



OUR CAMROSE
SHAPING THE FUTURE
MUNICIPAL DEVELOPMENT PLAN



“The City of Camrose is a Municipality located on Treaty 6 territory, the traditional lands of the Indigenous and the Métis People. For as long as the sun shines, the rivers flow, and the grass grows, this land will be recognized as Treaty 6 Territory.”

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1. OUR ROOTS

1.1. LEGISLATIVE REQUIREMENTS: WHAT IS AN MDP?

Under Section 632 of the *Municipal Government Act* (MGA), every council of a municipality must adopt a Municipal Development Plan (MDP). The MDP must contain policies that address future land use, future development, cooperation with adjacent municipalities, transportation systems, municipal services, land uses adjacent to sour gas facilities, municipal and school reserves and protection of agricultural operations. While not a requirement, the MDP may address financial resources, environmental matters, economic development and co-ordination of programs related to physical, social and economic development within the municipality.

The MDP is part of a hierarchy of planning documents within Alberta and must be written in compliance with the policies and regulations laid out in the Land Use Framework and Alberta Land Stewardship Act. It must also reflect and be consistent with the Intermunicipal Development Plan (IDP) between the City of Camrose and Camrose County. In turn, the MDP provides direction to other municipal statutory and non-statutory plans, bylaws, guidelines and implementation tools. Figure 1 shows the hierarchy of plans and legislation that the MDP fits into.

When an amendment to the MDP is required, it shall be carried out in accordance with the provisions of the *MGA*.

In the MDP, all words and expressions shall have the meaning assigned to them in the in the *Municipal Government Act*, the City of Camrose Land Use Bylaw 3222-22 and commonly held definitions. For reference purposes and clarity, a glossary of terms that are italicized throughout the document is included in Appendix A.



Location & Demographics

Camrose is located in East Central Alberta bordered by Camrose County, approximately 95 kilometres southeast of the City of Edmonton. It is situated east of the junction of Highway 13 and Highway 21 and is along the High Load Corridor which is linked to the Edmonton-Calgary corridor to the west and Alberta's abundant energy resources to the northeast. Rail lines serviced by Canadian Pacific Kansas City (CPKC), Canadian National (CN) and Battle River Railway (BRR) bisect the City of Camrose and continue to play a pivotal role in the local economy by facilitating the transportation of goods.

As of 2023, Camrose has a population of 20,261 (Government of Alberta). Developing a better understanding of population demographics can help to build a foundation for recognizing the diversity of needs and responding more effectively to address them.

As shown in Figure 3, the most prominent age groups within Camrose are those aged 30-34, 55-59, and 60-64, representing 6.3%, 6.6% and 6.5% of the total population respectively. This is comparable to Alberta's overall population, which is younger and whose peak demographic range is 35-39, accounting for nearly 8% of the provincial population.

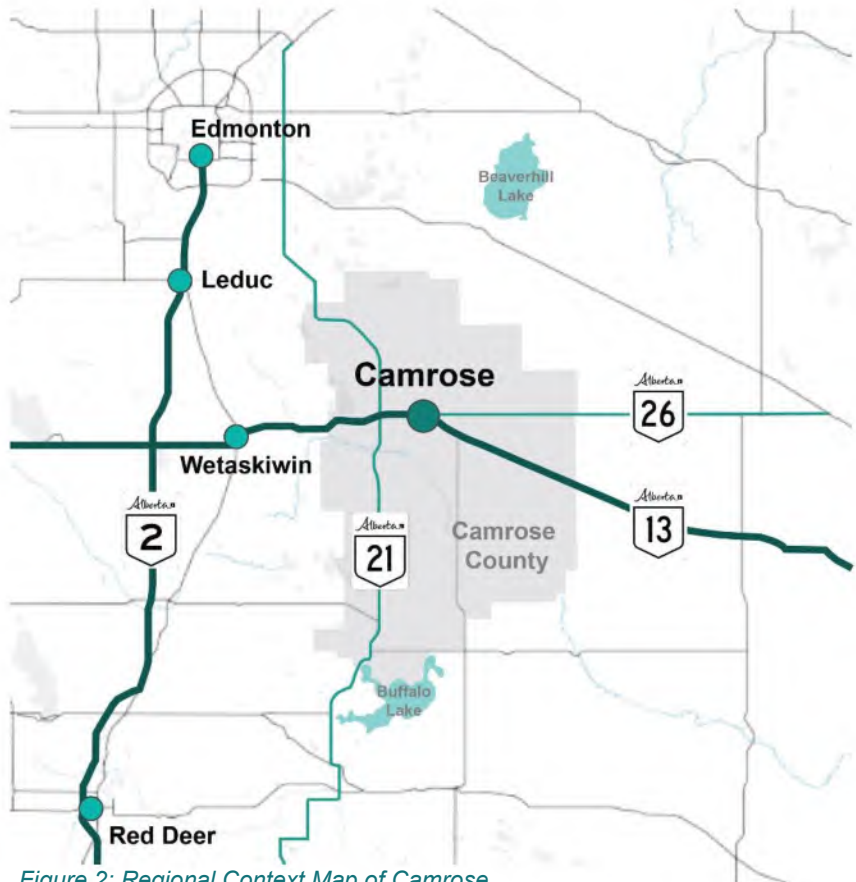


Figure 2: Regional Context Map of Camrose

Camrose's residents are, on average, older than most municipalities in Alberta, with a median age of 43.2 compared to 38.4 throughout the rest of the province. People over the age of 65 account for nearly 24% of Camrose's population. Those aged 15 to 64 make up 59% of the population although this prominence has declined in the last 15 years. The youngest Camrosians, 14 years and under, comprise 16% of the total population, a decrease from 19% in 2001. Figure 4 shows a breakdown of age distribution by percentage in Camrose and Alberta.

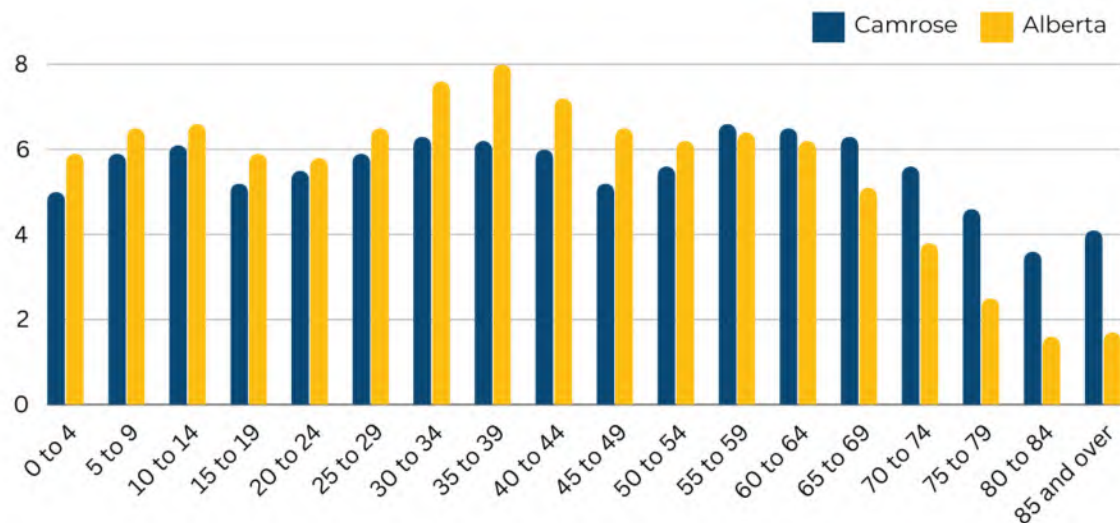


Figure 3: Age Distribution in Camrose and Alberta (%) – Statistics Canada, 2021

Camrose has a lower percentage of residents who are members of a visible minority and a lower percentage of immigrants relative to Alberta as a whole. However, immigration in Camrose has increased over recent years, with the City having a proportionally higher percentage of immigrants who are recent arrivals. For recent immigrants, the Philippines was the most common source country, accounting for two-thirds of arrivals in Camrose, much higher than the one-quarter of arrivals it provided for the province.

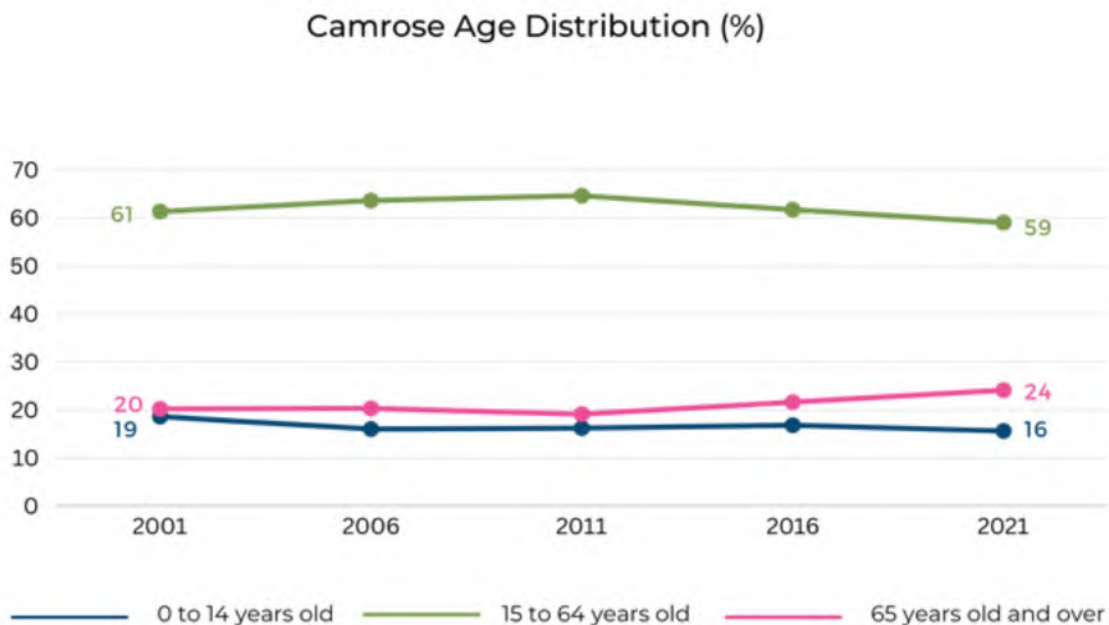


Figure 4: Percentage of Population in Camrose by Age Group - 2006-2021 Statistics Canada

Camrose has a smaller average household size when compared to Alberta, being predominantly one and two-person households, with a current average household size of 2.2. The number of one and two-person households has also increased in recent years, both in absolute and relative terms, while three- and four-

person households have decreased. Additionally, Camrose residents are more likely to work locally than those elsewhere in the province, as well as move their place of residence, with almost half of the population having moved within the last 5 years (Statistics Canada, 2021).

Current Context

Camrose boasts a wide variety of events and festivals, the number of which combined exceeds any other community of its size in Alberta, such as the Camrose Jaywalkers Jamboree and the Big Valley Jamboree. It contains the Augustana Campus of the University of Alberta with around 1,000 students, one of the top five universities in Canada. Known as the “Rose City”, Camrose is a scenic community with many parks and green spaces, including an extensive park and trail system, sports centre, 18-hole golf course, cross-country ski trails, aerobic facilities and a biathlon track. The City has a well-developed urban park system that incorporates the natural beauty of Stoney Creek, Mirror Lake and a variety of other parks throughout the community.

Camrose has a diverse economy with businesses spanning across industries. When looking at employment by occupation, health care and social assistance, retail trade, and construction are the three most prominent industries employing Camrosians. Figure 5 shows a breakdown of occupation by industry using the North American Industry Classification System (NAICS) from 2017, used in the 2021 census (Statistics Canada, 2021).

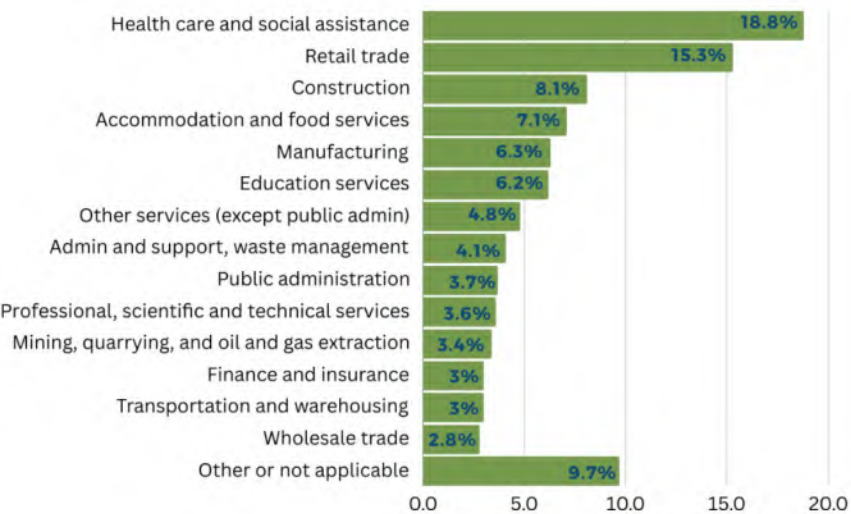


Figure 5: Camrose Occupation by Industry (NAICS 2017)

History

Camrose is situated within Treaty 6 territory and Otipemisiwak Métis Nation – St. Albert District 11, a traditional meeting ground for many Indigenous peoples. The land provided a travelling route and home to the Maskwacis Nēhiyawak, Niitsitapi, Nakoda, and Tsuut’ina Nations, the Métis and other Indigenous peoples. Figure 6 shows a timeline of the settlement history in Camrose throughout the 20th century.





Figure 6: Camrose Historical Timeline

Historical Population Growth

The City of Camrose grew from a population of 14,854 in 2001 to 20,261 in 2023. This represents a 36% increase over twenty-two years and an average annual growth rate of 1.65%. There was considerable fluctuation in growth throughout the period, with the most rapid growth occurring between 2005 and 2010, and the slowest growth occurring between the most recent 2016-2023 period. Figure 7 illustrates this growth.

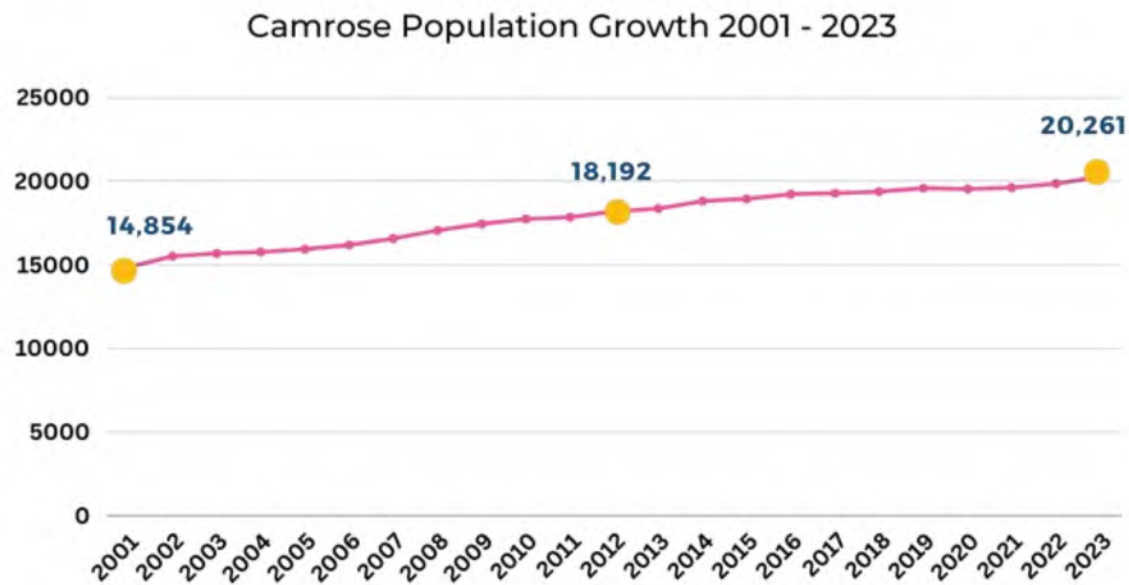


Figure 7: Camrose Historical Population Growth (2001-2023)



1.2. CURRENT LAND USE

The City is divided into 18 land use districts that are generally classified under one of six categories.

Residential

Residential areas are focused in the north, west and south areas of the City, with higher *density* zones occurring around the Downtown area and lower *density* districts concentrated south of 48th Avenue. The Growth Study allocates 140.4 hectares of gross developable hectares for residential *growth areas*. These areas are mostly concentrated in the vacant areas of the City southwest of 68th Street and Camrose Drive.



Commercial

Commercial uses are spread within the Downtown area and along 48th Avenue forming a highway commercial corridor zone. Downtown Camrose contains more than 300 businesses, which include retail, professional and service sectors. The 48th Avenue commercial corridor contains many major retailers, acting as a leading regional shopping centre in East Central Alberta. The Growth Study allocates 11.8 of gross developable hectares for future commercial use. These areas are mostly concentrated in the vacant areas of the City southwest of 68th Street and Camrose Drive.



Industrial

The industrial zones are concentrated east of the CPKC rail line that runs through the City on the eastern side of the municipal boundary. Major industrial-focused areas include Sparling Industrial Park, Railway Junction, East Gateway, and Mohler Industrial Park. The 2023-2048 Growth Study indicates an additional 134 gross developable hectares are needed for future industrial use. These areas are primarily located on the eastern edge of the City, with the vast majority being south of Highway 13 and east of Range Road 201/Exhibition Dr.



Institutional

There are several major institutional sites located throughout the City. St. Mary's Hospital, the University of Alberta Augustana Campus and The Bethany Group are all located near 48th Avenue. These institutions generate a high level of employment.



Parks

Camrose has four major parks: Mirror Lake Park, Jubilee Park, Four Seasons Rotary Park and Rudy Swanson Recreation Park. The majority of these are located adjacent to Stoney Creek which provides an expansive natural recreation area for residents.



Airport

Camrose Airport is a non-commercial airport located immediately north of the City. The Airport district is intended to provide for safe movement and storage of aircrafts and to accommodate uses that promote economic diversification.



1.3. DRIVERS FOR CHANGE

Since the current MDP was adopted (2011), Camrose has faced significant changes. The drivers listed in this section are some of the most important considerations Camrose faces today and will continue to face into the future. They are wide ranging in nature and ultimately will impact how the City will grow and change over time.

- **Accommodating Population Growth**

Three growth scenarios for Camrose based on high, medium, and low population projections were generated through the synthesis of provincially developed forecast data for both the province and the Camrose-Drumheller region contextualized against historic growth relationships. From this methodology, it is projected that in a scenario where moderate growth occurs, Camrose's population will grow with an average rate of 0.9% per year between 2023 and 2048. This would result in a net population increase from 20,261 in 2023 to 24,477 in 2048, an increase of 4,216 residents. Figure 8 showcases the three growth scenarios.

Residential land demand to accommodate these new Camrosians was estimated by determining the number of dwellings required to satisfy projected growth rates based on the three scenarios. The average dwelling size, currently at 2.2 people per household as per the 2021 Census, was estimated to remain the same. Using the moderate growth projection from the Camrose Growth Study 2023-2048 and the Hybrid Growth Area Scenario referred to in Section 2.3, Camrose will require an additional 2,844 residential dwellings by 2048. Current *density* requirements under City of Camrose *Area Structure Plan Guidelines* and existing community *density* within the City forecast a requirement of 158 gross hectares to accommodate the residential development by 2048. Initiatives will need to be taken to ensure that this new housing is affordable for Camrosians of all walks of life.

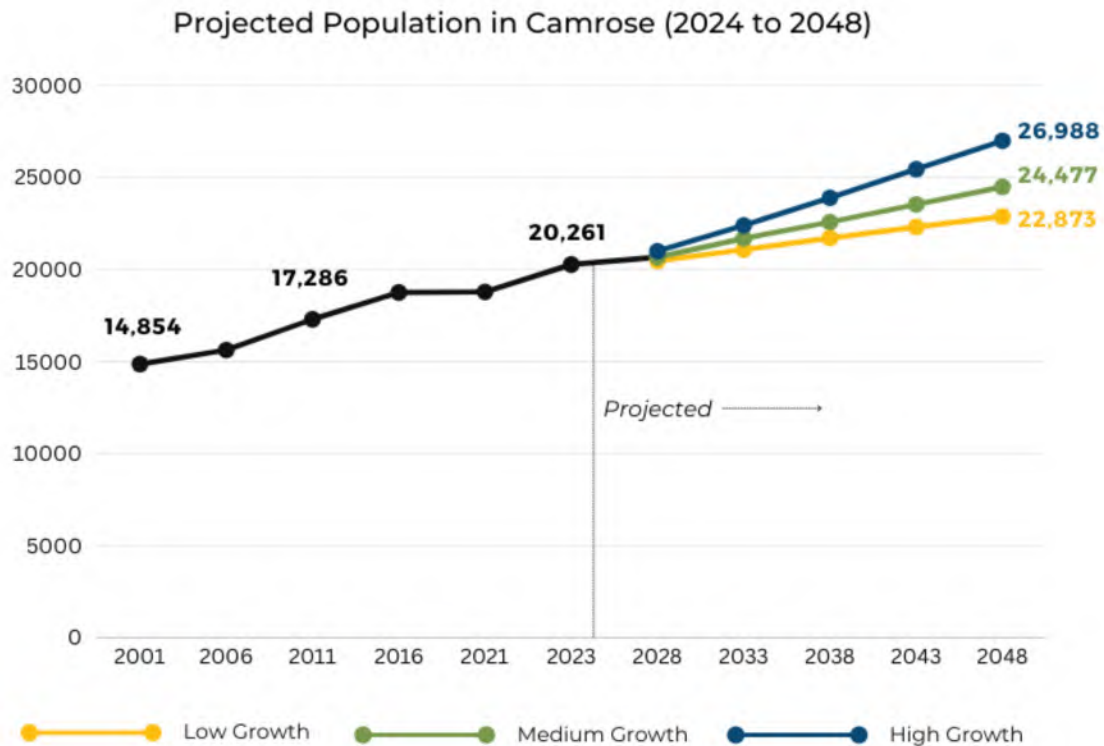


Figure 8: Projected Population Growth in Camrose (2024-2048)

- **Climate Change**

It is likely that dynamic climate conditions will have a significant effect on Camrose within a short period of time. Research indicates that the annual number of +30 degree Celsius days in the Camrose region could triple, from 3.8 days (1976-2005) to 11.6 days (2021-2050) (Climate Atlas of Canada, 2019). This translates to extreme weather events, warmer summers, and impacts on water quality and availability.

Increased temperatures are likely to result in impacts on agriculture, soil conditions, natural disasters and the duration of time people spend outdoors. Municipalities and their residents will need to adapt by conserving water, adopting renewable energy resource practices, constructing energy efficient buildings and infrastructure, embracing *low impact development* practices and reducing their reliance on private vehicles.

- **Aging Infrastructure**

Infrastructure (including roads, pipes, utility lines, water and wastewater treatment facilities) are crucial for the ongoing operations of a municipality but present ever-increasing costs. This infrastructure must not only be built, but also maintained over its lifespan and eventually replaced. To keep up with current and future servicing demand, while remaining financially viable, Camrose will need to maintain and update existing infrastructure renewal and replacement plans.

- **New and Emerging Technologies**

Technological advancements can produce long-term benefits but can cause short-term challenges for communities and their residents. While it is difficult to predict sudden changes, technological or otherwise, municipalities should strive to stay diversified, resilient and adaptable.

- **Public Engagement Tools** - Social media, mobile apps and online platforms have revolutionized citizen engagement and have enabled the City of Camrose to interact with residents in real-time, gather feedback and crowdsource ideas for urban planning and policy-making to a much greater degree than has ever existed before. These tools have facilitated greater transparency, collaboration and community involvement in the decision-making process.
- **Digital Services & Applications** - Digital applications have had a significant impact on Camrose, transforming the way that the local government interacts with residents and delivers services. Apps have resulted in improved access to services, streamlined processes and have facilitated community building by connecting residents with local businesses, organizations and events, fostering a sense of belonging and civic pride.
- **Remote Work** - Gradually increasing in prevalence prior to the COVID-19 global pandemic and catalyzed thereafter, more and more people have begun working from home as industries rapidly adapted to shifting operations online. This shift has resulted in many significant impacts, such as changing urban planning focus, impacts on small businesses in central districts that have traditionally relied on daytime office workers, a desire for *mixed-use* neighbourhoods as remote workers choose to live further away from city centres and countless other social and cultural impacts. According to the most recent federal census, 11% of Camrosians worked from home in 2021 which is an increase from 4.8% in 2016 (Statistics Canada, 2021).
- **Autonomous Vehicles** – Over time, autonomous vehicles are expected to fundamentally change how people move around, reducing the need for private vehicles and transforming public transit. The emergence of the autonomous vehicle is advancing quickly, potentially requiring changes to roadway design and traffic laws.
- **Robotics and Artificial Intelligence** – Robotics and artificial intelligence will change how work is done in the future. More workers will need to learn new skills, so the provision for education and training facilities is an important consideration for how the community grows.

- **Affordable Housing**

Housing is considered unaffordable when it costs more than 30% of income. As of the 2021 Statistics Canada census, 12.7% of owner households and 39.7% of tenant households in Camrose are spending more than 30% of their income on shelter costs. This compares to 16% and 34% respectively for Alberta households as a whole. Camrose residents are feeling the burden of increasing costs of living at every turn. A major way to address housing affordability is to create

municipal initiatives that ensure a diverse variety of housing options are available, including smaller units in multi-family buildings. Currently, 32.9% of Camrose households are single-person households, but studio and one-bedroom units only comprise 10.2% of households. This represents a major cause of unaffordability within the City and highlights the need for diverse housing that caters to all residents (Statistics Canada, 2021).

- **Reconciliation**

The *Truth and Reconciliation* Commission of Canada examined the traumatic impact of residential schools on generations of Indigenous peoples and explored ways for Canadians to support the healing process. As part of its mandate, the *Truth and Reconciliation* Commission of Canada identified actions that municipalities may take to further the work of reconciliation. Reconciliation refers to the efforts taken to increase understanding and restore balanced relationships among indigenous and non-indigenous peoples. At the municipal level, by providing a connection between people, land and government, municipalities can actively engage in initiatives that acknowledge the historical injustices faced by Indigenous peoples. As part of Camrose's reconciliation journey, planning policies and processes can support healing.

- **Migration**

As is the case across many municipalities in Alberta, there has been a drastic increase in the number of interprovincial and international migrants to Camrose. In the 2021 federal census, 23.1% of respondents shared that they had migrated to the City from elsewhere within the past 5 years. Of that percentage, 16.7% arrived from elsewhere in the province, 3.6% arrived from another province within Canada and 2.8% arrived from outside of Canada. In raw numbers, these percentages represent 2,870, 620 and 490 residents respectively. Of the 1,860 immigrants in Camrose, 55.6% of respondents indicated they had arrived from the Philippines. Of the 'recent' immigrant population, defined as an immigrant who first obtained his or her landed immigrant or permanent resident status between January 1, 2016, and May 11, 2021, 66.7% of respondents had arrived from the Philippines. As migration in Camrose increases, it is important for the City to address how to provide housing, employment and recreation opportunities for these new residents.



2. OUR PLAN

2.1. PURPOSE

A Municipal Development Plan guides the growth and direction of a community into the future and includes policies that help that community to achieve its unique vision. *Our Camrose, Shaping the Future* is a City-wide master plan for the next 25 years that illustrates how the City will use land and improve economic, social and environmental well-being. The plan highlights opportunities for collaboration between local government and the broader community to create a healthy, inclusive, prosperous and resilient City for both current and future generations.

2.2. ALIGNMENT

Our Camrose, Shaping the Future is linked to the direction in the Camrose Strategic Plan. The City of Camrose values working together to contribute to an exceptional quality of life for citizens and long-term success for businesses. The Strategic Plan outlines Four (4) Strategic Focus Areas and Five (5) Municipal Sustainability Pillars.

Camrose Strategic Plan (2022-2026)

The following Strategic Focus Areas have been outlined in the Strategic Plan and are essential to the continued success of the City of Camrose. The policies within the Municipal Development Plan are consistent with the Focus Areas and outcomes. The 2022-2026 Strategic Plan focus areas are as follows:

- **Invest in our People and Processes**
- **Increase Engagement with Citizens and Staff**
- **Optimize Asset Management**
- **Build a Strong Economy**

Municipal Sustainability Pillars

The City of Camrose has five (5) Municipal Sustainability Pillars, which are established through the Strategic Plan, to guide the long-term planning and decision-making through an integrated sustainability approach. These pillars address cultural, environmental, economic, and societal decisions as well as decisions surrounding governance. The Municipal Development Plan, through its vision statement and core values, aligns with these Municipal Sustainability Pillars to foster a sustainable and inclusive future for Camrosians.

Environment, Land and Infrastructure Pillar

Build and maintain infrastructure in a sustainable manner to meet the needs of the community and enhance green spaces while protecting the *natural environment*. Effective land-use planning is used to help create a safe, vibrant community.

Social Wellness Pillar

The City is a safe and secure community where all residents can thrive with a place to live, a living wage and opportunities to build a high quality of life.

Culture and Recreation Pillar

Camrose is a vibrant community with an expansive network of festivals, music, sport, cultural and community events. Residents and business owners care about their community and are known for their strong sense of belonging, connection and friendliness.

Community Economic Development Pillar

Camrose has a strong, diverse economy for all people, families, businesses and the community to thrive.

Governance and Organizational Excellence Pillar

The City stewards its resources carefully to provide quality municipal services for Camrose residents and businesses as well as internal services for City departments. Council and staff continually seek to further enhance the effectiveness and efficiency of governance and business processes. The City is an employer of choice with solid organizational processes and policies as well as an engaged and productive workforce.

2.3. OUR CAMROSE: THE PROCESS

The process of creating *Our Camrose* took place between the fall of 2022 and the fall of 2024 and was completed in four phases.



Figure 9: Phases of Our Camrose MDP Development

Phase 1: Project Initiation & Background Review

Phase 1 was initiated to lay the foundation of the plan and to understand what the community loves about Camrose, and what their dreams were for the future. This phase included understanding what the community values and created the framework for future phases.

Throughout various public engagement events in this phase, citizens were asked two questions:

Responses given to those two questions are shown in Figure 10 below. Major themes included a love for the availability of parks and green spaces and a dream for more accessible services and complete neighbourhoods that cater to all residents.

Figure 10: Engagement Word Cloud

Phase 2 – Technical Review & Community Vision

Throughout various public engagement events in this project, citizens were asked several questions on what they would like to see in the new MDP. Responses given were then analyzed by the project team, to create a list of common answers. These common answers were then sorted into topics based on the policy framework present in Camrose's *2011 MDP*.

As part of a later workshop, the Technical Review and Community Advisory Committees were presented with the existing policies of the *2011 MDP* alongside the common sentiments that corresponded with that policy topic. Committee members were asked to analyze the policies against the sentiments to identify sentiments that were currently underrepresented by existing policies, policies that could be revised, and any policies that were contradictory to public sentiment. Based on this, committee members then provided recommendations on potential new policies or policy revisions that the *Our Camrose, Shaping our Future* should contain. Based on the feedback provided by the committee members, a list of policy recommendations was generated.

The policy recommendations align with the current MDP framework, and recommendations are grouped under the topic to which the recommendation generally applies. It should be noted that committee members generally did not have any issues with the current policies in the MDP. Instead, they largely felt that the policy framework was lacking in content, and required additions and revisions, as opposed to believing that policies should be removed. When creating the *Our Camrose, Shaping the Future*, these recommendations have been kept in mind and steps have been taken to implement them when possible.

Phase 3 – Draft MDP & Community Engagement

Phase 3 included drafting the MDP and completing community engagement on the draft plan. Community engagement included a Council workshop, workshops with both the Technical Review and Community Advisory Committees, a public open house, a pop-up booth at Jaywalker's Jamboree and the opportunity to provide online feedback.

During the Council workshop, participants were asked to provide direction on specific terminology within the MDP and participated in a group discussion on how the policies were to be written and interpreted. A strong preference was shown for the document to be more permissive in nature, with more policies including words such as 'encourage', 'support', 'promote' and 'allow'.

At the joint Committee workshop the following day, the Technical Review Committee (TRC) was asked to provide comments on action-oriented policies to be included in the Implementation Plan and discussed the logistics of implementation, such as priority, timeframe and lead responsibility. The Community Advisory Committee (CAC) discussed potential challenges and opportunities arising from the draft policies. A divergence of opinion emerged between the CAC consensus of drafting policies that are more mandatory in nature, compared to Council's preference to have a more flexible and permissive document. This difference of opinion was most prevalent in discussions related to policies regarding infrastructure, the environment and sustainability, and *affordable housing*. In response to this, the project team prepared an Impact Analysis to understand the impacts of containing either more flexible or more restrictive policies within the MDP, which can be found on Page 20 of the What We Heard Report #3.

Throughout the survey, open house and pop-up booth at the Jaywalker's Jamboree, participants were asked to provide feedback on the draft major policy themes and indicate whether they agreed with, disagreed with or felt neutral on statements about how well the policy themes would help guide Camrose's future growth and development in the context of the core values. Key themes that came up within the open-ended responses were concerning funding and implementation of the plan, focusing on arts and culture,

diversity of housing options, more small-scale local commercial development, green space accessibility and water conservation measures.

Phase 4 – Final MDP & Approvals

Phase 4 included completing refinements to the draft MDP utilizing the results of Phase 3 public engagement feedback. The implementation section of the plan 'Our Way' was developed. The final draft was circulated to agencies and posted online for public viewing. The plan then was forwarded to Council for their adoption.

2023-2048 Growth Study

Running concurrent to the early phases of the project, a Growth Study was produced for the City of Camrose, projecting the population growth and urban expansion that it would experience over the next 25 years, from 2023 to 2048. In the production of this study, once growth and land projections were finalized, three different growth concepts were produced, envisioning potential ways in which the City could direct its growth. The three concepts were as follows:

1. Community Integration: This scenario built on existing growth patterns within the City.
2. Densification: This scenario aimed to develop future communities that achieved the *density* goals outlined in the City's *Area Structure Plan* Guidelines.
3. Highway Corridor: This scenario focused on developing future *growth areas* along the Highway 13 and 48th Avenue corridors in Camrose.

These three growth concepts were then presented to members of the Technical Review and Community Advisory Committees. The committees provided comments on each of the concepts, described what they believed to be the positive and negative aspects of each, and picked their favourites.

Of the three concepts, the Committees largely preferred the Densification and Highway Corridor, noting that each possessed certain elements that they believed aligned with an ideal future for Camrose. Based on this feedback, a hybrid concept was produced that combined the elements towards which the community responded the most positively. Table 1 shows the statistics behind this hybrid concept.

Statistic	Value
Annual Growth Rate	0.9%
Residential <i>Density</i>	18 du/nrha *du/nrha means net residential dwelling unit per hectare
Gross Residential Hectares Required	158.00 ha *ha means hectare
Commercial <i>Lot Coverage</i>	50%
Gross Commercial Hectares Required	12.40 ha
Industrial Jobs / Hectare	19.2 jobs/ha
Gross Industrial Hectares Required	61.71 ha
% of Development Occurring as <i>Infill</i>	15%
Total Gross Hectares Required	232.11 ha

Table 1: Hybrid Concept Land Use Statistics

The future land use concept and its related policies developed in the *Our Camrose, Shaping the Future* take into account the patterns and locations of urban growth expressed in the hybrid concept. Refer to Figure 11 or Appendix B for a map representing the concept and the key land use statistics that were used in the production of the concept as presented. The Camrose Growth Study 2023-2048 contains a more detailed analysis of Camrose's projected growth over the coming years.

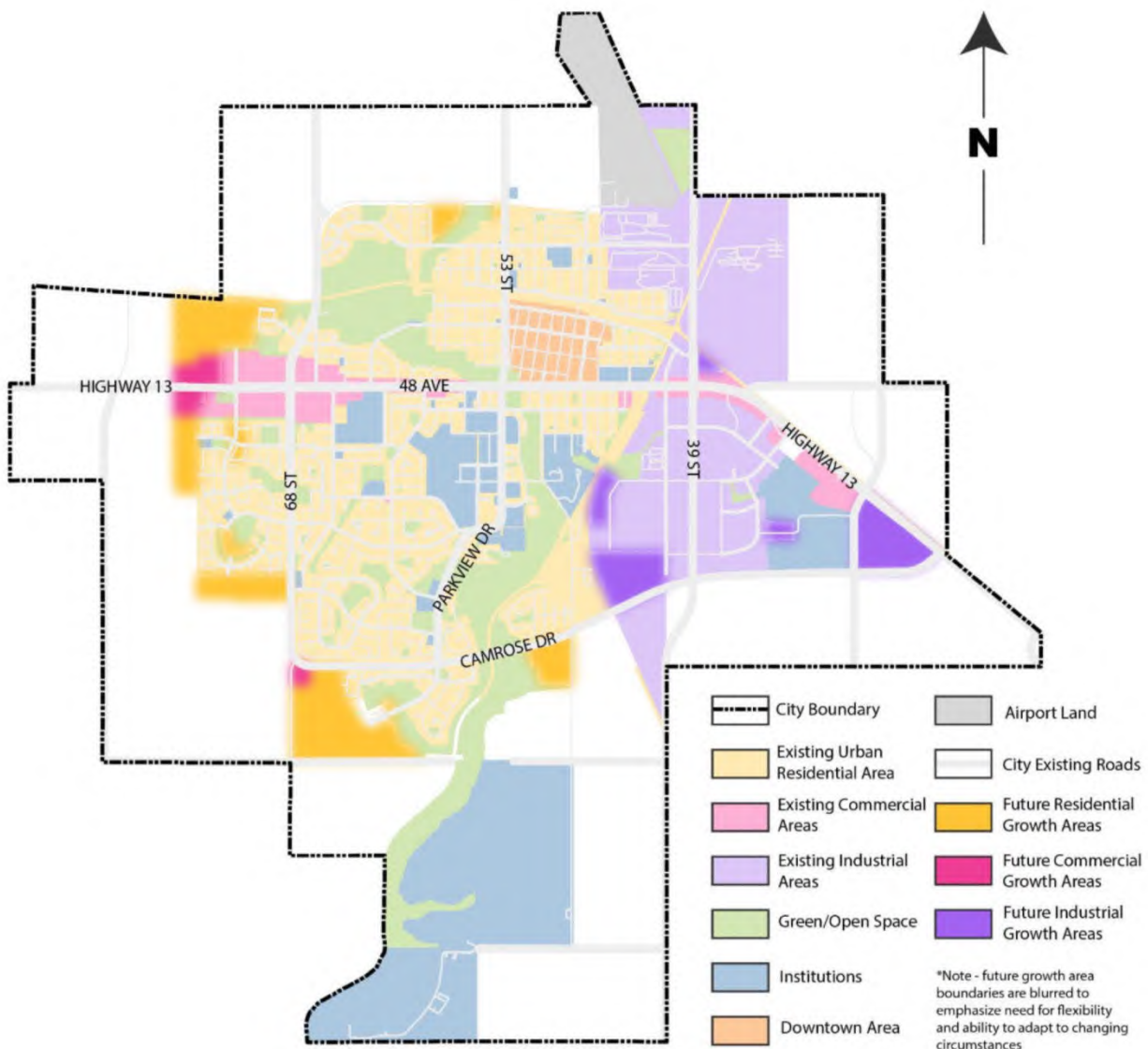


Figure 11: Hybrid Concept Growth Area Recommendation

2.4. OUR COLLECTIVE VOICES

Engagement

As part of the initial development of *Our Camrose, Shaping the Future*, extensive public engagement was conducted through the first three phases to allow residents, community organizations, and key stakeholders to shape the direction of the MDP.

Public engagement activities conducted as part of the first three phases of the project included the following:

- 1 Online Photo Contest that received over 140 submissions. Participants were asked to share photos showing a special Camrose moment or conveying something that they loved about the community. Photos were posted on the project website and winners with the most liked submissions were awarded gift certificates to local businesses of their choosing.
- 6 Pop-Up Information Sessions held at major community hubs and events across the City. These sessions engaged over 330 citizens.
- 2 Surveys that received over 750 combined responses. The surveys, which were distributed both online and physically, asked questions designed to determine what the community aspired to achieve in the City's future and what it values about Camrose today, as well as provide feedback on the draft policy themes and how well they would guide Camrose into the future.
- 2 Public Open Houses that engaged over 120 citizens combined. The open houses informed attendants on the project and provided them the opportunity to give feedback.
- 6 Council Committee Surveys. These surveys were distributed to preexisting City committees on specific topics and consisted of specialized questions designed to receive expert opinions on topics that would be key to the development of the MDP.
- 1 Meeting with City Council. Council provided direction on the wording of the draft policies and indicated whether they wished for the MDP to be more permissive or mandatory in nature. It was composed of 16 participants which included Council, the City manager and several City staff.
- 4 Meetings with the Technical Review Committee. The TRC provided technical advice to the project team throughout the project on items related to land use, development, transportation, infrastructure, social and economic development and the environment. The TRC is composed of 15 City staff that lead their respective departments.
- 4 Meetings with the Community Advisory Committee. The CAC is composed of 17 representatives of local organizations and provided input to the project team throughout the project from a community perspective on items related to land use, development, transportation, infrastructure, social and economic development, and the environment.

2.5. VISION STATEMENT

The vision statement is the overarching aspiration and long-term goal for the City of Camrose. It is intended to guide the policy direction and future development of the City, giving the community a forward-looking, ambitious, and aspirational goal for the future. It was derived from the 7 core values produced through public engagement and a series of workshops with the Technical Review and Community Advisory Committees.

Vision Statement:

Our Camrose: Where a sense of belonging is maintained through mindful decisions that guide us towards sustainable living, responsible growth, cultural richness and community well-being. A place in which residents and businesses are proud to call home.

2.6. CORE VALUES

The 7 core values were produced from multiple workshops and revisions as the Technical Review and Community Advisory Committees pored over feedback received from the initial public engagement activities. Each of them contributes to the overall vision statement and are referenced throughout the MDP through the use of colors and symbology.



Responsible Growth

As the City steadily grows, the community's unique charm is maintained through the physical development of memorable and safe public spaces, family-oriented community amenities, accessible neighbourhood design and opportunities for arts and culture activities.



Sense of Community

Opportunities for multicultural, multigenerational interactions are maximized and diversity is celebrated to achieve a community where all people belong, feel safe and interconnect with one another.



Recreation

Residents have access to a wide range of affordable passive and active recreational opportunities including access to natural and human-made *open spaces* within walking distance.



Health and Wellbeing

The community supports the physical, mental and social health and wellbeing of all residents through the provision of community services and neighbourhoods that support healthy lifestyles.



Sustainability

Sustainable economic and environmental development is undertaken, resulting in sensitive growth, community resilience, climate-sensitive innovation and ecological preservation that provides a thriving City for current and future generations.



Connection and Collaboration

Existing connections to local and regional partners and organizations are strengthened and future collaborations with the public, community groups and private organizations are promoted.



Mindful Decision Making

Future decisions and priorities are based on a planning process defined by detailed analysis and evidence-based thinking, that involves transparent communication with citizens.

2.7. HOW TO USE THIS PLAN

Our Camrose, Shaping the Future, is a statutory long-range policy document that reflects the collective community vision for the future of Camrose. It guides the growth and planning decisions for the City of Camrose for the next 25 years with the aim of sustainable, responsible growth and decision making for the benefit of overall community wellbeing.

2.7.1. Plan Interpretation

When interpreting the policy statements within the MDP, the document should be read in its entirety to provide context. Within *Our Camrose, Shaping the Future*, 'The City' refers to the City of Camrose corporately as a municipal government. 'The City' and 'Camrose' are used interchangeably to refer to the geography or physical area of the municipality. References to *Our Camrose, Shaping the Future* or 'the Plan' refer to the City of Camrose's Municipal Development Plan.

The policies contained within *Our Camrose, Shaping the Future* are written using specific terminology to ensure they have clear intentions and appropriate actions, and are to be interpreted as follows:

Policy Type	Description
Mandatory	Mandatory policies align with the statutory requirements of this plan and are critical to achieving the goals of <i>Our Camrose, Shaping the Future</i> . These policies start with “The City shall” and include words such as <i>Require, Ensure</i> or <i>Prohibit</i> .
Discretionary, Permissive	Discretionary policies written with permissive language to facilitate achieving the goals of <i>Our Camrose, Shaping the Future</i> . In the case of proposed development, applicants are expected to demonstrate why a relevant policy is unfeasible beyond considerations of cost and/or convenience. These policies start with “The City should” and include words such as <i>Encourage, Support, Promote</i> or <i>Allow</i> .
Discretionary, Restrictive	Discretionary policies written with restrictive language limit practices that are contrary to the goals of <i>Our Camrose, Shaping the Future</i> . In the case of proposed development, if applicants are unable to meet the requirements of the policy, they are expected to demonstrate how and why the policy outcome cannot be achieved beyond considerations of cost and/or convenience. These policies start with “The City should” and include words such as <i>Prevent</i> or <i>Discourage</i> .
Action-Oriented	Action-Oriented policies identify important initiatives, led by the City, that will support the goals of this plan. These policies are at the discretion of City Administration, and each policy statement relates to a specific implementation item outlined in the MDP Implementation Plan. These policies include words such as <i>Utilize, Update, Monitor, Maintain</i> or <i>Develop</i> .

Our Camrose, Shaping the Future is written with defined terms and variant in usage. The reader is advised that:

- Words used in the present tense include the other tenses and derivative forms.
- Words defined in Appendix A are italicized. Words not defined in Appendix A may be given their definition in the *Municipal Government Act*. Other words shall be given their usual and customary meaning.

Our Camrose, Shaping the Future should be used to inform and guide strategic decisions about the City’s growth and development, including the review and adoption of Area Structure Plans (ASPs), Area Redevelopment Plans (ARPs), and any other municipal plans/studies.

2.7.2. Plan Sections

The Plan is divided into 7 sections.

Introductory Sections

Section 1, Our Roots, covers the legislative foundation for Municipal Development Plans and the local context of Camrose, looking back to history and thinking forward to the future.

Section 2, Our Plan, dives into the overall goals of the Plan and how it will work to address new challenges that have come to the forefront of municipal governance.

Policy Sections

Section 3, Our Systems, covers policy related to the way that the City operates, moves and breathes. Policies address infrastructure, utilities and servicing, parks and mobility.

Section 4, Our People, contains policies that address the overall fabric of the community including wellbeing, amenities and the local economy.

Section 5, Our Relationships, covers the overall processes used to maintain high-quality collaboration between residents and local governments, and with the City's surrounding neighbours.

All policies contained within Sections 3 to 5 apply within the entire boundary of the City of Camrose.

Section 6, Our Future, lays out a roadmap with policies addressing the kind of community Camrose will be in the future and how to get there through orderly and sustainable development.

All policies contained with Section 6 apply to specific designated *Growth Areas* within the City of Camrose. Any overlap of policies with those from earlier sections is meant to reinforce the significance of that policy item in a specific *Growth Area*.

Section 7, Our Way, builds an action plan that will be used to enforce the policies throughout this Plan and implement the community's overall vision.

Following the *Our Camrose, Shaping the Future* theme, each heading incorporates the use of "Our" to personalize the document and foster community collaboration, giving the sense that the document was made in Camrose, for Camrosians. This thematic consistency further strengthens community identity and the overall branding of the project.

Each of the policy sections begin with key objectives that are intended to be realized through the implementation of the policies, and core values addressed in each are highlighted through the use of coloured symbology.

3. OUR SYSTEMS

Objectives

1. *Develop and maintain an integrated infrastructure system that supports an efficient transportation network, reliable water supply and waste management system.*
2. *Invest in a network of parks and open spaces interconnected with accessible pathways and active transportation that contribute to the City's vitality.*
3. *Coordinate infrastructure, parks and mobility services to maximize resource efficiency.*



3.1. INFRASTRUCTURE & SERVICING

CORE VALUES



Infrastructure and servicing are pivotal to any City, acting as the backbone that supports urban living. Effective infrastructure systems, including, water supply, and waste management, are essential for ensuring a high quality of life for residents. Well-planned infrastructure and services are key to sustainable urban development and play a critical role in managing environmental impacts, conserving resources, and adapting to climate change.

A thoughtful approach to infrastructure and servicing has been developed to allow the City of Camrose to operate effectively and grow efficiently through the orderly disposition of resources, facilities and land. The policies herein have been developed to enhance the City's operational effectiveness and minimize systemic inefficiencies. The policies in the Municipal Development Plan work in tandem with engineering standards including Design Standards for Development, Water Distribution System Master Plan, Waste Management Master Plan, Storm Water Master Plan.

3.1.1. Servicing & Utilities

- 3.1.1.1. The City shall **ensure** the coordination of new utility services with external parties to make sure services are developed in an orderly, efficient and cost-effective manner.
- 3.1.1.2. The City shall **ensure** new developments are serviced with adequate utility infrastructure as per the minimum Design Standards for Development at the discretion of City Administration.
- 3.1.1.3. The City should **encourage** joint-use utility corridors to minimize adverse visual, environmental and safety impacts and *fragmentation* of all properties, where feasible.
- 3.1.1.4. The City should **encourage** water conservation initiatives such as using low-flow fixtures, use of grey water, retaining stormwater for onsite irrigation and applying the appropriate cost to the usage of water.
- 3.1.1.5. The City should **encourage** the implementation of innovative water conservation strategies for municipal buildings, large-scale developments and residential properties through education, promotion and the development of policies and bylaws, where appropriate.
- 3.1.1.6. The City should **support** finding ways in which sites adjacent to natural stormwater management facilities can integrate their developments with the facilities.
- 3.1.1.7. The City should **promote** the preservation of existing natural stormwater facilities over the construction of engineered stormwater facilities.

Supporting Actions:

- The City should **maintain** and regularly **update** the Water Distribution System Master Plan, to ensure that future system renewal and replacement is sufficiently predicted.

- The City should **maintain** and regularly **update** the Sanitary Sewer Master Plan, to ensure that future system renewal and replacement is sufficiently predicted.
- The City should **utilize** existing services before developing new utility infrastructure.
- The City should **monitor** infrastructure capacity to ensure compliance with regulatory requirements, public health and environment protections, and long-term financial sustainability for all municipal utilities.
- The City should **maintain** existing utilities and the service needs of residents during development.
- The City should **maintain** and regularly **update** the Bylaws that establish Off-Site Levies.
- The City should **maintain** and regularly **update** the Storm Water Master Plan, or equivalent document, and support all policies therein.
- The City should **update** the Storm Water Master Plan to specify projected capacity deficiencies with minor and major systems in the event of surcharging issues.
- The City should **utilize** opportunities to integrate a secure alternate water source to support long-term sustainability.

3.1.2. Waste Management

- 3.1.2.1. The City should **promote** the management of municipal solid waste through a coordinated mix of practices that include recycling, composting, source reduction and disposal.
- 3.1.2.2. The City should **promote** the reduction of waste in the construction process and encourage the use of recycled or eco-certified materials.
- 3.1.2.3. The City should **encourage** exploring opportunities for the integration of a municipal curbside recycling program to reduce the amount of waste City-wide.

3.1.3. Energy-Related Infrastructure

- 3.1.3.1. The City should **encourage** the use of renewable energy methods and advocate for renewable and alternative energy use, including, but not limited to, district energy, wind, solar, geothermal and nuclear energy.
- 3.1.3.2. The City should **encourage** the accommodation of renewable energy sources and energy distribution systems, including, district energy, geothermal energy or solar energy in new and redeveloped neighbourhoods and on the City's public utility *lots*.
- 3.1.3.3. The City should **encourage** renewable energy alternatives including solar that minimize the potential negative impacts of development.
- 3.1.3.4. The City should **support** green development options for municipal structures and systems including procurement, fleet management and municipal services.



3.1.4. Asset Management

- 3.1.4.1. The City should **support** finding methods for grouping underground assets by geographic location and roadway to provide an improved means of tracking surface and underground project overlaps.

Supporting Actions:

- The City should **maintain** and regularly **update** the 25-Year Infrastructure Replacement Plan on 3-to-5-year cycles, based on condition assessment data, and re-prioritizing infrastructure needs.
- The City should **maintain** and regularly **update** the 25-Year Downtown Infrastructure Renewal Plan on 3-to-5-year cycles, based on condition assessment data, and re-prioritizing infrastructure needs.
- The City should **develop** local infrastructure in accordance with the procedures described in the Local Improvement Policy.
- The City should **update** and optimize existing assets to enhance service delivery and better serve residents.

3.2. PARKS, PATHWAYS & OPEN SPACES

CORE VALUES



Parks and *open spaces* offer residents places for recreation, relaxation and socialization, contributing to overall mental and physical well-being of the community. Pathways connect different parts of the City, promoting *active transportation*, like walking or cycling, and reduces dependency on motor vehicles. This network of green spaces and pathways enhances the City's resilience against climate change by providing natural cooling areas and mitigating flood risks. These spaces can boost local economies by increasing property values and attracting tourism. Investing in the development and maintenance of parks, pathways and open spaces is an investment in the environment and the social and economic fabric of the City, fostering a sense of community and enhancing the quality of life for all residents. The policies in the Municipal Development Plan work in tandem with the Green Space Master Plan, Trails Master Plan.

3.2.1. Parks Planning

- 3.2.1.1. The City shall **require** the adequate provision of future school sites during the Area Structure Plan stage. School sites should be centrally located within a residential area rather than on the edge of the residential district or community or adjacent to industrial, commercial or other non-residential development.
- 3.2.1.2. The City shall **ensure** new park systems incorporate universal design principles and include *barrier-free* accessible amenities.
- 3.2.1.3. The City shall **require** the designation of future parks and trails during the Area Structure Plan phase.
- 3.2.1.4. The City shall **ensure** new Area Structure Plans and *subdivision* applications incorporate and enhance *environmentally sensitive areas* by planning *open spaces*, urban forests and trails to provide quality recreational opportunities.
- 3.2.1.5. The City should **encourage** through Area Structure Plans the creation of major recreational parks (5+ acres) at central locations within comprehensively planned residential areas.
- 3.2.1.6. The City should **encourage** parks and trails to be designed to serve all residents.

3.2.1.7. The City should **encourage** the integration of school sites into adjoining parks.

3.2.1.8. The City should **encourage** the development of flexible public spaces that enable a variety of programming to support greater activity throughout the day and year and cater to all ages and abilities.

Supporting Actions:

- The City should **maintain** and regularly **update** the Green Space Master Plan to *promote the development and expansion of a city-wide trail network linking the city's major green spaces*, maximize the public's access to, and enjoyment of parks and the natural environment and promote the use and enjoyment of the city-wide trail network and open spaces year-round.
- The City should **maintain** and regularly **update** the Trails Master Plan, or equivalent document, and support all policies therein.
- The City should **develop** a conceptual system of future parks and public *open spaces* that link various land uses together to create a continuous network of multiuse trails within concept plans for comprehensive developments.

3.2.2. Environmental & Municipal Reserve

3.2.2.1. The City shall **require** the maximum dedication of Municipal Reserve land as allowed under the Municipal Government Act.

3.2.2.2. The City shall **require** that municipal reserve designation be incorporated into optimum locations for schools and recreation purposes and not the optimum location for stormwater management facilities or other constraints, including pipelines and utility corridors.

3.2.2.3. The City shall **ensure** the protection of lands in the floodplain, in all new areas of Camrose, through various mechanisms, such as dedication as Environmental Reserve.

Supporting Actions:

- The City should **monitor** areas within the floodplain for the purpose of parks, recreation facilities and wetlands compatible with the flood risks.
- The City should **utilize** municipal reserve land to support accessible recreation and provide residents access to a variety of recreational options.
- The City should **inform** owners adjacent to environmental reserve of their responsibilities to ensure these reserves remain natural.



3.3. MOBILITY

CORE VALUES



Mobility is a key factor in shaping the livability of a City. Effective mobility solutions encompass more than just the ease of movement; they represent accessibility and connectivity of the City. A well-planned mobility system includes diverse transportation options including public transit, cycling paths, pedestrian walkways and efficient road networks. These elements work together to ensure that residents and visitors can travel conveniently, safely and sustainably within the City. By prioritizing multi-modal transportation options, Camrose can reduce traffic congestion, lower emissions and improve air quality, contributing to a healthier environment. Accessible transportation is crucial for economic growth, as it supports local businesses and attracts investment. Efficient mobility strategies also plays a role in social inclusion, ensuring that all community members, regardless of age, ability or socio-economic status, have equal access to services, employment and recreational activities. Policies and investment that establish a robust and inclusive mobility system are essential for the City of Camrose as it positions the City as a forward-thinking, vibrant and accessible community. The policies in the Municipal Development Plan work in tandem with the Transportation Master Plan and more.

3.3.1. General

- 3.3.1.1. The City shall **ensure** a comprehensive network of public transit, cycling paths and pedestrian walkways in all areas to prioritize walkability and connectivity.
- 3.3.1.2. The City should **encourage** the design and construction of streets within new developments to be *complete streets*, as specified in the Transportation Master Plan.
- 3.3.1.3. The City should **encourage** the design and reconstruction of streets within existing developments to be *complete streets*, as specified in the Transportation Master Plan, whenever roadway rehabilitation work is required.
- 3.3.1.4. The City should **support** the continued work with municipal, regional and provincial partners on the planning and implementation of local services linking Camrose to surrounding rural and urban communities in the region.

Supporting Actions:

- The City should **maintain** and regularly **update** the Transportation Master Plan, or equivalent document, and support all policies therein.
- The City should **develop** new street networks to provide for the shortest most direct routes to encourage *active transportation*.

3.3.2. Transit

- 3.3.2.1. The City shall **ensure** *collector* and *arterial roads* within new *subdivisions* and developments are designed to accommodate future public transit routes and stops.

Supporting Actions:

- The City should **develop** long-term options and opportunities for public transit.
- The City should **monitor** and improve the existing local transit system.
- The City should **develop** transit service standards, consistent with local and regional priorities, to inform future development patterns and service delivery.

3.3.3. Pedestrian Movement & Active Transportation

- 3.3.3.1. The City shall **ensure**, in all new developments, *active transportation* opportunities are integrated into street and utility corridors. Where pathways and trails are located within Municipal Reserve, these reserve areas should be wide enough to include landscape features, avoiding narrow Municipal Reserve connections.

- 3.3.3.2. The City shall **ensure** developers provide alternative routes for *active transportation* users during construction.

- 3.3.3.3. The City should **encourage** the recognition of cycling and pedestrian needs in street and transportation infrastructure projects, through dedicated cycling infrastructure, improved and widened sidewalks, street lighting, and bicycle parking.

- 3.3.3.4. The City should **support** all-ages and all-season *active transportation* through maintenance and snow-clearing.



Supporting Action:

- The City should **develop** and **maintain** an *Active Transportation* Strategy, or equivalent document, and support all policies therein.

3.3.4. Emerging Transportation Trends

- 3.3.4.1. The City should **encourage** car share, ride share, bike share, short-term vehicle rentals and other privately-operated transportation services that utilize information technology and reduce reliance on private vehicles.
- 3.3.4.2. The City should **encourage** emerging technologies that enhance the efficiency, accessibility and safety of all travel modes throughout the community.
- 3.3.4.3. The City should **encourage** electric vehicle use by incorporating provisions for charging infrastructure in City policies, plans and bylaws.



4. OUR PEOPLE

Objectives

1. *Foster a community environment that supports comprehensive wellbeing and ensure that all residents have access to essential healthcare, education and services.*
2. *Cultivate resilience in the community through robust social programs and recreational activities.*
3. *Drive economic growth and stability by retaining and attracting businesses and creating employment opportunities that stimulate innovation.*
4. *Develop Camrose's tourism sector by showcasing the City's unique identity to support local businesses and instill a sense of community pride.*
5. *Highlight the importance of arts and culture and its impact on the City by hosting a variety of cultural events and activities that celebrate the many diverse communities who call Camrose home.*
6. *Balance growth and sustainability to improve the overall quality of life for residents and visitors.*
7. *Manage growth strategically to protect natural areas and Environmentally Sensitive Areas.*



4.1. COMMUNITY WELLBEING

CORE VALUES



Community wellbeing encompasses several dimensions including physical health, mental wellness, social cohesion, economic stability and environmental sustainability. Policies surrounding community wellbeing have been developed to create an environment where all residents have access to quality healthcare, educational opportunities and essential services. Camrose fosters a strong sense of community through social programs, arts and cultural events and recreational activities that bring people together and celebrate diversity. By prioritizing community wellbeing, Camrose creates resilient communities that can adapt and thrive to new challenges including economic downturns, public health crises or environmental changes. This includes investing in public infrastructure that supports a healthy lifestyle for residents year-round. Enhancing the day-to-day experiences of community members builds a strong foundation for residents and visitors alike, and positions Camrose as a growing, vibrant community. The policies in the Municipal Development Plan work in tandem with the Arts and Culture Master Plan, Heritage Management Plan, Regional Recreation Master Plan.

4.1.1. Agriculture & Food Security

- 4.1.1.1. The City should **prevent** the premature *fragmentation* and *subdivision* of agricultural land, thereby maintaining viable agriculture operations and reducing development challenges when urbanized.
- 4.1.1.2. The City should **encourage** local food production and distribution.
- 4.1.1.3. The City should **encourage** direct sales to consumers by agricultural producers through farmers' markets.
- 4.1.1.4. The City should **encourage** private gardens and *community gardens* to be integrated into neighbourhoods through neighbourhood planning and development.
- 4.1.1.5. The City should **support** urban agriculture *compatible* with neighbouring land uses including, but not limited to, *community gardens* and *edible landscapes*.
- 4.1.1.6. The City should **allow** buffer zones around agricultural areas that offer protection from encroaching development and mitigate potential conflicts between farming activities and urban expansion.



- 4.1.1.7. The City should **support** the ongoing use of agricultural lands for productive farming activities until their conversion for new development is required.
- 4.1.1.8. The City should **support** collaboration with community organizations and residents to cultivate a sustainable food ecosystem that prioritizes local and regional food production and creates meaningful connections within the community.
- 4.1.1.9. The City should **support** community organizations to enable City land to be used for *community gardens* and *edible landscapes*.

4.1.2. Arts & Culture

- 4.1.2.1. The City should **support** cultural events related to the City's socially diverse community.
- 4.1.2.2. The City should **support** opportunities to provide arts and cultural programming to under-represented groups year round.
- 4.1.2.3. The City should **promote** community education on the economic and social benefits of arts and culture.
- 4.1.2.4. The City should **promote** Camrose's sense of place by designing public spaces to be functional, accessible, unique and supportive of *placemaking* approaches.
- 4.1.2.5. The City should **encourage public art**, including sculpture, painting and murals, in prominent public spaces.
- 4.1.2.6. The City should **support** programs that inspire artists and crafts people to create, display and sell their work.
- 4.1.2.7. The City should **encourage public art** displays in all municipal facilities such as libraries, fire halls, community centres and City Hall.
- 4.1.2.8. The City should **encourage public art** displays in all residential and commercial neighbourhoods.
- 4.1.2.9. The City should **encourage** the development of outdoor music and performance spaces in parks and public spaces throughout the City.



Supporting Action:

- The City shall **maintain** and regularly **update** the Arts and Culture Master Plan, or equivalent document, and support all policies therein.

4.1.3. Schools

- 4.1.3.1. The City shall **ensure** the provision of adequate school sites, for new and amended residential Area Structure Plans, based on projected student populations.
- 4.1.3.2. The City should **encourage** the use of school buildings as community facilities outside of school hours, where feasible.

Supporting Action:

- The City should collaborate with school boards to **utilize** reciprocal-use agreements for efficient shared use of school and city facilities.

4.1.4. Community and Social Services

- 4.1.4.1. The City shall **ensure** all residents have easy and equitable access to City services and programs.
- 4.1.4.2. The City should **encourage** opportunities to provide all residents with affordable access to City park amenities, transit, recreation facilities and other City services.
- 4.1.4.3. The City should **encourage** the provision of flexible social hubs that contain multiple community services and facilities, including, but not limited to, recreation, *supportive housing*, education, cultural programming and social services.
- 4.1.4.4. The City should **support** programs that benefit physical health, mental health and the social well-being of residents.
- 4.1.4.5. The City should **support** addressing homelessness through advocacy to the Government of Alberta for prevention services and by addressing the underlying causes, continuing to be aware of and investing in, housing options across the continuum.
- 4.1.4.6. The City should **support** the provision of childcare facilities throughout the community in appropriate and accessible locations for working families.

Supporting Actions:

- The City should **develop** and **maintain** a Social Master Plan, or equivalent document, that identifies opportunities for improving social development within the City and provides opportunities to ensure social planning informs City-wide decision making.
- The City should **develop** appropriate studies to determine demand for community facilities, including, but not limited to, community centres, cemeteries, public works buildings and cultural facilities.
- The City should **develop** appropriate studies to determine demand for social services, including the most appropriate locations for social services facilities.

4.1.5. Heritage

- 4.1.5.1. The City should **encourage** the adaptive reuse of historical buildings.
- 4.1.5.2. The City should **support** heritage organizations to identify local and regionally significant buildings, people and events and determine opportunities for designation, preservation and memorialization.
- 4.1.5.3. The City should **encourage** a variety of historical education programs and heritage awareness.

Supporting Actions:

- The City should **maintain** and regularly **update** the Heritage Plan, or equivalent documents, to ensure that built and cultural heritage resources are designated and protected and support all policies therein.
- The City should **monitor** and **update** processes affecting the development of *Municipal Historic Resources* on an ongoing basis to safeguard the character-defining elements of Heritage Resources.

4.1.6. Recreation

- 4.1.6.1. The City should **support** a range of accessible recreation opportunities that can accommodate varied programs and uses, including competitive sports, *passive recreation* and winter activities.

Supporting Actions:

- The City should **maintain** and regularly **update** the Regional Recreation Master Plan, or equivalent documents, and support all policies therein.
- The City should **utilize** partnerships with organizations to **develop** and operate recreational and community facilities.
- The City should **develop** recreational spaces that encourage community gathering and are physically and financially accessible to residents.

4.1.7. Safety & Security

- 4.1.7.1. The City shall **ensure** emergency services are appropriately located in new developments to facilitate appropriate fire and police response. Sites for additional fire halls and other emergency services, where required, may be identified and protected in Area Structure Plans and Area Redevelopment Plans.
- 4.1.7.2. The City shall **ensure** safety by strengthening existing City initiatives and incentivizing community-based programs that make the City of Camrose safer.
- 4.1.7.3. The City shall **ensure** consultation with appropriate partners to determine development regulations and safety standards for highways, railways, pipelines, landfills, sour gas facilities and utility rights-of-way.
- 4.1.7.4. The City should **support** the Fire Department and Camrose Police Service, and other social, health, protective and emergency services so that Camrose remains a safe place to live.
- 4.1.7.5. The City should **promote** safety and *Crime Prevention Through Environmental Design (CPTED)* principles in the design of new neighbourhoods and municipal facilities.
- 4.1.7.6. The City should **promote** the integration of *Firesmart* programs and plans into the community through an extensive public engagement process.



4.2. ECONOMY & TOURISM

CORE VALUES



Providing employment opportunities, supporting local businesses, driving innovation and promoting tourism ensures Camrose has a stable and thriving economic future. Showcasing Camrose's unique identity attracts tourists, supports local enterprises and fosters a sense of pride among residents. Strategies to enhance Camrose's economy and tourism involve efforts to attract new businesses, retain existing companies and encourage entrepreneurship. Ensuring lands are designated for appropriate use and with economic growth in mind forms a network of thriving, interconnected economic activity for the City of Camrose. Balancing growth and development in these areas fosters a healthy economic environment, boosts tourism and enhances the overall quality of life for residents. The policies in the Municipal Development Plan work in tandem with the Camrose Community Economic Development Plan, Camrose Events Destination Strategy.

4.2.1. Local Economy and Tourism

- 4.2.1.1. The City should **support** the co-location of synergistic businesses and related services.
- 4.2.1.2. The City should **encourage** the expansion of post-secondary education facilities in the community and support students.
- 4.2.1.3. The City should **encourage** the development of innovative business arrangements to facilitate the establishment and growth of local business start-ups.
- 4.2.1.4. The City should **encourage** and support the growth of local businesses.
- 4.2.1.5. The City should **support** opportunities for working from home and the hybrid work model by reviewing land use regulations that prohibit employees and restrict reasonable home-based businesses.

Supporting Actions:

- The City should **maintain** and regularly **update** the Camrose Community Economic Development Plan, to ensure it targets economic sectors and identifies initiatives intended to attract, support and retain businesses and support the policies therein.
- The City should **develop** efficient, streamlined and straightforward regulations and processes that continuously improve the City's attractiveness to businesses.
- The City should **develop** and **maintain** a Tourism Strategy that supports local businesses, arts, culture and heritage, and attracts visitors to diversify commercial development, and support all policies therein.
- The City should **maintain** and regularly **update** the Camrose Events Destination Strategy, while promoting Camrose as a 'Festival City', and support all policies therein.

4.3. ENVIRONMENT

CORE VALUES



Preserving and enhancing the *natural environment* in Camrose underscores the importance of integrating and protecting natural areas within the community, and includes policies to protect water, vegetation, soil, wildlife habitats, air quality and biodiversity. Balancing development and environmental protection is an important task in the preservation of the City's natural surroundings. The policies herein emphasize the importance of safeguarding natural areas, with a focus on integrating these elements into the urban landscape. Development practices that protect and enhance the *natural environment* will produce a more habitable environment for people and animals alike. Special attention has been given to water conservation and maintaining the integrity of *Environmentally Sensitive Areas*, which are areas that provide habitat for a variety of species, contain rare landforms or serve as stop over locations or concentration points for migratory wildlife.

4.3.1. Conserving & Enhancing the Natural Environment

- 4.3.1.1. The City shall **require** developers to provide design mitigations during construction to protect *Natural Assets*.
- 4.3.1.2. The City shall **ensure** a minimum 30-metre-wide naturally vegetated setback adjacent to each side of watercourses, water bodies, and Environmental Sensitive Areas to protect riparian areas.
- 4.3.1.3. The City shall **ensure** a minimum of 75% of riparian areas are naturally vegetated.
- 4.3.1.4. The City shall **require** conservation and environmental reserve in accordance with the Municipal Government Act.
- 4.3.1.5. The City shall **ensure** development within *Environmentally Sensitive Areas* is restricted to municipal infrastructure, flood mitigation infrastructure, essential public infrastructure and public utilities, provided all reasonable measures are taken to minimize the impact of development on the environment, including avoiding development whenever possible.
- 4.3.1.6. The City should **prevent** unauthorized drainage of surface runoff and the unauthorized alteration of watercourses or waterbodies to protect the *natural environment*.
- 4.3.1.7. The City should **discourage** development along slopes to protect property and **prevent** erosion.
- 4.3.1.8. The City should **promote** and **support** the preservation and integration of natural areas and vegetation into the community, including, but not limited to, water, vegetation, soil, wildlife habitat, air and biodiversity.
- 4.3.1.9. The City should **promote** public education on the benefits of environmental protection and community stewardship.
- 4.3.1.10. The City should **promote** strategies that reduce light pollution and preserve natural darkness through *dark sky lighting* principles.
- 4.3.1.11. The City should **promote** environmentally friendly development practices that incorporate climate change adaptation and mitigation, energy-efficient design and construction, low impact development landscaping, protection of healthy tree stands, and tree canopy expansion.
- 4.3.1.12. The City should **encourage** all developments to meet *low impact development* standards by providing incentives.
- 4.3.1.13. The City should **promote** *low impact development* principles that reduce stormwater runoff and promote infiltration, including, but not limited to, green roofs or walls, xeroscaping permeable pavement, rain gardens and *bioswales*.

Supporting Actions:

- The City should **maintain** and, where possible, acquire ownership of *Environmentally Sensitive Areas*.
- The City should **maintain** a current inventory of *Environmentally Sensitive Areas*.

4.3.2. Biodiversity

- 4.3.2.1. The City should **support** the protection, restoration and enhancement of wildlife habitats and movement corridors.
- 4.3.2.2. The City should **promote** the acquisition of ecologically sensitive lands or other lands that contribute to the ecological network that support enhancing biodiversity for future generations.
- 4.3.2.3. The City should **support** the use of native and locally appropriate plant species through landscaping design standards and guidelines.

Supporting Actions:

- The City should **monitor** the impacts of major municipal projects on wildlife habitats and movement corridors, wetlands, riparian areas, healthy tree stands and other naturally vegetated areas, and **utilize** appropriate mitigation strategies if these areas cannot be avoided.
- The City should **monitor** and manage non-native and invasive species that pose a threat to native biodiversity.
- The City should **utilize** beneficial management practices for the planning, maintenance and retention of native species.

4.4. SUSTAINABILITY

CORE VALUES



Climate change mitigation and adaptation strategies have been included to ensure a sustainable future for Camrose. The policies encourage sustainable development in municipal structures and systems, including waste reduction in construction and the use of recycled materials. There is a strong emphasis on collaborative efforts with regional partners for infrastructure sharing and water conservation strategies. Incorporating *low impact development* into new projects is encouraged to minimize environmental footprints. These policies underscore Camrose's commitment to sustainable growth, ensure the City develops in a way that is fiscally responsible, environmentally conscious and adaptive to the challenges posed by climate change. The policies in the Municipal Development Plan work in tandem with the Water Conservation and Water Use Policy and more.

4.4.1. Water Conservation

- 4.4.1.1. The City shall **require** the use of water-efficient fixtures in municipal buildings.
- 4.4.1.2. The City should **support** and **encourage** water conservation within the community.
- 4.4.1.3. The City should **encourage** the use of *low impact development* principles and best practices in new developments and redevelopments, including but not limited to green roofs or walls, permeable pavement, rain gardens, *xeriscaping* and *bioswales*.
- 4.4.1.4. The City should **support** rainwater harvesting, storm water irrigation systems and grey water reuse.
- 4.4.1.5. The City should **promote** community education programs for residents and business owners on how to reduce water usage.
- 4.4.1.6. The City should **encourage** residents and business owners to reduce water usage by offering incentives.
- 4.4.1.7. The City should **promote** cooperation with other levels of government and private and public agencies to **encourage** conservation and wise use of potable water, surface water and groundwater resources.
- 4.4.1.8. The City should **promote** and **encourage** new water conservation technologies in the design of public streets, plazas, parks and other public *open space* to utilize and manage stormwater in an ecologically sensitive manner.



Supporting Action:

- The City should **maintain** and regularly **update** the Water Conservation and Water Use Policy.
- The City should **explore** opportunities to include a tiered water usage pricing model.
- The City should **maintain** and regularly **update** the Camrose Source Water Protection Plan.

4.4.2. Greenhouse Gas Reduction

- 4.4.2.1. The City shall **ensure** that climate change impacts are considered when locating and designing public infrastructure.
- 4.4.2.2. The City shall **ensure** climate change adaptation tools and mitigation strategies are incorporated into new statutory plans, including, but not limited to, innovative solutions to floodplain or wetland management, prolonged periods of drought and extreme temperatures.
- 4.4.2.3. The City should **support** the *natural environment* in adapting to and mitigating climate change impacts, through strategies as identified through the Climate Vulnerability and Risk Assessment report.
- 4.4.2.4. The City should **encourage** measures that reduce *greenhouse gas emissions* in the community. Such measures include but are not limited to:

- 4.4.2.4.a **Promoting** renewable energy alternatives to traditional sources of energy as aging infrastructure is replaced and new infrastructure is constructed;
- 4.4.2.4.b **Encouraging** energy-efficient design and construction practices into new and existing municipal buildings; and
- 4.4.2.4.c **Encouraging** the attraction, retention and expansion of businesses that reliably demonstrate a commitment to water and energy efficiency, reduced emissions and water use, and environmental protection or enhancement.

Supporting Action:

- The City should **maintain** and regularly **update** the Climate Vulnerability and Risk Assessment to understand the risks of climate change and **maintain** the mitigation and adaptation strategies included therein to minimize such risks.

4.4.3. Fiscal Responsibility

- 4.4.3.1. The City shall **require** developers provide on-site and off-site infrastructure for new developments through direct investment and off-site levy fees.
- 4.4.3.2. The City should **support** the development of existing serviced communities, followed by areas that require an extension of new services and infrastructure.



5. OUR RELATIONSHIPS

Objectives

1. *Strengthen citizen participation and open communication between the City of Camrose and its residents.*
2. *Cultivate a culture of transparency, collaboration and mutual respect in decision-making by providing multiple platforms for dialogue and feedback.*
3. *Build respectful and meaningful relationships with Indigenous communities.*
4. *Promote regional cooperation and collaborative problem-solving with surrounding municipalities, regional authorities and governmental entities focusing on shared interests.*



5.1. CITIZEN ENGAGEMENT

CORE VALUES



Fostering a culture of active participation and open communication between the City of Camrose and its residents is an important part of ensuring the MDP is a living document. Recognizing that informed and engaged citizens are paramount to a responsive community, this section outlines policies meant to involve citizens in the decision-making process. It emphasizes the importance of creating opportunities for community members to influence decisions, promoting sustainable decisions by recognizing various interests and providing residents with the appropriate information and tools to engage in meaningful participation. This commitment to citizen engagement strengthens the democratic process and leads to more effective, inclusive and representative decisions that reflect the diverse voices of Camrose.

5.1.1. Participatory Planning

- 5.1.1.1. The City should **promote** regular public consultations to seek feedback on significant municipal matters.
- 5.1.1.2. The City should **support** community-led initiatives that contribute to the social, environmental and economic wellbeing of Camrose. This includes providing resources, guidance and platforms for citizen groups to collaborate with municipal authorities.
- 5.1.1.3. The City should **promote** collaboration with community organizations to coordinate on grant applications and capitalize on potential funding opportunities from the provincial and federal governments.

Supporting Action:

- The City should **update** and **maintain** the Public Engagement Policy to ensure that it provides for inclusive and diverse participation and promotes actively seeking input from a diverse range of the community, including youth, marginalized and underrepresented groups.

5.1.2. Transparency & Accessibility

- 5.1.2.1. The City shall **ensure** a high level of transparency in the municipal decision and planning processes.
- 5.1.2.2. The City should **encourage** the distribution of information in clear and understandable language in an easy to access format, while offering various channels for feedback and communication.

Supporting Action:

- The City should **utilize** digital platforms and social media to engage with citizens, ensuring wider reach and convenience for public participation.

5.2. INDIGENOUS ENGAGEMENT

CORE VALUES



Building respectful and meaningful relationships with Indigenous communities has been outlined in the policies below. This section is rooted in principles of mutual respect, recognition and understanding. It outlines the commitment of the City of Camrose to engage with Indigenous peoples in a spirit of collaboration and reconciliation. By fostering open dialogue, shared learning experiences and partnership opportunities, the Plan seeks to bridge gaps, celebrate cultural diversity and promote a deeper sense of community unity.

5.2.1. Respectful Partnerships

- 5.2.1.1. The City shall **ensure** the recognition of the unique status and rights of Indigenous communities and commit to establishing respectful, long-term partnerships based on mutual respect and understanding.
- 5.2.1.2. The City shall **require** meaningful consultation with Indigenous communities in the planning and execution of development projects that affect communities or use of traditional lands.
- 5.2.1.3. The City shall **ensure** that engagement with Indigenous communities is culturally sensitive, involving consultation with Elders and community leaders to understand and honour their traditions and perspectives.

Supporting Action:

- The City should **develop** and **support** capacity-building initiatives and educational programs that promote understanding and collaboration with Indigenous communities.

5.3. INTERMUNICIPAL RELATIONSHIPS

CORE VALUES



In an interconnected world, the challenges, and opportunities of today transcend municipal boundaries, making cooperative approaches essential. This section sets out policies that foster strong, mutually beneficial relationships with surrounding municipalities, regional authorities and other governmental entities. By working together on shared interests such as economic development, land-use planning, infrastructure and environmental stewardship, Camrose aims to achieve goals that are beneficial to all. Intermunicipal collaborations are key to addressing regional challenges effectively, promoting sustainable

growth and ensuring a high quality of life for residents across the region. The policies in the Municipal Development Plan work in tandem with the Intermunicipal Development Plan and more.

5.3.1. Working with Other Organizations

- 5.3.1.1. The City shall **require** the identification of new areas for collaboration in the delivery of programs, services and facility operation as outlined in the Intermunicipal Collaboration Framework.
- 5.3.1.2. The City shall **ensure** that work with federal, provincial and regional utility providers protects existing and future regional infrastructure, including highways, railways and major utility corridors, such as regional water lines, wastewater lines and power line corridors through a collaborative planning approach to support development in priority *growth areas*.
- 5.3.1.3. The City should **promote** partnerships with businesses, government, school boards and non-profit sectors to develop and operate recreational, cultural and community facilities.
- 5.3.1.4. The City should **encourage** and strengthen partnership with the University of Alberta Augustana Campus.
- 5.3.1.5. The City should **support** the efforts of other jurisdictions, levels of government, agencies, residents and businesses through education, awareness, and community stewardship to protect, monitor and enhance the *natural environment* and promote climate change initiatives.
- 5.3.1.6. The City should **support** collaboration with the Battle River Watershed Alliance and the Alberta provincial ministry responsible for environment issues and policy to monitor and protect water, biodiversity, and *Environmentally Sensitive Areas*.



Supporting Actions:

- The City should cooperate and communicate with Camrose County to ensure the best possible outcomes to issues of mutual interest, including **maintaining** and regularly **updating** the Intermunicipal Development Plan.
- The City should continue to work with Camrose County in the atmosphere of cooperation and communication in reference to **utilize** existing and **develop** future cost-sharing and operations agreements.

6. OUR FUTURE

Objectives

1. *Provide a diverse range of housing options and mixed-use developments to cater to varying needs of residents across different demographics and income levels.*
2. *Revitalize underutilized spaces within the City to encourage social interaction and community engagement.*
3. *Manage growth strategically to support balanced and sustainable development, ensuring the long-term vibrancy and resilience of Camrose's neighbourhoods while preserving the City's unique character and quality of life.*



6.1. GROWTH MANAGEMENT

CORE VALUES



The City of Camrose is committed to fostering new opportunities for residential, institutional, commercial, and industrial development with a focus on orderly, efficient and responsible growth to evolve sustainably while preserving the community's unique character and enhancing the quality of life for all residents.

The policies in this section emphasize specific elements for managing growth and should be used in combination with the objectives and policies included in other sections of *Our Camrose, Shaping the Future*. Policies concerning growth and expansion are organized into the following subsections:

- General
- Existing & Future Residential Areas
- Existing & Future Commercial Areas
- Existing & Future Industrial Areas
- Downtown
- Institutions
- Airport Land

The policies in this section are intended to be applied in reference to the map in Appendix B. Boundaries and alignments shown in the map in Appendix B are approximate and may require amendment. Where an adjustment is minor and reinforced by supporting analysis, these changes do not impact this MDP.

6.1.1. General

- 6.1.1.1. The City shall **ensure** new developments can be easily accessed from adjacent areas by walking or cycling.
- 6.1.1.2. The City shall **ensure** the provision of safe, convenient and continuous pedestrian access between all areas.
- 6.1.1.3. The City should **discourage** the development of cul-de-sacs in new neighbourhoods. Where the use of cul-de-sacs cannot be avoided, they should be connected to existing pedestrian networks through continuous access routes such as walking pathways adjacent to streets, parks, schools or commercial sites.
- 6.1.1.4. The City shall **ensure** the intensification of existing residential neighbourhoods through *infill development*.
- 6.1.1.5. The City should **promote** *complete communities* that include local commercial development, housing diversity, parks and *open spaces* and *mixed-use development*.
- 6.1.1.6. The City should **encourage** landscape design mitigations through the development or *subdivision* process to conserve or restore existing vegetation within new residential, commercial and industrial areas and within areas designated for watershed protection.
- 6.1.1.7. The City should **encourage** the implementation of *low impact development* standards for new private developments using incentives.

- 6.1.1.8. The City should **encourage** universal and *barrier-free* design features that enhance accessibility for low mobility and disabled residents.
- 6.1.1.9. The City should **promote** and explore opportunities to establish neighbourhood-scale grocery stores throughout the City.
- 6.1.1.10. The City should **promote** high-quality design that complements the character and design of other buildings in the immediate area.
- 6.1.1.11. The City should **encourage** high-density housing to be located near employment centres, commercial development, community facilities and *open spaces*.
- 6.1.1.12. The City should **allow** a range of uses to ensure a *complete* and balanced community to meet impending growth challenges in a sustainable manner and promote diverse residential development. Examples may include but are not limited to:
 - 6.1.1.12.a A range of seniors housing, *affordable housing* and *accessible housing*, with preferred locations within easy walking distance of retail, food, medical services and other amenities;
 - 6.1.1.12.b Land for economic purposes, including commercial space that meets modern retail and personal service practices;
 - 6.1.1.12.c Joint use sites that accommodate and integrate a range of uses and services, serving nearby residents; and
 - 6.1.1.12.d Places for industrial development that include *open spaces* and institutional uses to support the needs of residents and employees.
- 6.1.1.13. The City should **promote** growth along the Highway 13 and 48 Avenue corridors.

Supporting Action:

- The City should **develop and maintain** a Corridor Plan that provides direction for future planning, redevelopment and decision-making along these corridors and support policies therein.

6.1.2. Existing & Future Residential Areas

- 6.1.2.1. The City shall **require** new residential areas to be subject to an Area Structure Plan prior to development. An Area Structure Plan will establish the generalized mix of land uses, population *density*, sustainable development initiatives, parks and *open spaces*, schools, servicing, phasing and any other considerations to the satisfaction of City administration and Council. Sustainable development initiatives should include green building, green infrastructure and green community design standards.
- 6.1.2.2. The City shall **require** the following to be addressed when redevelopment or *infill development* is proposed within existing residential areas:
 - 6.1.2.2.a High quality design that compliments the character and design of other buildings in the neighbourhood;
 - 6.1.2.2.b Continuity of nearby streetscapes and *lot* patterns;
 - 6.1.2.2.c Appropriate landscaping, provision of parking and loading areas and preservation of existing vegetation;
 - 6.1.2.2.d Adequate infrastructure capacity; and
 - 6.1.2.2.e Traffic Impact.
- 6.1.2.3. The City shall **require** new residential neighbourhoods for new and updated Area Structure Plans to provide a minimum overall *density* of 18 *dwelling units* per net residential hectare.

- 6.1.2.4. The City shall **encourage** new residential neighbourhoods for new and updated Area Structure Plans to target a density of 20 dwelling units per net residential hectare.
- 6.1.2.5. The City should **promote** new residential neighbourhoods for new and updated Area Structure Plans to provide a density of 25 dwelling units per net residential hectare.
- 6.1.2.6. The City should **encourage** a target of 15% of new growth as *infill development* over the next 20 years.
- 6.1.2.7. The City should **encourage** a variety of appropriate uses for all residential neighbourhoods, including housing, institutions and parks.
- 6.1.2.8. The City should **encourage** a diversity of housing types (detached and semi-detached, duplex, modular homes, row housing, apartments and other forms, such as carriage houses; and *accessory suites*) and tenures within all new developments to meet the needs of people of various demographics and income levels.
- 6.1.2.9. The City should **promote** the use of surplus municipal lands for *non-market affordable housing* development.
- 6.1.2.10. The City should **promote** the integration of small-scale commercial activities within existing residential neighbourhoods, supporting *mixed-use developments*.
- 6.1.2.11. The City should **encourage** diverse *non-market housing* using incentives.

6.1.3. Existing & Future Commercial Areas

- 6.1.3.1. The City shall **ensure** all new commercial land is located near where people live or are expected to live to encourage pedestrian activity, reduce travel distances, and support economic growth and environmental sustainability.
- 6.1.3.2. The City should **encourage** a wide mix of residential, commercial, institutional and *mixed-use developments* in all commercial areas.



- 6.1.3.3. The City should **encourage** a variety of parcel sizes in a square or rectangular pattern in future commercial areas, to align with the existing street network, where possible.

Supporting Action:

- The City should **maintain** and regularly evaluate the inventory of available commercial parcels of various lot sizes to meet the needs of businesses and **promote** local consumerism. The City should **explore** incentive programs for developers who meet and/or exceed 25 dwelling units per net residential hectare.

6.1.4. Existing & Future Industrial Areas

- 6.1.4.1. The City shall **ensure** new industrial *Growth Areas* develop adjacent to existing industrial areas and away from all residential neighbourhoods.
- 6.1.4.2. The City shall **prohibit** sensitive land uses like residential uses within all industrial areas to facilitate employment growth and business opportunities within these areas.
- 6.1.4.3. The City shall **ensure** adequate separation distances between industrial and non-industrial uses to prevent significant land-use conflicts regarding noise, dust, vibration, smoke, odour and environmental contamination.
- 6.1.4.4. The City should **support** a range of appropriate and complementary uses to **promote** a diverse range of employment opportunities, including but not limited to light and medium industrial uses and service and institutional uses.
- 6.1.4.5. The City should **promote** and **support** industries that enable the renewable energy sector.
- 6.1.4.6. The City should **encourage** *open spaces*, institutional uses and on-site and adjacent amenities to **support** the needs of employees in all industrial areas.
- 6.1.4.7. The City should **encourage** energy-efficient building design throughout all industrial areas, where appropriate.

Supporting Action:

- The City should **maintain** and regularly evaluate the inventory of serviced industrial sites of various *lot* sizes to meet the needs of business and industry.

6.1.5. Downtown

- 6.1.5.1. The City shall **require** non-residential uses to be located on the first floor of developments along 50th Street (Main Street). A broad range of land uses including *dwelling units*, offices and retail uses shall be encouraged on upper floors.



- 6.1.5.2. The City should **encourage** *pedestrian-oriented* commercial and retail developments within the Downtown and limit parking in front of buildings.
- 6.1.5.3. The City should **encourage** the location of institutional development in the Downtown.
- 6.1.5.4. The City should **promote** the development of an “evening economy” in which a broad range of business and employment opportunities are encouraged to locate Downtown that bring more residents and visitors to the area after regular working hours throughout the week.
- 6.1.5.5. The City should **support** exploring the identification and introduction of an Arts District in the Downtown core, where arts and culture is celebrated and art is integrated into the fabric of the *public realm*.
- 6.1.5.6. The City should **promote** a high caliber of urban design and create an attractive Downtown.
- 6.1.5.7. The City should **support** Downtown revitalization as a multi-purpose and *mixed-use* area through the Downtown Area Redevelopment Plan.

- 6.1.5.8. The City should **encourage** commercial/residential *mixed-use* intensification Downtown to create a more vibrant and destination heavy neighbourhood.

Supporting Actions:

- The City should **utilize** landscaping such as hardy shrubs, grasses and flowers in public landscaped areas.
- The City should **utilize** sustainable development initiatives which may include green building and design best practices, stormwater management best practices and water and energy saving initiatives within the Downtown.
- The City should **develop** a public gathering place within the Downtown where social interaction is promoted and residents of all ages are catered to.
- The City should **review** and **maintain** the Downtown Area Redevelopment Plan or equivalent document and support all policies therein.

6.1.6. Institutional Lands

- 6.1.6.1. The City should **support** existing major institutions through cooperative and effective communication, planning and approval processes.
- 6.1.6.2. The City should **encourage** new institutional land uses within the City by facilitating the supply of appropriate land for institutional development.

6.1.7. Airport Lands

- 6.1.7.1. The City should **promote** the maintenance and revitalization of the Airport Lands, without the need to expand the overall footprint of the area.



7. OUR WAY

Objectives

1. *Effectively administer the MDP by allowing for timely and responsive amendments, ensuring the plan remains a living document and meets the evolving needs of residents.*
2. *Continuously assess the performance of the MDP against set goals and community feedback, including regular updates and revisions to reflect new insights, challenges and opportunities.*



7.1. IMPLEMENTATION

CORE VALUES



Our Camrose provides direction to City Administration and Council regarding Camrose's growth and development. A variety of tools will be used to implement the policies of this Municipal Development Plan. More detailed planning, specifically through Area Structure Plans, or Area Redevelopment Plan, is required to see the full impact of this plan. Successful implementation is key to ensuring the vision becomes a reality for the community. Refer to Appendix C for the full implementation plan.

7.1.1. Administration

7.1.1.1. The City shall **require** and implement all proposed initiatives in the Municipal Development Plan subject to the availability of resources as determined through the annual budget process and Council strategic priorities.

7.1.2. Monitoring

7.1.2.1. The City should periodically review and **update** the Municipal Development Plan and *Land Use Bylaw*.

7.1.2.2. The City should **maintain** and **update** Master Plans to meet the evolving needs of the community.

7.1.2.3. The City should **monitor** and report on key performance indicators to assess the progress of initiatives in the Municipal Development Plan and the City's Master Plans.

7.1.3. Amendments

7.1.3.1. The City shall **ensure** procedures set out in the Municipal Government Act for amendments to *Our Camrose*, *Shaping the Future* and other statutory plans.

7.1.3.2. The City shall **ensure** a process is in place to allow Landowners to initiate amendments to the Municipal Development Plan.





Appendix A – Glossary of Terms

A Accessible Housing – a type of housing that allows persons with disabilities to move freely in their home. Some features in accessible dwellings include assistive devices or accessibility features built within the dwelling, such as access ramps, a walk-in bath or shower, lift devices, lowered counters, and automatic doors. These accessible features allow for an adequate standard of living for persons with disabilities living independently or with others.

Accessory Suite(s) – a secondary housing unit on a single-detached residential, commercial, or light industrial lot. Accessory suites are an independent unit from the primary residence and are typically smaller than the primary residence. These units provide additional living space for the property owner or offer supplemental income to the property owner by renting out the unit. Accessory dwelling units must be equipped with the requirements of a standard dwelling unit, meaning the unit must be a self-contained living premise with cooking, sleeping, and sanitary facilities.

Active Transportation – modes of travel that involve physical activity and human power, such as walking, cycling, skateboarding, and using wheelchairs.

Affordable Housing – housing that can be rented or owned by residents without spending more than 30% of gross household income. Affordable housing may be market housing or non-market housing.

Arterial Road – a road designated for circulation between neighbourhoods and activity centres which generally provides no direct access to lots.

B Barrier-Free – designs and features that provide access to the main floor or entry level of a building to create continuous unobstructed paths for persons with disabilities to access the building.

Bioswale(s) – a shallow, vegetated channel designed to manage stormwater runoff and enhance water quality.

C Collector Road – a road designated to convey traffic from local roads or lanes to arterial roads and to provide direct access from abutting lots.

Community Garden(s) – a piece of land, either privately or publicly-owned, that is used for a garden, greenhouse, or other non-commercial agricultural purpose within an urban area. The garden is cultivated by members of a community, and its care is the responsibility of the neighbourhood or community in which the garden resides.

Compatible – the condition where the use, design or parameters of a development co-exists amicably with the use, design or parameters of neighbouring developments.

Complete Community – a community that meets a diversity of housing, employment, recreation, and service needs identified by the community and which accommodates residents and visitors of all stages of life.

Complete Street – a transportation corridor designed and operated to enable safe, convenient, and accessible travel for all users, regardless of their mode of transportation.

Crime Prevention Through Environmental Design (CPTED) – an approach to planning and development that reduces opportunities for crime through the application of site planning and landscaping design, such as outdoor seating areas and public plazas.

D **Dark Sky Lighting** – lighting that is directed downward, or focused using partial and full cutoff fixtures, designed to minimize the negative impacts on the surrounding environment, human health and visibility of the night sky.

Density – a measurement of development intensity on a lot which is measured by dwelling units or buildings permitted on a parcel or area of land.

Dwelling Unit(s) – a self-contained living premises with cooking, sleeping, and sanitary facilities.

E **Edible Landscape(s)** – landscaping which employs the strategic use of fruit, vegetable, and herb plants to enhance its beauty and productivity.

Environmentally Sensitive Area(s) – areas of known natural and/or environmental hazards within Camrose that include, but are not limited to, wildlife corridors and habitats, wetlands, floodplains or flood-prone areas, sand or gravel pits, and steep slopes.

F **Firesmart** – a national program aimed at addressing common concerns on the issue of wildfire in the wildland-urban interface.

Food Security – the availability of food and access to food. A community is food secure when it can produce enough food to sustain itself, especially if it were to be cut off from all transportation routes (air, road, rail, water) such as during or after a natural disaster.

Fragmentation – the division of large contiguous parcels of land into smaller, often irregularly shaped plots.

G **Greenhouse Gas Emissions (GHG)** – the emissions of gases (Carbon Dioxide, CO₂; Methane, CH₄; and, Nitrous Oxide, N₂O) which contribute to the greenhouse effect, or the heating of the earth, and also contribute to global climate change.

Growth Areas – areas where new growth and development is prioritized due to a combination of existing infrastructure, available land, the creation of cost-effective development patterns such as infill, opportunity to minimize taxpayer cost, and the support of local residents during public engagement.

I **Infill or Infill Development** – development or redevelopment on land that is undeveloped or underdeveloped but is located in a developed area that is serviced or readily serviced for development.

L **Land Use Bylaw (LUB)** – a regulatory document passed by Council that designates specific land uses and development standards within different geographic areas within the City of Camrose, controlling aspects such as building design, permitted uses, and placement and size of structures on a parcel.

Lot(s) – any parcel, block, or other area in which land is held or subdivided into smaller lots.

Low Impact Development – a land use planning and design approach to manage storm water runoff by emphasizing conservation and use of on-site natural and designed features to protect water quality.

M **Mixed-Use Development** – a development where two different uses are within the same building. Generally refers to buildings with retail commercial uses on the ground/main floor and office commercial or residential uses above.

Municipal Government Act (MGA) – the primary Provincial legislation that governs municipalities. The MGA sets out the legislated roles and responsibilities of municipalities and municipal officials.

Municipal Historic Resources – structures, human-made or natural sites, or areas of historical, archeological, cultural and/or architectural significance to the history of Camrose.

N **Natural Assets** – the natural resources and ecosystems within or near urban areas that provide essential ecological, economic, and social benefits to Camrose residents.

Natural Environment – encompasses all living and non-living things occurring naturally on Earth, including, but not limited to, ecosystems, vegetation, water, wildlife, and geological formations, undisturbed by human activity. In contrast with the built environment, which is created and modified by humans.

Non-Market Housing – a category of housing that is government-subsidised or priced below market levels, which includes seniors' housing, affordable housing or accessible housing that is near open spaces, recreation and walkable commercial development.

O **Open Space(s)** – area(s) designated to be used freely by the public, and can feature landscaping, street furniture, public art, and other items to encourage use of the space.

P **Passive Recreation** – leisure activities that involve minimal physical exertion and are typically enjoyed in natural or serene settings

Pedestrian-Oriented – the provision of a connected system of sidewalks, streets, and trails to allow continual pedestrian use in commercial and retail spaces within Downtown.

Placemaking – the process of incorporating physical design, cultural programming, or temporary installations into a space to create a vibrant, community-centred environment that fosters social interaction, wellbeing and a sense of belonging.

Public Art – site-specific artwork created to enhance and animate publicly accessible space through artistic interpretations that range from individual sculpture to integrated architectural and landscape features and treatments.

Public Realm – land that is accessible to the general public, including, but not limited to public right of ways (ROWs) over a property or pedestrian connections that are registered on a private property for public access, public plazas, and sitting/recreation areas. The public realm also ensures municipal service personnel can access and service local utility infrastructure.

S **Subdivision** – the division of a parcel or parcels of land into multiple smaller parcels.

Supportive Housing – provides residential accommodations tailored to individuals with physical, developmental, or mental disabilities that include accessibility modifications, support services, and/or adaptive technology to enhance independence and safety. Supportive housing promotes community integration and ensures a high quality of life for residents.

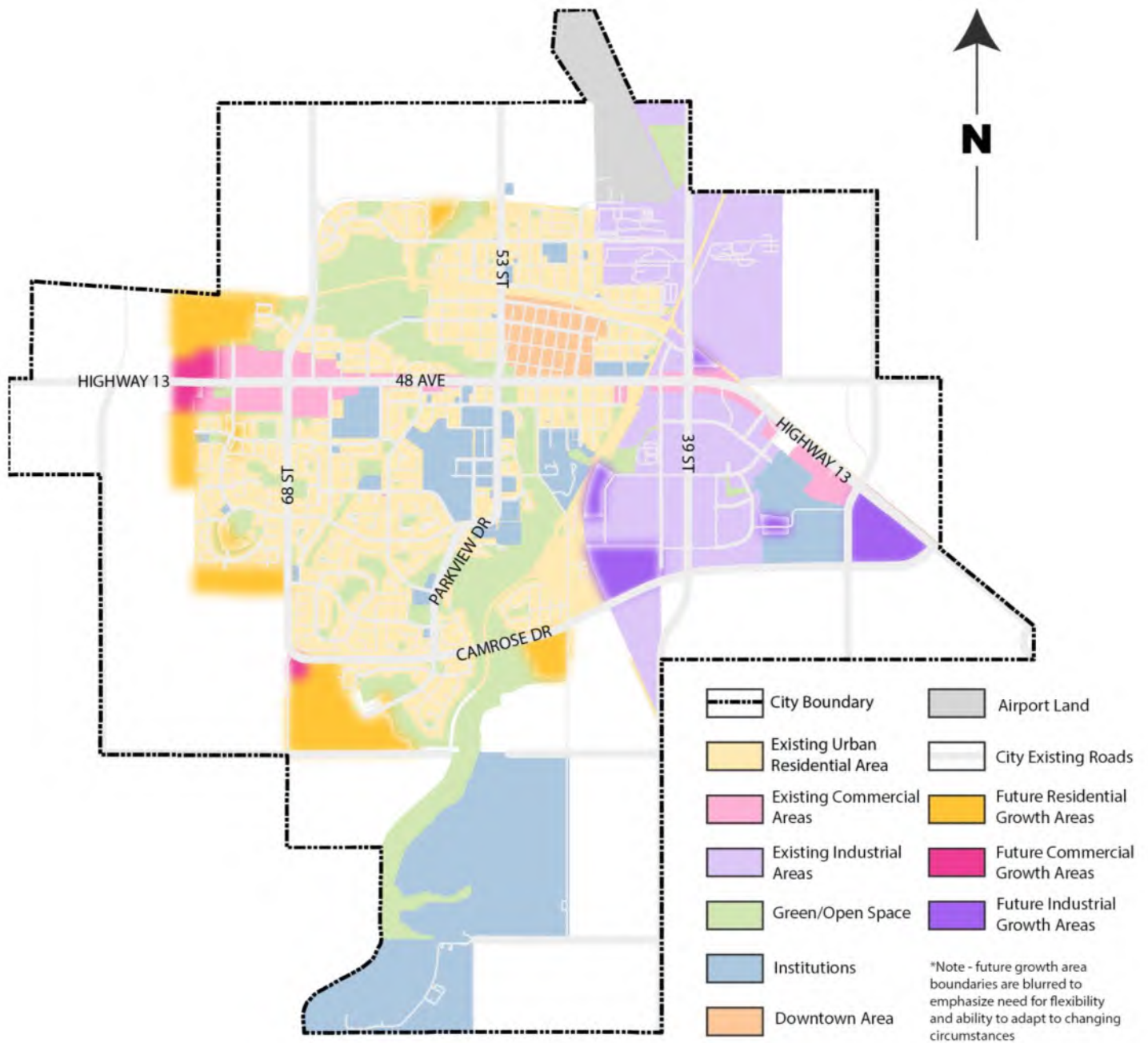
T **Truth and Reconciliation** – the process of healing of relationships between colonial settlers and local First Nations through education and awareness of local Indigenous culture and history, which incorporates public Truth sharing, apology and commemoration that acknowledges and redresses past harms.

U **Undeveloped Internal Area** – a parcel or parcels of land, whether previously developed or not, that are currently vacant or undeveloped and located within an already developed area of the City.

X **Xeriscaping** – the practice of designing landscaping to reduce or eliminate the need for irrigation.



Appendix B – Growth Management Map





Appendix C – Implementation Plan

This Municipal Development Plan is a living document that is intended to be regularly monitored and measured for progress as it guides the City of Camrose towards achieving its goals for the future. The policies throughout the document reflect and are the result of extensive consultation with residents, the Community Advisory (CAC) and Technical Review Committees (TRC) and a multitude of other stakeholders. As part of the collaborative process towards realizing the vision statement of *Our Camrose, Shaping the Future*, the following implementation plan contains a list of action items that are directly tied to the action-oriented policies within the MDP that begin with words such as *Utilize, Update, Monitor, Maintain* or *Develop*.

The purpose of the implementation plan is to demonstrate the City's commitment to Camrosians and lay out a roadmap for how it will explore, facilitate and achieve the desired outcomes, goals and dreams that were shared during the engagement phases. Each action item listed is followed by a set of performance indicators which are meant to hold the City accountable when measuring the success of a particular action item. These indicators were developed in response to public feedback captured in the What We Heard Report #3, further demonstrating to the community the collective ownership of the MDP and the City's commitment to ensuring community voices have contributed to the overall process. The 'timeline' column is given to articulate the length of time required for that action item to be given approval from Council or Administration, and is shown as short-term (1-5 years), medium-term (6-10 years) or long-term (11-15 years). The 'priority' column was established through feedback from TRC workshops and shows whether these items should be given low, medium or high priority for order of implementation.

Overall, to keep *Our Camrose, Shaping the Future* and the implementation plan relevant, the MDP goals, policies and guidelines need to be revisited to validate what has been achieved and amended to address new issues that have arisen since the adoption of the original Plan. This ensures continued commitment to maintain the value of the MDP for the community. City Administration shall collaborate on establishing a baseline of all action items to commence monitoring during the year of Plan adoption and review the performance and tracking measures to ensure that selected measures are meaningful with appropriate data available to support annual progress reporting.

Item	Action	Performance Indicator	Timeline	Priority	Lead
3.0 Our Systems					
1	Update and maintain Water Distribution System Master Plan	<ul style="list-style-type: none"> • Percentage of water demand met during peak day plus fire flow demands • Pumping capacity during peak hour demand and peak day plus fire flow demand • Number of water meters replaced • Storage capacity • Treatment plant capacity 	Short-Term	High	Engineering, Public Works
2	Update and maintain Sanitary Sewer Master Plan	<ul style="list-style-type: none"> • Percentage of wastewater treated to meet environmental standards • Number of overflow incidents • Operating capacity of trunk mains • Operating capacity of lift stations and force mains 	Short-Term	High	Engineering, Public Works
3	Utilize existing services before developing new utility infrastructure	<ul style="list-style-type: none"> • Operating capacity of existing utility infrastructure 	Ongoing	Medium	Engineering
4	Monitor infrastructure capacity for all municipal utilities	<ul style="list-style-type: none"> • Operating capacity of existing utility infrastructure 	Ongoing	Medium	Engineering
5	Maintain existing utilities and service needs of residents during development	<ul style="list-style-type: none"> • Availability of utilities for residents in impacted areas during construction projects 	Ongoing	Medium	Engineering, Public Works
6	Maintain and regularly update the Bylaws that establish Off-Site Levies	<ul style="list-style-type: none"> • Percentage of costs for infrastructure construction and installation reimbursed to City from developers undertaking subdivision or development projects 	Medium-Term	Low	Planning
7	Update and maintain Storm Water Master Plan	<ul style="list-style-type: none"> • Number of capacity deficiencies during surcharge events 	Short-Term	High	Engineering, Public Works

Item	Action	Performance Indicator	Timeline	Priority	Lead
8	Utilize opportunities to integrate a secure alternate water source	<ul style="list-style-type: none"> Number and quality of alternate water sources available 	Medium-Term	Medium	Public Works
9	Update the 25-Year Infrastructure Replacement Plan on 3-to-5-year cycles, based on condition assessment data, and re-prioritizing infrastructure needs	<ul style="list-style-type: none"> Percentage of budget allocated to addressing emerging infrastructure issues Amount of designated contingency fund Number of underground assets labeled by geographic location and roadway 	Ongoing (10-year Capital Plan, reviewed in 2-year cycles)	High	Engineering
10	Update the 25-Year Downtown Infrastructure Renewal Plan on 3-to-5-year cycles, based on condition assessment data and re-prioritizing infrastructure needs	<ul style="list-style-type: none"> Percentage of budget allocated to addressing emerging infrastructure issues Amount of designated contingency fund Number of underground assets labeled by geographic location and roadway 	Ongoing (10-year Capital Plan, reviewed in 2-year cycles)	High	Engineering
11	Develop local infrastructure in accordance with the procedures described in the Local Improvement Policy	<ul style="list-style-type: none"> Consistency of rates paid by residential and non-residential properties for local improvements, based on linear foot of parcel frontage 	Ongoing	Medium	Engineering, Public Works
12	Update and optimize existing assets to enhance service delivery and better serve residents	<ul style="list-style-type: none"> Time (in days) required to process various types of applications 	Short-Term	Medium	All Departments
13	Update and maintain Green Space Master Plan	<ul style="list-style-type: none"> Area of new green space Percentage of population living within walking distance to public park Percentage increase in urban tree canopy 	Medium-Term	Medium	Parks, Recreation, Community Services
14	Update and maintain Trails Master Plan	<ul style="list-style-type: none"> Percentage of trails and pathways rated in fair or excellent condition 	Medium-Term	Medium	Parks, Recreation, Community Services

Item	Action	Performance Indicator	Timeline	Priority	Lead
15	Develop a conceptual system of future parks and public open spaces	<ul style="list-style-type: none"> Area of land designated for future parks and public open spaces 	Long-Term	Medium	Planning
16	Monitor areas within the floodplain	<ul style="list-style-type: none"> Availability of most up-to-date floodplain data mapped on GIS Incidents of infrastructure failure due to flooding Number and variety of channels used to alert residents during flooding events 	Medium-Term	Medium	Planning, Engineering
17	Utilize municipal reserve land to support accessible recreation	<ul style="list-style-type: none"> Percentage of municipal reserve land dedicated to recreation Percentage of residents within walking distance to recreational facility 	Long-Term	Low	Planning
18	Update and maintain Transportation Master Plan	<ul style="list-style-type: none"> Funding dedicated to active transportation linkages Adoption of traffic calming policy Number of traffic accidents and fatalities Combined length of road lanes expanded or improved 	Long-Term	High	Transportation
19	Develop new street networks to provide for the shortest, most direct routes to encourage active transportation	<ul style="list-style-type: none"> Average commute time by walking or cycling Number of streets accommodating multi-modal transportation options 	Short-Term	High	Planning, Public Works, Tourism, Engineering
20	Develop long-term options and opportunities for public transit	<ul style="list-style-type: none"> Number of new transit stops, lines, or routes added 	Long-Term	Medium	Planning, Engineering, Economic Development
21	Monitor and improve existing local transit	<ul style="list-style-type: none"> Ridership numbers Average commute times Frequency of service Percentage of population within walking distance of transit service 	Ongoing	Medium	Planning, Engineering, Economic Development

Item	Action	Performance Indicator	Timeline	Priority	Lead
22	Develop transit service standards	<ul style="list-style-type: none"> Number of benchmarks established for transit quality and performance 	Long-Term	Medium	Engineering
23	Develop an Active Transportation Strategy	<ul style="list-style-type: none"> Identification of existing contributing assets Percentage of residents who primarily use non-motorized forms of transportation 	Medium-Term	Low	Planning
4.0 Our People					
24	Update and maintain Arts and Culture Master Plan	<ul style="list-style-type: none"> Funding for arts and cultural activities Number of existing and new public art pieces and installations Attendance at events celebrating cultural diversity 	Ongoing	High	Recreation
25	Utilize reciprocal-use agreements for efficient shared use of school and City facilities	<ul style="list-style-type: none"> Maintenance and operational costs Resident satisfaction ratings 	Ongoing	Medium	Community Services
26	Develop a Social Master Plan	<ul style="list-style-type: none"> Resident satisfaction survey responses Volunteer hours and level of community involvement Rates of youth participation in community programs Rates of public participation during decision-making processes 	Short-Term	High	Community Services with FCSS
27	Develop appropriate studies to determine demand for community facilities, including community centres, cemeteries, public works buildings and cultural facilities	<ul style="list-style-type: none"> Funding dedicated to community facilities Number of facilities constructed Resident satisfaction survey responses 	Short-Term	High	Community Services

Item	Action	Performance Indicator	Timeline	Priority	Lead
28	Develop appropriate studies to determine demand for social services, including the most appropriate locations for social services facilities	<ul style="list-style-type: none"> Usage rates of social service facilities 	Short-Term	High	Community Services with FCSS
29	Update and maintain Heritage Plan	<ul style="list-style-type: none"> Number of incentives for promoting heritage conservation Number and variety of channels used to educate public Number of partners aligned to further heritage conservation goals 	Short-Term	Medium	Planning
30	Update process affecting the development of Municipal Historic Resources on an ongoing basis to safeguard the character-defining elements of Heritage Resources	<ul style="list-style-type: none"> Time (in days) for application processing time Number of protected Municipal Historic Resources 	Short-Term	High	Planning
31	Update and maintain Regional Recreation Master Plan	<ul style="list-style-type: none"> Number of programs for catered to various demographics Usage rate and capacity of existing facilities and spaces Results of resident satisfaction surveys 	Ongoing	Medium	Community Services
32	Utilize partnerships with organizations to develop and operate recreational and community facilities	<ul style="list-style-type: none"> Number of partnerships Number of regional recreational facilities and programs 	Ongoing	Medium	Community Services

Item	Action	Performance Indicator	Timeline	Priority	Lead
33	Develop recreational spaces that encourage community gathering and are physically and financially accessible to residents	<ul style="list-style-type: none"> • Results of resident satisfaction surveys • Percentage of recreational spaces that are within walking distance to residential areas • Number of new spaces • Number of financial assistance programs for residents to access paid facilities 	Ongoing	Medium	Planning
34	Update and maintain Camrose Community Economic Development Plan	<ul style="list-style-type: none"> • Amount and availability of land for residential, commercial, industrial, institutional and recreational use • Number of new businesses established • Net growth in commercial and industrial assessments year over year • Number of people employed • Median income of families in Camrose 	Medium-Term	Medium	Economic Development, Community Services
35	Develop efficient, streamlined and straightforward regulations and processes that continuously improve the City's attractiveness to businesses	<ul style="list-style-type: none"> • Average processing time for permits and services • Implementation of E-permitting software 	Short-Term	High	Corporate Services
36	Develop and maintain Tourism Strategy	<ul style="list-style-type: none"> • Number of tourist visits • Average dollar amount spent per tourist visit 	Short-Term	Medium	Economic Development, Community Services

Item	Action	Performance Indicator	Timeline	Priority	Lead
37	Update the Camrose Events Destination Strategy	<ul style="list-style-type: none"> • Number of tourism events • Percentage increase in business sales and hotel occupancy rates because of tourism events • Results of visitor satisfaction surveys • Percentage annual growth in number of tourism event attendees 	Short-Term	Medium	Economic Development
38	Maintain and, where possible, acquire ownership of Environmentally Sensitive Areas	<ul style="list-style-type: none"> • Percentage of critical natural habitat areas designated as Environment Sensitive Areas 	Ongoing	High	Planning
39	Maintain an inventory of Environmentally Sensitive Areas	<ul style="list-style-type: none"> • Number of identified Environmentally Sensitive Areas mapped on GIS 	Ongoing	High	Planning
40	Monitor the impacts of major municipal projects on wildlife habitats and movement corridors, <i>wetlands, riparian areas, healthy tree stands and other naturally vegetated areas</i> , and use appropriate mitigation strategies if these areas cannot be avoided	<ul style="list-style-type: none"> • Growth in systemic monitoring program assessing wildlife populations and habitats • Population numbers of keystone wildlife species • Number and area of restored wetlands and riparian zones • Number of mitigation strategies in place 	Short-Term	Medium	Planning
41	Monitor and manage non-native and invasive species that pose a threat to native biodiversity	<ul style="list-style-type: none"> • Population numbers of invasive and non-native species in natural habitat areas 	Short-Term	Low	Parks
42	Utilize beneficial management practices for the planning, maintenance, and retention of native species	<ul style="list-style-type: none"> • Number of partnerships with local community organizations • Population numbers of native wildlife species 	Medium-Term	Medium	Parks

Item	Action	Performance Indicator	Timeline	Priority	Lead
43	Update Water Conservation and Water Use Policy	<ul style="list-style-type: none"> Water consumption per capita Water loss due to leaks and inefficiencies Percentage of households adopting water-efficient fixtures and appliances Number of water reuse and recycling initiatives 	Short-Term	High	Engineering, Parks
44	Maintain and regularly update Climate Vulnerability and Risk Assessment	<ul style="list-style-type: none"> Number of recommended actions in Assessment followed through with and implemented 	Medium-Term	Medium	Planning, Parks, Engineering
5.0 Our Relationships					
45	Maintain the Public Engagement Policy	<ul style="list-style-type: none"> Overall public participation rate in decision-making processes Percentage of engagement with youth, marginalized and other underrepresented groups 	Short-Term	Low	Communications
46	Utilize digital platforms and social media to engage with citizens	<ul style="list-style-type: none"> Number of interactions with the public on digital platforms and social media pages Enhancement of public access to information and resources Number and variety of communication platforms 	Ongoing	High	Communications
47	Develop capacity-building initiatives and educational programs that promote understanding and collaboration with Indigenous communities	<ul style="list-style-type: none"> Number of partnerships with groups and organizations that work with Indigenous communities Availability of learning resources on local Indigenous communities 	Medium-Term	Medium	Communications, Community Services

Item	Action	Performance Indicator	Timeline	Priority	Lead
48	Cooperate with Camrose County	<ul style="list-style-type: none"> Number of collaborative projects between City of Camrose and Camrose County Frequency of updates to the Intermunicipal Development Plan 	Ongoing	Medium	Planning
49	Work with Camrose County to develop future cost-sharing and operations agreements	<ul style="list-style-type: none"> Number of agreements with Camrose County to jointly fund and manage shared initiatives 	Ongoing	Medium	Planning
6.0 Our Future					
50	Develop a Corridor Plan along Highway 13 & 48 Avenue	<ul style="list-style-type: none"> Number of new developments located along Highway Corridors Revenue generation from Highway businesses 	Medium-Term	Medium	Planning
51	Maintain and regularly evaluate the inventory of available commercial parcels	<ul style="list-style-type: none"> Number of available commercial parcels mapped on GIS 	Medium-Term	Medium	Economic Development
52	Maintain and regularly evaluate the inventory of serviced industrial sites	<ul style="list-style-type: none"> Number of available industrial parcels mapped on GIS 	Medium-Term	Medium	Economic Development
53	Utilize sustainable development initiatives including green building and design best practices, stormwater management, and low impact design principles	<ul style="list-style-type: none"> Percentage decrease in greenhouse gas emissions Number and success of green infrastructure initiatives Measured improvement in air quality 	Long-Term	Medium	Engineering, Planning

Item	Action	Performance Indicator	Timeline	Priority	Lead
54	Develop a public gathering place within Downtown	<ul style="list-style-type: none"> • Usage of space measured year-round • Number of events occurring within gathering place • Number of public washrooms replaced or constructed • Results of resident satisfaction surveys 	Medium-Term	Medium	Planning, Economic Development
55	Utilize landscaping such as hardy shrubs, grasses and flowers in public landscaped areas	<ul style="list-style-type: none"> • Number or ratio of native plant species planted in public landscaped areas • Number of partnerships with local ecology organizations 	Ongoing	Medium	Engineering
56	Explore incentive programs for developers who meet and/or exceed 25 dwelling units per net residential hectare.	<ul style="list-style-type: none"> • Number of dwelling units per net residential hectare upon build out • Approved ASP's 	Short-term	Medium	Planning