



STRATEGIC PLAN 2014 - 2034

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## MESSAGE FROM THE MAYOR



Rod Shaigec

*Mayor — Parkland County*

*780-968-8410*

Strategic planning can be a wily beast sometimes. We applauded ourselves over the last few years on having a forward-thinking and progressive plan – and we still believe that. But with three new members on Council, it was time to incorporate new thinking and new ideas and build a Strategic Plan that was visionary and belonged to all of us.

So we started over. And it was a bit of a process. As we moved through the sessions, we kept in mind all the feedback from our residents who told us what they would do if they were in charge of Parkland County. We talked about the issues that impact residents' daily lives, whether it is roads, protecting the environment, the services we deliver and the manner in which we deliver them. We talked about the need to balance economic development with environment, and how all of this comes into play with the upcoming Municipal Development Plan and the Environmental Conservation Master Plan.

At the end of it all, two things stood out.

First, we need to keep our residents engaged in conversations and continue to invite active participation in the development of policies and plans that impact them now and into the future.

Second, we need to focus on success and not perfection. Perfection means we have set standards and guidelines that are rigid and inflexible. Success, on the other hand, means knowing and understanding the needs of the people for whom we, as Council and Administration, serve, and that we have the capacity and the ability to flex and adjust to meet those needs. We do not want perfection for Parkland County – we want success – for our municipality and our residents.

We did modify our goal areas slightly. We changed Quality of Life to Community, and truly, that is what we are talking about – all those things that help support and grow a safe and healthy community.

We also changed Economic Development to Economy. We came to realize that, although we had our understanding of economic development, the term didn't accurately reflect the diversity of our priorities within this area: the economy of Parkland County as an organization, the economy of the businesses in the County, and the economy of our residents.

The goals within each category of the Strategic Plan set out the vision of Parkland County 20 years from now. The strategies are how we believe we will get there. We also included some discussion on the types of activities we will take that will get us there. The specifics, including the key performance indicators and other metrics will be included in the individual departmental business plans and help form the 2015 budget.

I believe in this plan and I hope you take the time to read through it and share with us your thoughts on this new plan. It is Council's vision for the community, and through your input, we will know if we are on track for success.

A handwritten signature in dark ink, appearing to read 'Rod Shaigec', written over a light blue horizontal line.

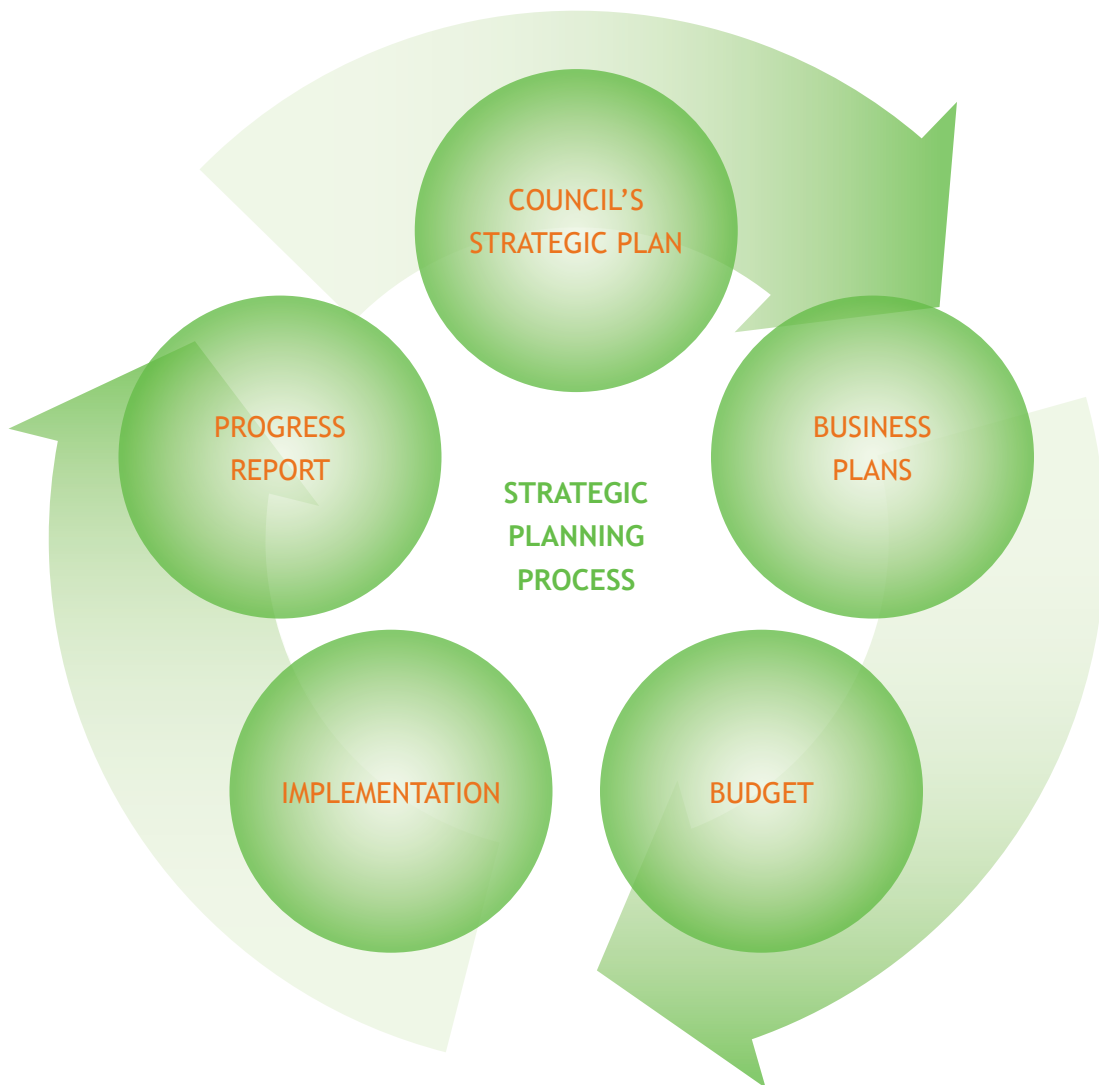


## THE STRATEGIC PLANNING PROCESS

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:





## PARKLAND COUNTY COUNCIL



**AnnLisa Jensen**

*Councillor*

*Division #1*

780-968-8420



**Jackie McCuaig**

*Councillor*

*Division #2*

780-968-8421



**Phyllis Kobasiuk**

*Councillor*

*Division #3*

780-968-8422



**Darrell Hollands**

*Councillor*

*Division #4*

780-968-8423



**John McNab**

*Councillor*

*Division #5*

780-968-8424



**Tracey Melnyk**

*Councillor*

*Division #6*

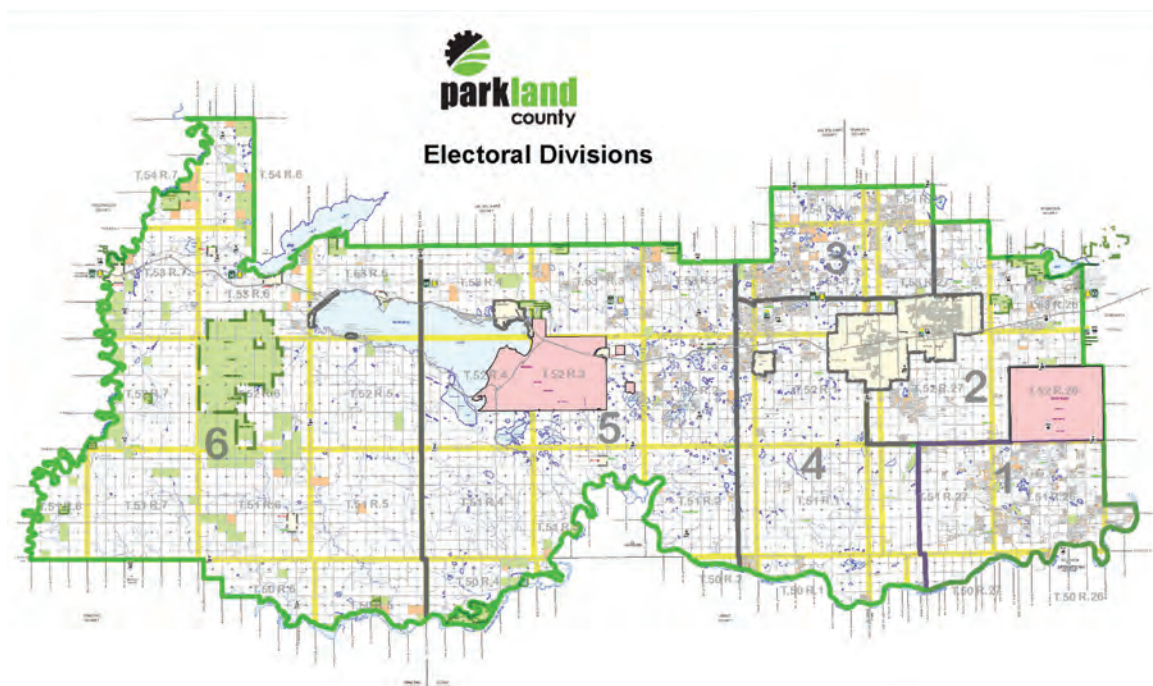
780-968-8425

## 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



(Back, from Left to Right)

Peter Vana,  
General Manager, Development Services Division

Ken Van Buul,  
General Manager, Community Services Division

Tracy Kibblewhite,  
General Manager, Corporate Services Division

Rob McGowan,  
General Manager, Infrastructure Services Division

(Front)

Pat Vincent, Chief Administrative Officer

## 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 preeminent 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: Agriculture, Community, Economy, Environment, Governance, and Infrastructure.

## 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.

- Agriculture
- Community
- Economy
- Environment
- Governance
- Infrastructure

## AGRICULTURE

**Goal:** Parkland County will have a progressive and viable agri-business community.

Parkland County is proud of its agricultural roots, but recognizes that the agriculture of yesterday is not the agriculture of today or the future. We want to recognize the significant contribution agriculture makes to the economic prosperity in our region. We want to support the agriculture industry and pursue and encourage partnerships that allow for education, innovation, and expanded operations for the benefit of the agri-industry. We also acknowledge the desire of the public for more control of their food and food quality, and we will work to advance a local foods environment that meets the needs of the residents of the region.

**Strategy:** Parkland County will assess the current state of agriculture to help establish its viability into the future.

**Strategy:** Parkland County will support initiatives that provide a local food supply for the region.

## COMMUNITY

**Goal:** Parkland County is a safe, inclusive, and healthy community that residents are proud to call home.

Parkland County is committed to providing services that meet the needs of today's residents as well as future generations. We recognize and cherish the things our residents value: a strong, resilient community fabric that is enhanced through infrastructure, recreation, culture, and people services. Parkland County is committed to creating a balance between residents, industry, agriculture, and environment in our efforts to develop a strong and viable community.

**Strategy:** Parkland County will promote and advance health and wellness opportunities for our residents.

**Strategy:** Parkland County will elevate the sense of community for its residents.

**Strategy:** Parkland County will enhance recreational and cultural opportunities and experiences for our residents and visitors.

**Strategy:** Parkland County will create a viable and resilient community by empowering our residents.



## ECONOMY

- Goal:** Parkland County has a prosperous and sustainable economy.
- Economy is more than economic development. It is the fiscal responsibility and viability of Parkland County as an organization, the viability of our commercial, industrial, and tourism sectors, and our residents. We recognize the economy is changing and greater emphasis must be placed on new economic infrastructure that will advance and differentiate Parkland County from other municipalities. We are open for business and we will actively seek to attract and retain businesses that complement the vision we have for Parkland County.
- Strategy:** Parkland County will actively explore partnerships and potential revenue streams that will enhance our future growth and reduce our reliance on property taxes.
- Strategy:** Parkland County will establish an environment that attracts businesses and allows them to succeed.
- Strategy:** Parkland County residents will benefit from local employment opportunities that help them achieve personal success.

## ENVIRONMENT

- Goal:** Parkland County has respected and cared for the natural environment and acts as a steward for future generations.
- Parkland County recognizes that our natural environment provides the basic and essential requirements for survival. We will incorporate principles of stewardship and protection, thereby enhancing the environment and creating a balance between the preservation of our natural environment and sustainable growth.
- Strategy:** Parkland County will, directly or through partnerships, provide environmental education for residents and businesses.
- Strategy:** Parkland County will implement measures to preserve natural features and resources.
- Strategy:** Parkland County will ensure development respects the environment.



## GOVERNANCE

- Goal:** Parkland County is a leader in the delivery of municipal services through open and collaborative governance.
- Governance is about leadership. We are committed to providing strong and effective leadership that is built on a foundation of trust through an open and transparent governance model. We will foster our successful and long-established partnerships to help build success in the region. We will use our progressive and visionary approach to position Parkland County as a pre-eminent municipality in Alberta. We will ensure our residents and stakeholders have meaningful opportunities to implement positive change through public engagement opportunities. Our focus will be to deliver quality customer service that meets the needs of residents and businesses.
- Strategy:** Parkland County will forge strong, meaningful partnerships.
- Strategy:** Parkland County will ensure resident satisfaction with municipal service delivery.
- Strategy:** Parkland County will ensure Council policies are effective, responsible, and align with Council's strategic goals and vision.
- Strategy:** Parkland County will develop effective communications strategies that advance the interests of the County, its residents, and its stakeholders.
- Strategy:** Parkland County will establish key performance indicators that are clear and measurable with respect to the delivery of municipal services.
- Strategy:** Parkland County will deliver quality services in an efficient and economical manner that enables development and growth.

## INFRASTRUCTURE

- Goal:** Parkland County has quality infrastructure that supports a changing and growing community. Parkland County recognizes the importance of providing and maintaining high-quality infrastructure, both horizontal and vertical, required for residents' quality of life and to ensure business viability. Particular attention will be given to the costs associated with developments, ensuring current and future residents' interests are protected.
- Strategy:** Parkland County will ensure infrastructure keeps pace with growth.
- Strategy:** Parkland County will preserve, maintain, and upgrade existing infrastructure to maximize its life expectancy.





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