

Parkland County Council's Strategic Plan





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Message from the Mayor



Rod Shaigec

Mayor — Parkland County

Phone: 780-968-8410

On February 16 and 17, 2012, Council and senior management took part in a review of Council's Strategic Plan to revisit the goals and strategies to ensure that they were still current and appropriate. What transpired over the course of those two days was nothing short of enlightening and inspiring. We took what we thought was a great strategic plan, refined it and articulated clear goals that truly set out the future vision of Parkland County, goals that will help move the County forward as an organization and as a community.

This doesn't mean we can rest on our laurels.

Yes. Last year, we established meaningful goals that create the long-term vision for Parkland County. We created strategies to provide direction. Administration developed action items to reach those goals. It is important that we revisit the goals and the strategies to ensure that they are still on track, and include current realities.

On February 21 and 22, 2013, Council and the senior management team met once again and took another good look at the Plan. For Council, this was probably the most important strategic planning session for Council and for the County.

Outside factors, including the Capital Region Board, the upcoming Land Use Framework, and suggestions by the Minister of Municipal Affairs that municipalities need to look outside their own borders all create pressures on our ability to achieve our preferred future. How municipalities look today could be very different in the foreseeable future.

One theme that stood out, however, was the importance of not being reactive in our approach to our strategic planning. We had to take to heart our role to manage strategic risk, to see beyond on the immediate threats, and plan tactics that will take us to our long-term goal.

We revisited our goals and strategies and made modest changes. That we only needed to make such small changes validated that we have a solid Strategic Plan. We are on the right track.

At the end of the retreat, many of Council said that this is our best Strategic Plan yet. Everyone who participated was open, candid, and honest, and it showed how well this Council and Administration work together.

With the direction set, we now hand the Strategic Plan over to our CAO and the Administration to make any necessary changes to the actions that will move Parkland County forward to its bright future.

A handwritten signature in black ink, appearing to read 'Rod Shaigec'.

Rod Shaigec

Mayor

Parkland County Councillors



Jo Szady
Councillor
Division #1
780-968-8420



Dianne Allen
Councillor
Division #2
780-968-8421



Phyllis Kobasiuk
Councillor
Division #3
780-968-8422



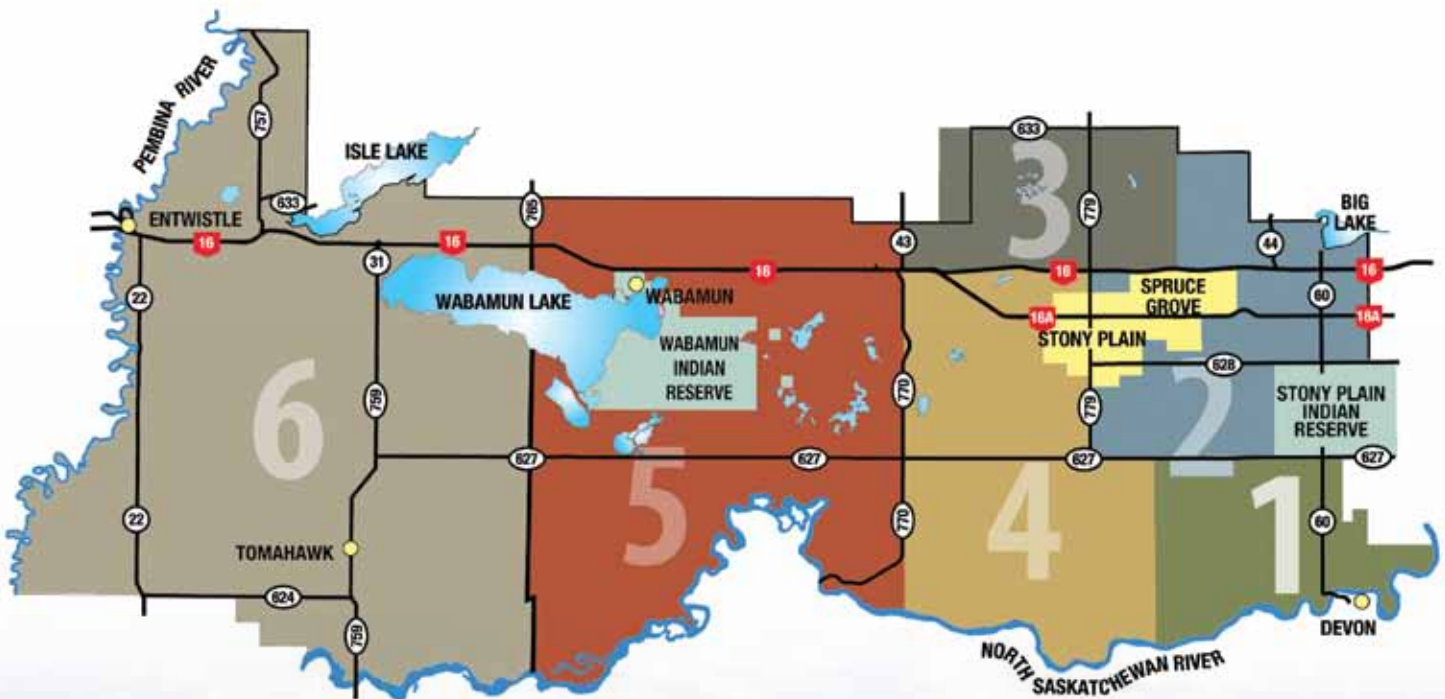
Darrell Hollands
Councillor
Division #4
780-968-8423



Denise Locher
Councillor
Division #5
780-968-8424



Tracey Melnyk
Councillor
Division #6
780-968-8425



The Strategic Planning Process

Parkland County Council is required, under the Municipal Government Act (MGA), to develop and evaluate policies; as such, Council meets annually to review and update its Strategic Plan.

Council's Strategic Plan is the framework to guide Parkland County's long-term planning and decision-making process. The Plan identifies goals and strategies that will assist Parkland County in achieving its vision and mission.

The following diagram depicts the complete strategic planning process for Parkland County:



The Parkland County Team

Parkland County Council



(Standing - from Left to Right)

Councillor Darrell Hollands - Division 4, Councillor Dianne Allen -
Division 2, Councillor Jo Szady - Division 1, Mayor Rod Shaigec

(Seated - from Left to Right)

Councillor Phyllis Kobasiuk - Division 3, Councillor Tracey Melnyk -
Division 6, Councillor Denise Locher - Division 5

Council's Role

Parkland County Council is responsible for governance and policy setting by establishing programs and service delivery priorities. Policy decisions are based on efficient and effective use of financial resources to achieve maximum benefits for Parkland County residents.

Through the implementation of its Strategic Plan, Parkland County Council will:

- Ensure administration is provided with sufficient resources to achieve its goals and strategies;
- Forge stronger, strategic relationships with partners;
- Maintain safe and vibrant communities; and
- Review, assess and re-evaluate strategies and actions on an annual basis to ensure strategic focus to achieve the long-term vision.



Parkland County Senior Management Team



(From Left to Right)

Pat Vincent, Chief Administrative Officer

Tracy Kibblewhite, General Manager, Corporate Services Division

Ken Van Buul, General Manager, Community Services Division

Rob McGowan, General Manager, Infrastructure Services Division

Al McCully, General Manager, Development Services Division

Administration's Role

Parkland County Administration must ensure sufficient capacity to deliver municipal services as established by Council.

Through the implementation of Council's Strategic Plan, Parkland County Administration will:

- Facilitate the implementation of Council's vision and goals;
- Develop and maintain administrative processes, such as business plans and municipal budget, that complement Council's Strategic Plan;
- Ensure effective use of Parkland County's resources; and
- Implement, maintain and assess service delivery and service levels as set out by Council.

Parkland County Staff



Guiding Principles

Parkland County's focus and direction is guided by a Vision that depicts the identity we are committed to attain.

Parkland County's conduct is guided by its Mission. Parkland County's Vision and Mission will establish Parkland County as a preminent municipality in Alberta.

Vision

The land is the tie that binds us. As innovative and responsible land stewards, we are progressive enablers of economic prosperity. We respect the distinctiveness of rural and urban populations. We are, at our core, a reflection of strong rural values.

Mission

Parkland County will be the rural community of choice for its progressive and strategic governance efforts to create one of the most competitive business environments in Alberta, and enhance the lives of our residents in pursuit of quality of life.

Strategic Plan Guiding Principle

Council will maintain a balance among residents, industry, agriculture, and the environment in Parkland County. To achieve this balance, Council has identified six priority goal areas, all of equal importance, upon which it will focus its attention, decision-making, and actions: Economic Development, Quality of Life, Environment, Agriculture, Infrastructure, and Governance.



Values

Parkland County espouses the following values, which provide a foundation for a strong, vibrant and sustainable community.

Leadership – Parkland County will create a harmonious environment, through mutual respect, trust and support, that will establish the County as a leader in the field of municipal government.

Responsibility - Parkland County will conduct itself in an open and transparent manner, and provide quality service to residents and clients through efficient and effective practices while we embrace continuous improvement.

Progressive - Parkland County will be innovative and creative by capitalizing on opportunities, embracing new technologies and adapting to change.

Cooperation - Parkland County will build and maintain strong relationships with residents, neighbouring municipalities, First Nations communities and other orders of government through collaboration, mutual respect and open communication.

Community - Parkland County believes in the value of communities and will continue to support local groups and organizations. We will create and maintain safe, vibrant, sustainable and prosperous communities by maintaining and expanding infrastructure and services.

Strategic Goals

Parkland County Council established six priority goal areas on which it will direct its decisions and actions.

These priority areas are of equal importance to achieve the future vision of Parkland County.

- Economic Development
- Quality of Life
- Environment
- Agriculture
- Infrastructure
- Governance



Economic Development

In Parkland County, we recognize that economic development is not a thing; it is an activity, one that requires commitment. We are open for business, actively seeking to attract and retain businesses that complement the vision we have for Parkland County. Business and industry play an important role in the quality of life for our residents, by offering goods and services, employment, and contributing to the overall growth of the community.

Transportation and market access, affordable land prices, the lowest non-residential taxes in the Capital Region, well over 10,000 acres of industrial land, and a strong agricultural sector are all part of the Parkland County Advantage. We have a wealth of opportunities to grow business in Parkland County.

We believe in the role of economic development for the sustainability of Parkland County. We are a bold and innovative municipality and we will actively explore potential for other municipality-based revenue streams that will enhance our future growth and reduce our reliance on property taxes.

Goal 1: Parkland County will mitigate its revenue risk through diversification of its revenue stream.

Strategies:

1. Parkland County will promote itself to all industry sectors as a great place to do business.
2. Parkland County will investigate and pursue new funding sources and explore potential partnerships.
3. Parkland County will research and evaluate different assessment approaches available through legislation.
4. Parkland County will expand the services we provide to other municipalities and private organizations.
5. Parkland County will pursue opportunities that both service our residents and generate revenue.

Goal 2: Parkland County will balance economic development with quality of life.

Strategies:

1. Parkland County will further enhance access to parks, recreation and cultural facilities.
2. Parkland County will ensure that development enhances quality of life.
3. Parkland County will take steps to further promote and foster sustainable development.



Quality of Life

In Parkland County, the details still matter – family, natural lifestyle, time-honoured traditions of “know your neighbour,” trust, and an honest day’s work. Parkland County is for people with big ideas, who need big space to realize their vision of themselves and the world they have in store.

Parkland County is committed to bringing together those things that people value that contributes to their own quality of life, through infrastructure, recreation, culture, and social services.

Parkland County is committed to creating a balance among residents, industry, agriculture and environment as we grow as a sustainable community in which people of all ages and walks of life can live, work, and play.

Goal 1: Parkland County is a diverse and inclusive community that will balance the needs of its residents and provide a choice of lifestyles in a harmonious and safe environment.

Strategies:

1. Parkland County will increase awareness of existing services and programs.
2. Parkland County will explore innovative modelling practices for residential development.
3. Parkland County will enhance the services we provide to our residents.
4. Parkland County will streamline our regional cooperation process.
5. Parkland County will add to existing services and initiatives to increase public safety.



Environment

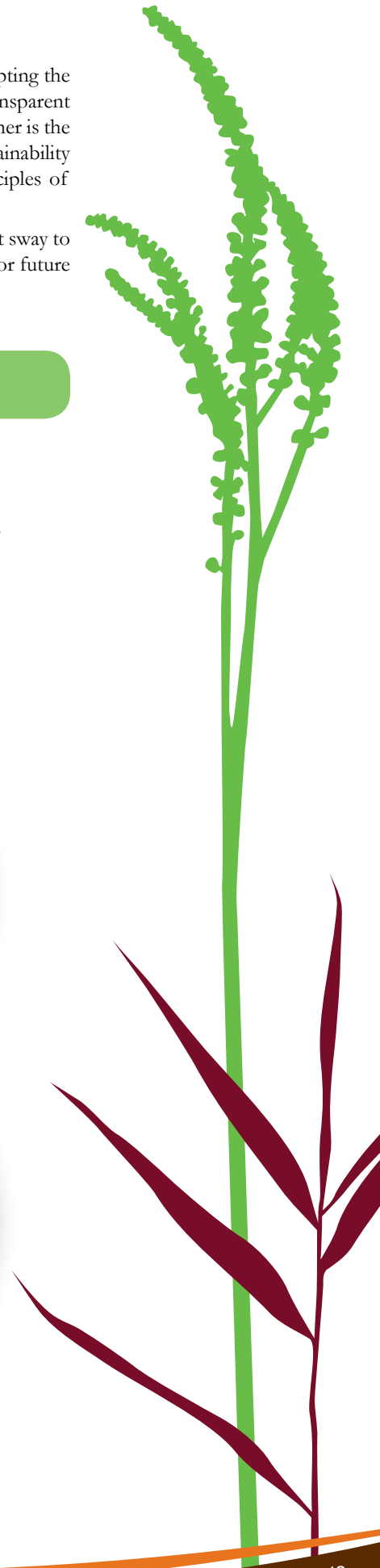
In Parkland County, we believe that a healthy and prosperous community is developed by adopting the four pillars of sustainability: growing economy, a vibrant social and cultural life, efficient and transparent governance structure, and respect for the environment. Enhancing these in a coordinated manner is the basis for sustainable planning. Parkland County has developed an Integrated Community Sustainability Plan to ensure that our existing practices support and do not violate any of the four principles of sustainability.

In Parkland County, there are leaves to hear rustle, storms to watch roll over the hills, fields that sway to summer breezes, the wonders of nature to enjoy and share. We want to ensure that we leave for future generations more than what we have now.

Goal 1: Parkland County will be a respected steward of the environment.

Strategies:

1. Parkland County will increase public education.
2. Parkland County will introduce practices to make operations more environmentally friendly.
3. Parkland County will expand patrol services to better protect natural areas.
4. Parkland County will encourage green development.



Agriculture

Parkland County takes pride in its agricultural heritage, recognizing that agriculture is more than a way of life; it is an integral component of our business sector and of the sustainability of Parkland County. Agriculture contributes to the quality of life for our residents by providing access to locally-grown foods, as direct consumers or by purchase through local businesses.

Agriculture is a direct employer, a supporter of local suppliers, and provider of quality, safe foods locally, nationally and internationally. We will support the agriculture industry to ensure viability in the face of challenges including increased input costs and encroaching development, as well as external factors, such as climate change. Parkland County will pursue partnerships that allow for education and innovation to the benefit of agri-industry and that work to encourage future generations to pursue agri-business. We will advocate other orders of government to provide support and resources to help preserve this important industry.

Goal 1: Parkland County will commit to ensuring the long-term viability of our agricultural community.

Strategies:

1. Parkland County will increase education and training opportunities for the public.
2. Parkland County will bring awareness to the agricultural community on the benefits of using technology and environmentally-friendly practices.
3. Parkland County will promote and further the economic benefits of agriculture.
4. Parkland County will adopt land use practices that place a greater priority on agricultural lands.



Infrastructure

Whether highways upon which we drive or highways to surf the 'net, Parkland County is committed to providing the necessary infrastructure that meet what our residents feel as important to their quality of life and what businesses need for continued viability.

To be a vibrant, successful community, we understand the importance of being innovative. We will apply that spirit as we look at opportunities to become entrepreneurs in the development and provision of infrastructure and explore opportunities for infrastructure as alternative forms of revenue.

Some people just can't be confined to a box ... in concrete ... on a street ... with a curb and gutter. Life feels claustrophobic that way. Toys, tools, trucks - name a hundred things that begin with the letter T. In Parkland County, we want to ensure there is room to spread out with the things our residents need to be successful and happy.

Goal 1: Parkland County develops and maintains high-quality infrastructure that will ensure sustainable growth and quality of life.

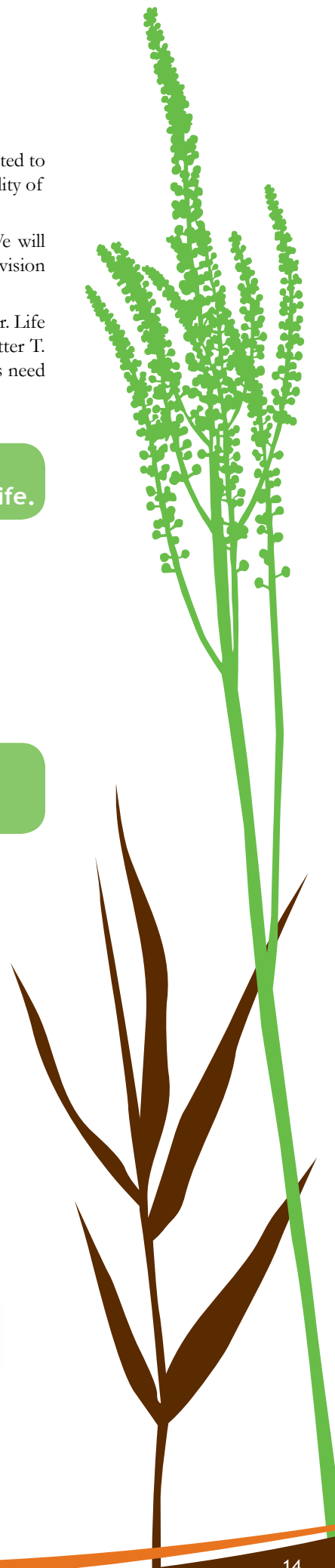
Strategies:

1. Parkland County will adopt best practices in the management of infrastructure.
2. Parkland County will incorporate sound fiscal management and explore additional revenue sources.
3. Parkland County will increase the importance of environmental protection.

Goal 2: Parkland County takes an entrepreneurial approach to infrastructure as a potential revenue stream.

Strategies:

1. Parkland County will continue to expand and enhance the Intelligent Community project.
2. Parkland County will explore partnerships with the private sector to expand and enhance development.
3. Parkland County will investigate the feasibility of regional waste management, which would include an Eco-Centre for recycling and composting.
4. Parkland County will explore development of options for provision of important municipal services





Governance

Leadership, sound policies, planning, decision-making, transparency. Parkland County Council is committed to making sound decisions to the benefit of our residential and business communities. We do this by ensuring there is value in the services we provide for the taxes paid, through responsible management of municipal resources, and by making decisions in the best interests of the whole community.

As representatives of the community, it is also important for us to hear from the community. We believe in the value of public participation and will continue to extend opportunities for feedback on projects, initiatives, and issues that are important to our stakeholders.

Parkland County values its role in developing the region and we will work with our municipal neighbours and other orders of government to partner on decisions that benefit our residents and the greater region.

Parkland County also recognizes the pride that people have in the place that they call home. We will ensure that we build on community pride and promote the attributes that Parkland County residents value and cherish.

Goal 1: Parkland County will be recognized as a well-led, well-managed municipality with a solid foundation of sound policies, good planning, responsive processes and effective decision-making that are focused on the responsible use of the resources entrusted to it and the long-term best interests of the community as a whole.

Strategies:

1. Parkland County will enhance communications with the public.
2. Parkland County will utilize transparency as a means of inviting conversation, participation, and meaningful engagement with the community.

Goal 2: Parkland County will have mutually beneficial partnerships with other municipalities and orders of government based on respect for the aspirations, autonomy and right to self-determination of each.

Strategies:

1. Parkland County will foster relationships with municipal neighbours and associations.
2. Parkland County will actively seek out joint project opportunities that will benefit our communities.

Goal 3: Parkland County will have a strong, cohesive identity throughout the community and the region.

Strategies:

1. Parkland County will further promote consistent use of the Parkland County brand as a means of creating community identity.



Parkland County Contact Information

Emergency (Fire, Patrol and Ambulance) 911

General Inquiries

General Office 780-968-8888

Toll Free 1-888-880-0858

After Hours Inquiries 780-968-8401

Parkland County Council 780-968-8402

Parkland County Services

Agricultural Services 780-968-8467

Animal Control/Shelter 780-968-8400

Assessment Services 780-968-8469

Engineering Services 780-968-8445

Legislative & Administrative 780-968-3234

Planning & Development 780-968-8443

Property Tax 780-968-8418

Protective Services 780-968-8400

Public Works 780-968-8448

Parks, Recreation and Culture 780-968-8400

Road Maintenance 780-968-8454

Solid Waste & Recycling 780-968-8448

Parkland County Centre

53109A HWY 779

Parkland County, AB T7Z 1R1

County Services Building

2700 – 48 Street

Stony Plain, AB T7Z 2Y1

Tomahawk Shop

General Delivery

4902 50 Avenue

Tomahawk, AB T0E 2H0

Website: www.parklandcounty.com

Email: inquiries@parklandcounty.com

Facebook: Parkland County

www.facebook.com/GrowYourDreams

www.facebook.com/PCAnimalShelter

Twitter: @Parkland_County



Contact Us

Feel free to contact us with questions, concerns and/or comments.

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For more information on Council's Strategic Plan, including quarterly updates, visit our website at:
www.parklandcounty.com/Strategic_Plan

