responsibility		
Collaborate with the Province and the Lesser Slave Lake Housing Authority to promote a program that provides affordable housing at both market and below-market rates.	Establish the baseline supply of affordable housing units to different segments of the population.	ST
	Establish targets for the development of new affordable housing types.	ST
Identify and rezone sites for entry-level small-lot single family houses, higher density multi-family houses and mixed use opportunities as part of an infill and redevelopment strategy focused on available lands within the Town of Slave Lake.	Evaluate vacant lands within the Town and assess their potential to accommodate higher residential densities.	MT
As part of a program to attract affordable housing options establish a review process that provides opportunity for development incentives that include fast-tracking development applications, decreasing parking requirements and decreasing off-site levies.	Review the Land Use Bylaw to evaluate opportunities to facilitate development applications that meet the intent of this Plan.	MT
	Review and evaluate off-site levies to establish development incentives that achieve the goals and objectives of this Plan.	MT
Economic Prosperity		
Engage regional economic development organizations to expand existing collaborative efforts and increase the profile of the region through a branding and marketing effort.	Coordinate a promotional campaign to increase awareness of the opportunities of developing the Highway 88 Corridor as an alternative corridor to the Peace Oil Sands.	LT
	Collaborate to establish a targeted marketing strategy to the regional First Nation population, reinforcing the Town of Slave Lake as a regional commercial centre.	LT
	Collaborate to establish a tourism strategy that focuses on using events to bring people into the region.	LT
Conduct a regional sector and labour force analysis to	Collaborate at the regional level to establish a business	MT

Key Direction	Priority Actions	Time Line
establish business and industry targets and to evaluate the compatibility between the skill sets of the labour supply and job requirements of employment sectors to inform a retention and recruitment strategy.	retention, expansion and recruitment strategy defining the competitive advantages of the Slave Lake region to help inform an overall economic development strategy.	
Managing Growth		
As part of the defined review process of the RGP include a land supply and demand analysis that ensures a minimum of a 20-year supply of developable lands within the areas identified to accommodate regional growth, which will be used to define potential annexation applications and necessary infrastructure investments.	Establish a database to monitor the supply of developable lands as defined within adopted statutory, non-statutory and community plans.	MT
	Collaborate to establish growth evaluation criteria and expansion triggers that account for development constraints (physical, environmental, ownership, etc.) on developable lands that prevent their use in the short term.	LT
Develop a sustainability checklist to incorporate into the development review process based on the location and type of development and on the direction provided in the plan.	Collaborate to develop a sustainability checklist to incorporate into the development review process to ensure that the sustainability focus of this Plan is established within each of the jurisdictions.	MT

Table Notes: The implementation table outlines a series of priority actions intended to move the Region towards the desired future outlined throughout the three documents that collectively form the Regional Growth Plan. The following information defines each of the columns within the Priority Action Items Implementation Table:

Plan Elements: This column is associated with each of the five major elements within the Plan.

Key Direction: Based on the strategies developed within the Regional Growth Plan Background Report and the Goals Objectives and Policies outlined in the Summary Policy Plan a series of Key Directions have been defined to move forward in achieving the intent of this Plan.

Priority Actions: In order to take steps towards implementing the Plan a set of Priority Actions have been outlined that are intended to produce tangible results.

Timeline: This is intended as the implementation items to achieve over the first five years of the Plan's life. To that effect, short, medium and long term timelines are defined as follows:

- ST-Short Term – 2015-2016
- MT-Medium Term – 2017-2018
- LT-Long Term - 2019

8.2 Potential Indicators

Tracking the implementation of the plan allows for the measurement, reassessment and modification of policies as conditions change. Measuring progress will rely on a set of indicators that are based on the core principles identified in the plan. This is not intended to generate additional goals and objectives but to create a means by which the Tri-Council can measure the performance of the plan.

An indicator is something that helps you understand where you are, which direction you are going and how far you have to go to reach your goal. A good indicator alerts you to a problem before it gets too bad and helps recognize what needs to be done to fix the problem. These measures cannot and are not intended to tell us everything about each topic. Indicators alone are not enough to drive change. For indicators to be useful, the chosen measures must be further developed with the active participation of those that will use them.

It is suggested that as part of the long-term management and monitoring of the successful implementation of the Plan, a series of potential indicators should be established to measure the progress of the Plan. The development of each of the indicators will establish a baseline measurement for comparison purposes, establish a long-term target and outline a series of benchmarks over milestone dates throughout the time horizon of the Plan. The results of the measurements will inform the creation of a “report card” to track key trends, assess the Plan’s progress and continue to engage the jurisdictional partners, regional and provincial organizations and members of the communities.

Indicator selection needs to be tailored to a number of criteria including:

- Identified implementation priority
- Existing benchmarks
- Availability of segregated and relevant data

The following potential indicators have been identified based on the issues and information defined within the Regional Growth Plan Background Report:

1. Regional population growth;
2. Total jobs by sector and total new jobs;
3. Income by household type;

4. Housing affordability index relating housing ownership and rental costs to household income;
5. Housing diversity measuring percentage distribution of housing types;
6. Rental vacancy rates;
7. Total new housing starts by type;
8. New investment in non-residential development; and
9. Annual changes in tax assessment base, differentiated by assessment categories.

This does not represent an exhaustive list and is meant as a starting point to define the most important measures in relation to the availability of readily accessible data that can be updated on a regular basis.

PART B AGREEMENTS

REGIONAL GROWTH PLAN AGREEMENT, AND INTERMUNICIPAL DEVELOPMENT PLAN

1 PREFACE TO AGREEMENTS

A long term venture of regional collaboration among local autonomous jurisdictions needs a starting point and common reference. The Regional Growth Plan (RGP) represented by the three documents RGP Policy and Agreement, RGP Background Report and RGP Map Atlas provides benchmark baseline information, as well as implementation strategies and policies applicable to a range of regional initiatives. A formal agreement among the Tri-Council local governments to use the Regional Growth Plan as a policy is needed to guide future collaborative efforts. Also an agreement fulfils two strategic objectives of Tri-Council to create a regional land use plan and a regional economic development strategy (Sutherland, 2012).

Tri-Council members (Sawridge First Nation, Municipal District of Lesser Slave River No, 124 and Town of Slave Lake) have already committed to an agreement for Tri-Council and CAO Secretariat Governance Protocol. The protocol sets out the functioning of Tri- Council and the Secretariat. A companion agreement(s) to the Protocol Agreement will establish the Regional Growth Plan as the Tri-Council Guiding Policy Document.

An objective of the Regional Growth Plan is to replace the 2000 Intermunicipal Development Plan (2000 IDP) with a new agreement that recognizes the new circumstances related to Tri-Council and its regional governance role.

1.1 Agreement Composition and Nature

Two interrelated agreements were determined to be a best fit for Tri-Council based on discussion and feedback with the three local governments:

1. **Regional Growth Plan Agreement (RGPA):** which addresses a broad set of common interests for the Lesser Slave Lake region inclusive of the First Nation, Town and M.D., and is intended to be a Tri-Council core policy document
2. **Intermunicipal Development Plan (IDP):** which addresses land use in the IDP Area: Both the Town and MD have requested an Intermunicipal Development Plan, based on the Municipal Government Act, which provides regulatory assurances for the Town and M.D.

A companion RGPA and IDP balances the need for an inclusive multi faceted regional policy agreement and the desire for the Town and M.D, for a more specific Intermunicipal Development Plan (IDP). The IDP becomes a component of the RPGA as illustrated in Figure 7.

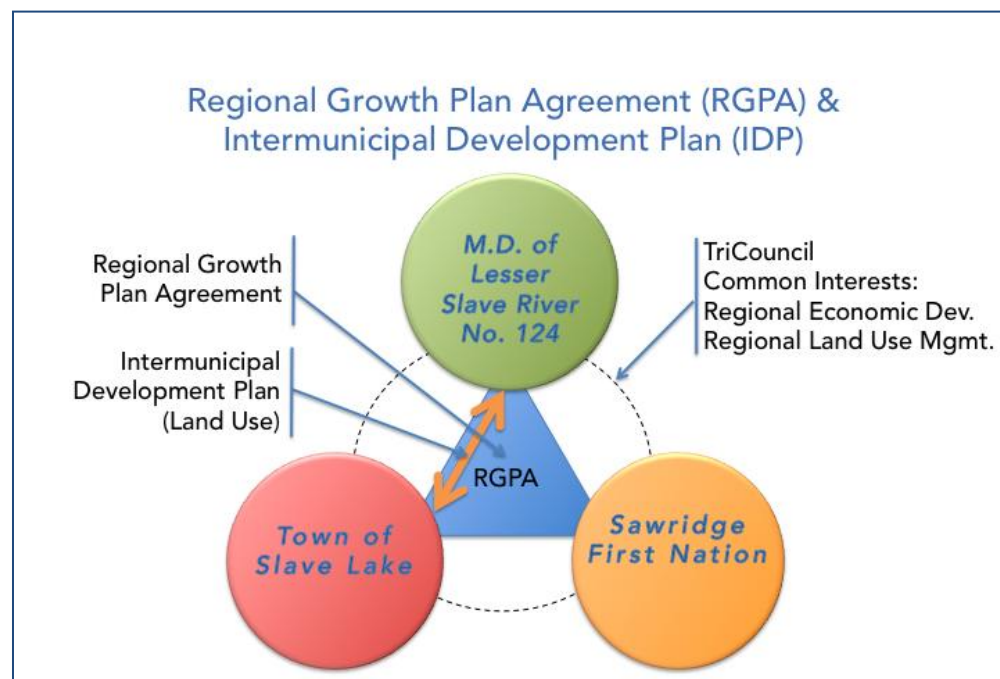


Figure 7 Hybrid RGPA and IDP

Both the RGPA and IDP documents would refer to each other and the RGP set of Tri-Council Regional Growth Policies (Part A). The IDP would cover the

most basic IDP requirements under the MGA and only address matters including:

- Establishment of a referral area and mechanism for development applications (Town/M.D.).
- Establishment of a dispute resolution mechanism (Town/M.D.).
- Establishment of rules for annexation (Town /M.D.).

1.2 Document Relationships

To avoid duplication, the two agreements will refer to different sections of Part A- Tri-Council Regional Growth Policies.

The document relationships are illustrated in Figure 8.

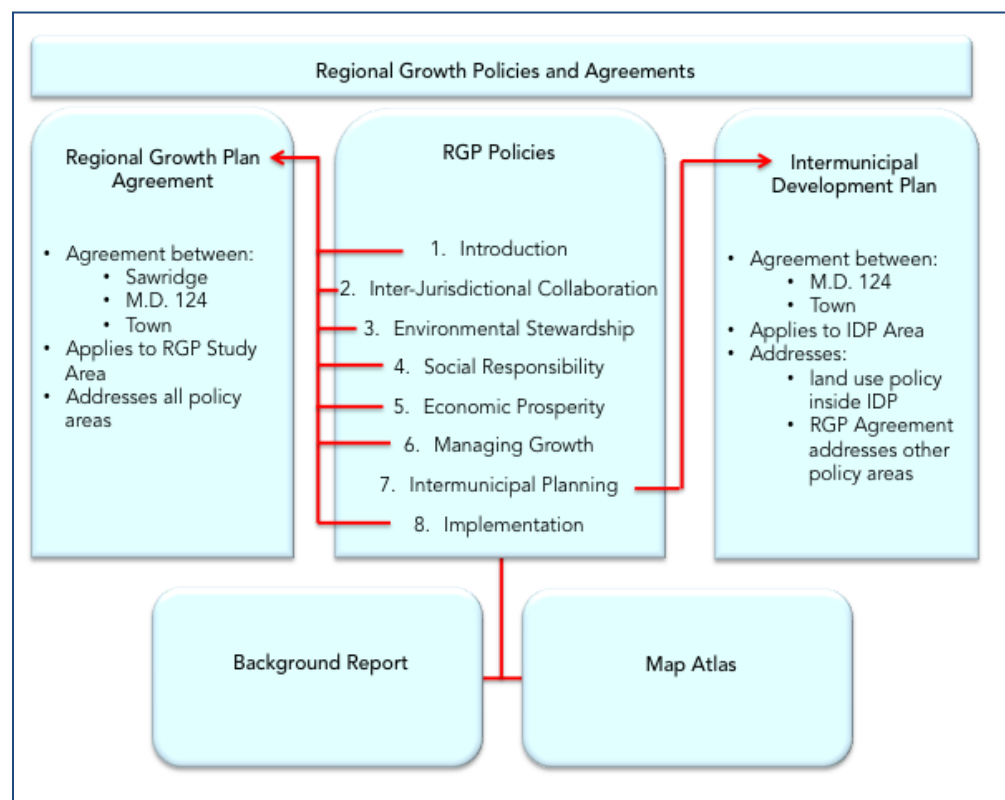


Figure 8 Agreement and Document Relationships

Central to both agreements is a common set of regional growth policies, thus assuring better coordination between all parts. The Regional Growth Plan Agreement refers to all sections of the policy plan except Section 7, (Intermunicipal Planning). The Intermunicipal Development Plan refers to

Section 7 and defers to the RGP Agreement for all other matters within the IDP area.

1.2.1 *Regional Growth Plan Agreement (RGPA)*

The RGPA is intended as the master agreement under which the Regional Growth Plan becomes Tri-Council's Policy Plan. Imbedded in this *Regional Growth Plan Agreement between Sawridge First Nation, M.D. of Lesser Slave River No. 124 and Town of Slave Lake* are a number of features including:

- Parties to the agreement.
- Recitals: autonomous nature of jurisdictions and need for regional collaboration and Tri-Council.
- Definitions: key concepts and organizational entities.
- Regional Growth Policies:
 - Refers to entire Part A- Tri-Council Regional Growth Policies except Section 7.
 - Applicable to the RGP Study Area and Tri- Council Region.

1.2.2 *Intermunicipal Development Plan (IDP)*

The IDP is intended as a subsidiary agreement (but could stand alone) between the Town and M.D. The IDP is more narrowly focused on the management of lands within the IDP Area. The IDP is a type of agreement established in the Alberta Municipal Government Act, which sets out mandatory and optional requirements. The *Town of Slave Lake Slave and Municipal District of Lesser Slave River No. 124: Intermunicipal Development Plan 2014* will include the following elements:

- Signatory Page for Town and M.D. Council Approval.
- Definitions: key concepts and organizational entities.
- Refers to Section 7 of Part A Tri-Council Regional Growth Policies.
- Applicable only to the IDP Area.



REGIONAL GROWTH PLAN AGREEMENT

Between

Sawridge First Nation, Municipal District. Of Lesser Slave River No. 124
and Town of Slave Lake for a

***Regional Growth Plan under the
Lesser Slave Lake Region Tri-Council (Tri-Council)***

Signatories to the Agreement ('RGPA')

Sawridge First Nation ("First Nation")

Box 326, Slave Lake AB T0G 2A0

Municipal District of Lesser Slave River No, 124 ("M.D. 124")

Box 722, Slave Lake AB T0G 2A0

Town of Slave Lake ("Town")

Box 1030, Slave Lake AB T0G 2A0

Whereas: the Signatories to this Agreement recognize the importance of jurisdictional autonomy and the right of jurisdictional self-determination while working collectively to benefit the Region as a whole;

And Whereas this Agreement is not intended to be construed as modifying or affecting any existing legal or contractual rights or obligations of the Signatories;

And Whereas this Protocol is not intended to be construed as modifying any Treaty, creating a Treaty or as a treaty-making process or as abrogating or derogating from any rights of the First Nation recognized and affirmed by Section 35 of the Constitution Act, 1982;

And Whereas the Signatories to this Agreement have established the Lesser Slave Regional Tri-Council (Tri-Council) which has been constituted to address commonly held regional initiatives for the Slave Lake Region under

a duly executed *Tri-Council and CAO Secretariat Governance Protocol* (Protocol).

And Whereas A Regional Growth Plan has been prepared for Tri-Council, which provides baseline assessments, direction and policy for moving forward on regional initiatives.

And Whereas the Signatories acknowledge that the advancement of their shared region is best accomplished through effective and ongoing cooperation, collaboration, coordination and communication;

And Whereas the Signatories therefore commit to promoting, fostering and embodying cooperation, collaboration, coordination and communication in their relationships with each other and to base that relationship on the principle of mutual respect;

And Whereas the Signatories recognize that they each, separately and together with the other Signatories, have a significant role to play in the success of their region and will ultimately share both the risk and the reward of regional success or failure;

And Whereas the Signatories want to provide quality of life to their residents by ensuring that a range of regional assets, programs and services that are effectively, efficiently and economically delivered are reasonably available to the residents of their region;

And Whereas the Signatories want to take cooperative advantage of the natural, geographic and built assets of their region to promote and effectively position it competitively in a global economic environment in a way that strikes an appropriate balance with the need for responsible environmental stewardship and social responsibility;

Now Therefore, this agreement bears witness that the signatories agree as follows:

1.1 Purpose

The purpose of Regional Growth Plan Agreement is to provide policy guidance for how the Local Governments, Tri-Council and the CAO Secretariat are to collaborate on regional initiatives, regional land use development and related regional services.

1.2 Definitions:

"Local Government". The term "*Local Government*" means a municipality or a First Nation.

"Tri-Council". The term "*Tri-Council*" refers to the combined Councils of the Town of Slave Lake, the Municipal District of Lesser Slave River No. 124 and the Sawridge First Nation.

"CAO Secretariat". The term "*CAO Secretariat*" refers to the Chief Administrative Officers (CAOs), or their designates, of the Town and M.D. and the Executive Director of the Sawridge First Nation acting collectively.

"Regional Growth Plan". The term "*Regional Growth Plan*" ("RGP") refers to the set of documents comprising the Regional Growth Plan, including Tri-Council Regional Growth Policies, Background Document, and Map Atlas, which together provide planning and policy direction for Tri-Council.

"Regional Growth Plan Agreement". The term "*Regional Growth Plan Agreement*" ("RGPA") refers to the Tri-Council Agreement establishing Regional Growth Plan, as the planning and policy direction for Tri-Council.

"Intermunicipal Development Plan". The term "*Intermunicipal Development Plan (IDP)*" refers to a statutory plan conforming to the Municipal Government Act (RSA 2000, C. M-26) containing policies that are prepared by two or more neighbouring municipalities. The main purpose of an IDP is to ensure that future growth reflects the mutual and individual interests of the municipalities involved.

For other definitions refer to the Glossary and the end of the Background Report.

1.3 Regional Growth Plan

1.3.1 Reference Documents

Documents that comprise the Regional Growth Plan include:

Part A of Growth Plan Policies and Agreements: Tri-Council Regional Growth Plan Policies

Appendix A: *Tri-Council Regional Growth Plan – Background Report*, which provides research benchmarking and recommendations on specific Regional Growth topics.

Appendix B: *Tri-Council Regional Growth Plan – Map Atlas*, which provides large format maps to support the Regional Growth Plan

1.3.2 *Document Precedence*

The Tri-Council and CAO Secretariat Governance Protocol (found in Appendix C) is the authority for regional governance and shall take precedence over the Regional Growth Plan and will inform the Intermunicipal Development Plan.

The Intermunicipal Development Plan shall take precedence over the Regional Growth Plan Agreement within the IDP Area.

1.3.3 *Collaborative Approach*

The plan builds on the collaborative approach established by the Tri-Council governance model and has been developed based on the following mutual objectives:

1. Use the Regional Growth Plan to collaboratively coordinate environmental stewardship, infrastructure expansion and growth and development opportunities;
2. Respect the autonomy of each participating jurisdiction;
3. Promote open communication among the individual jurisdictions and other relevant governmental and non-governmental organizations with influence in the region;
4. Provide opportunities for joint development of mutual benefit; and
5. Ensure ongoing communication of the plan's role and objectives with current and prospective landowners to maintain an open dialog on planning and development within the region.

1.3.4 *Regional Growth Plan Area*

For land use matters of the Regional Growth Plan, the plan area is represented in the Regional Land Use Plan (Maps 4.4 and 4.5 of the Map Atlas). Economic development and other regional matters of common interest may be addressed by this agreement for the entire Tri-Council region.

1.3.5 *Plan Goal*

The Goal of the Tri-Council Regional Growth Plan is to better position the Region and its communities by fostering regional cooperation and collaborative strategies which produce balanced, integrated, sustainable and resilient growth.

1.3.6 *Guiding Principals*

The following guiding principles serve as the plan's overall goals and express and reinforce the intent of the plan.

1. **Inter-Jurisdictional Collaboration:** Support resilient and effective responses to change through collaborative and cooperative relationships, recognizing that each jurisdiction is an equal partner and capable of making independent decisions for their own communities, while understanding that communication and trust form the basis for the ongoing implementation of the plan.
2. **Environmental Stewardship:** Nurture and respect the varied natural assets, building on a common understanding of the importance of natural areas throughout the region. Ensure that all decisions reflect the shared importance of protecting and enhancing natural areas and integrating these features and systems into the character of the region.
3. **Social Responsibility:** Appeal to people of all income levels and at all stages of their lives, facilitating a range of housing opportunities and choices, community facilities and programs and protective services to meet the needs of residents of all economic levels at all stages of their lives.
4. **Economic Prosperity:** Collaborate to build a regional economy and reduce inter-jurisdictional competition, pursuing opportunities to create a regional service centre that acts as a gateway to the north and serves as a major resource development hub. Focus on strategies that diversify the economic base, enhance the region as a tourist destination and embrace innovation as a means to create competitive advantages.
5. **Managing Growth:** Coordinate inter-jurisdictional development to build complete communities, meeting the needs of changing markets through the planning and provision of a mix of development options and land use types that capitalizes on existing infrastructure and ensuring that new infrastructure expansion supports orderly, efficient and sustainable growth patterns.

1.3.7 *Regional Growth Plan Policies*

Policies in each of the five identified guiding principles are outlined in Part A of this document: *Tri-Council Regional Growth Plan: Policies*:

Section 1 - Introduction

Section 2 - Inter-Jurisdictional Collaboration

Section 3 - Environmental Stewardship

Section 4 - Social Responsibility

Section 5 - Economic Prosperity

Section 6 - Managing Growth

1.3.8 *Plan Implementation*

Implementation of the Regional Growth Plan is described in Part A of this document: *Tri-Council Regional Growth Plan: Policies*: Section 8: Implementation.

The RGPA is a living document and an amendment procedure to the policies and/or the Regional Land Use Plan of the RGP is described in Part A of this document: Tri-Council Regional Growth Plan: Policies: Section 8: Implementation.

Specifically, Regional Growth Plan reviews are to occur at the following intervals:

- Regional plan strategic priorities need to be assessed annually in conjunction with other Tri-Council strategic objectives.
- The Regional Growth Plan is to be reviewed and rewritten in a five year cycle following plan approval (unless otherwise revised by Tri-Council).

1.3.9 *Intermunicipal Development Plan*

An Intermunicipal Development Plan (IDP) between the Town and M.D. 124 is a related but separate agreement that addresses land use matters within the IDP Plan Area as described in Part A of this document: *Tri-Council Regional Growth Plan: Policies* Section 7 and Figure 4..

IN WITNESS WHEREOF the Signatories have hereunto executed this Agreement under their respective corporate seals and by the hands of their proper officers duly authorized in that regard.

Signed this __ day of _____, 2015 in _____, Alberta.

Town of Slave Lake

MD of Lesser Slave River No.124

Per:_____

Mayor Tyler Warman

Per:_____

Reeve Murray Kerik

Per:_____

CAO Brian Vance

Per:_____

CAO Allan Winarski

Sawridge First Nation

Per:_____

Chief Roland Twinn

Per:_____

Executive Director Michael McKinney



INTERMUNICIPAL DEVELOPMENT PLAN

Between
Town of Slave Lake Slave and
Municipal District of Lesser Slave River, No. 124

BYLAW #24-2014
INTERMUNICIPAL DEVELOPMENT PLAN
TOWN OF SLAVE LAKE

**A BYLAW OF THE TOWN OF SLAVE LAKE IN THE PROVINCE OF ALBERTA
TO ESTABLISH AN INTERMUNICIPAL DEVELOPMENT PLAN.**

Pursuant to the Municipal Government Act being Chapter M-26 of the Revised Statutes of Alberta, 2000, as amended, the Municipal Council of the Town of Slave Lake, duly assembled, enacts as follows:

WHEREAS, Section 631 of the Municipal Government Act (RSA 2000, C. M-26) and amendments thereto, empowers the council to adopt an Intermunicipal Development Plan.

AND WHEREAS, the Council for the Town of Slave Lake deems it appropriate and expedient to adopt an Intermunicipal Development Plan with the Municipal District of Lesser Slave River No. 124 for development policies to provide for orderly growth along our mutual boundaries.

AND WHEREAS, Section 692 of the Municipal Government Act (RSA 2000, C. M-26) with amendments, requires Council to hold a public hearing with respect to the proposed bylaw according to Section 606 of the Act, giving notice of it in accordance with subsection (2) and (5) of this section:

NOW THEREFORE, the Council of the Town of Slave Lake, duly assembled, hereby adopts the Municipal District of Lesser Slave River No. 124 / Town of Slave Lake Intermunicipal Development Plan as attached to and forming part of this Bylaw as Schedule "A".

Bylaw #29-2000 is hereby repealed

This Bylaw shall come into force and effect upon signing.

Read the first time this ____ day of _____ 2014.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Advertised this ____ day of _____ 2015 and the ____ day of _____ 2015, in the Lakeside Leader.

Public Hearing held on this ____ day of _____ 2015 at _____, Alberta

Read a second time this ____ day of _____ 2015.

Read a third time and finally passed, this ____ day of _____ 2015

MAYOR

CHIEF ADMINISTRATIVE OFFICER

BYLAW 2014-08
OF THE MUNICIPAL DISTRICT OF LESSER SLAVE RIVER NO. 124
*Being a Bylaw of the Municipal District of Lesser Slave River No. 124 in the Province of
Alberta to establish an Intermunicipal Development Plan*

WHEREAS, Section 631 of the Municipal Government Act (RSA 2000, C. M-26) and amendments thereto, empowers the council to adopt an Intermunicipal Development Plan.

AND WHEREAS, the Council for the Municipal District of Lesser Slave River No. 124 deems it appropriate and expedient to adopt an Intermunicipal Development Plan with the Town of Slave Lake for development policies to provide for orderly growth along our boundaries.

AND WHEREAS, Section 692 of the Municipal Government Act (RSA 2000, C. M-26) with amendments, requires Council to hold a public hearing with respect to the proposed bylaw according to Section 606 of the Act, giving notice of it in accordance with subsection (2) and (5) of this section:

NOW THEREFORE, the Council of the Municipal District of Lesser Slave River No. 124, duly assembled, hereby adopts the Municipal District of Lesser Slave River No. 124 / Town of Slave Lake Intermunicipal Development Plan as attached to and forming part of this Bylaw as Schedule "A".

Bylaw 2000-15 Intermunicipal Development Plan 2000 is hereby rescinded.

This Bylaw shall come into force and effect upon signing.

Read the first time this ____ day of _____ 2014.

REEVE

CHIEF ADMINISTRATIVE OFFICER

Advertised this ____ day of _____ 2015 and the ____ day of _____ 2015, in the Lakeside Leader.

Public Hearing held on this ____ day of _____ 2015 at _____, Alberta

Read a second time this ____ day of _____ 2015.

Read a third time and finally passed, this ____ day of _____ 2015

REEVE

CHIEF ADMINISTRATIVE OFFICER

SCHEDULE A

INTERMUNICIPAL DEVELOPMENT PLAN

1.1 Purpose of the Intermunicipal Development Plan

The intent of this Intermunicipal Development Plan (IDP) is to outline a cooperative framework for the coordination of planning and development that is of joint interest between the Town of Slave Lake (the Town) and the Municipal District of Lesser Slave River No. 124 (the M.D.).

This IDP is a statutory document prepared in accordance with the Municipal Government Act (MGA). Generally speaking the IDP addresses land uses that occur in proximity to two different municipalities and sets forth criteria for how future growth and disputes should be managed.

1.2 Reference Documents

Documents that comprise the Regional Growth Plan include:

Part A of Growth Plan Policies and Agreements: Tri-Council Regional Growth Plan Policies

Appendix A: *Tri-Council Regional Growth Plan – Background Report*, which provides research benchmarking and recommendations on specific Regional Growth topics.

Appendix B: *Tri-Council Regional Growth Plan – Map Atlas*, which provides large format maps to support the Regional Growth Plan

1.3 Document Precedence

The Tri-Council and CAO Secretariat Governance Protocol (found in Appendix C) is the authority for regional governance and shall take precedence over the Regional Growth Plan and will inform the Intermunicipal Development Plan.

The Intermunicipal Development Plan shall take precedence over the Regional Growth Plan Agreement within the IDP Area.

1.4 IDP Area

In recognizing the mutual benefits of enabling growth for both municipalities, the IDP Area identifies areas that provide opportunities for the Town's long-term growth without compromising future M.D. growth objectives.

While this area is substantially larger than what could be considered required to accommodate the projected growth, the Plan Area preserves long term urban growth capacity consistent with the principles of Intermunicipal cooperation.

The Town and the M.D. agree that developing a Plan Area is critical to the preservation of their long-term interests. The boundaries identify the area in which the Plan policies will apply and work towards the coordination of land uses between the Town and the M.D.

With the development of the Plan policy, a framework is established to enable each municipality to achieve its goals and economic prospects. The communication process will allow each municipality the opportunity to provide input into development decisions in areas that each have identified as important to coordinate their growth.

While there are regional interests that have been identified, it is recognized that the M.D. has the final jurisdiction in matters of approving statutory plans, LUB amendments, subdivisions and developments outside the Town boundary. The purpose and intent of the IDP is to minimize, if not eliminate, the need for appeals under Section 690 of the Act between the two municipalities. Similarly, the M.D. recognizes the inherent right of the Town to make land use decisions within its boundaries.

The IDP Area is illustrated in Figure 4 of Part A- Tri-Council Regional Growth Plan Policies.

1.5 Definitions

"Local Government". The term "*Local Government*" means a municipality or a First Nation.

"Tri-Council". The term "*Tri-Council*" refers to the combined Councils of the Town of Slave Lake, the Municipal District of Lesser Slave River No. 124 and the Sawridge First Nation.

“CAO Secretariat”. The term “CAO Secretariat” refers to the Chief Administrative Officers (CAOs), or their designates, of the Town and M.D. and the Executive Director of the Sawridge First Nation acting collectively.

“Regional Growth Plan”. The term “Regional Growth Plan” (“RGP”) refers to the set of documents comprising the regional growth Plan, including Tri-Council Regional Growth Policies, Background Document, and Map Atlas, which together provide planning and policy direction for Tri-Council.

“Regional Growth Plan Agreement”. The term “Regional Growth Plan Agreement” (“RGPA”) refers to the Tri-Council Agreement establishing Regional Growth Plan, as the planning and policy direction for Tri-Council.

“Intermunicipal Development Plan”. The term “Intermunicipal Development Plan” refers to a statutory plan conforming to the Municipal Government Act (RSA 2000, c. M-26) containing policies that are prepared by two or more neighbouring municipalities. The main purpose of an IDP is to ensure that future growth reflects the mutual and individual interests of the municipalities involved.

1.6 Regional Growth Plan Policies

Policies of the Regional Growth Plan Agreement are applicable to the lands included in the Intermunicipal Development Plan Area. RGP policies are outlined in Part A of this document: *Tri-Council Regional Growth Plan Policies*:

- Section 1 - Introduction
- Section 2 - Inter-Jurisdictional Collaboration
- Section 3 - Environmental Stewardship
- Section 4 - Social Responsibility
- Section 5 - Economic Prosperity
- Section 6 - Managing Growth

1.7 Intermunicipal Development Plan Policies

Policies of the Intermunicipal Development Plan are described in Part A of this document: *Tri-Council Regional Growth Plan Policies*: Section 7: Intermunicipal Planning.

1.8 Plan Administration

Land use matters, referral procedures, plan amendment, dispute resolution, and annexation related to the Intermunicipal Development Plan are described in Part A of this document: *Tri-Council Regional Growth Plan Policies*: Section 7: Intermunicipal Planning.

APPENDIX A REGIONAL GROWTH PLAN BACKGROUND REPORT

APPENDIX B REGIONAL GROWTH PLAN MAP ATLAS

APPENDIX C TRI-COUNCIL AND SECRETARIAT GOVERNANCE PROTOCOL

