

Parkland County

Strategic Plan



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Message from the Mayor

Spendipulous.

No, it's not a real word. But creating a new word was the only way I could possibly describe the outcomes of Council's recent Strategic Planning session.

On February 16 and 17, 2012, Council and members of the management team 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, we 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.

Our greatest priority continues to be maintaining and advancing the quality of life for our residents. Parkland County has long been recognized for its diversity and quality of life; we offer a blend of rural tranquility with access to urban amenities. The high quality of life experienced within Parkland County can only be maintained and enhanced with strong economic development initiatives. Council will continue to direct administration to advance development in a manner that will result in sustainable growth and prosperity.

Another key theme we also carried forward is the need to balance development with the environment and not sacrificing one for the other. This Council has made the environment a priority and we have lived this commitment through establishment of the new Environmental Advisory Committee and adoption and implementation of the Integrated Community Sustainability Plan (ICSP), a plan that has already seen significant progress. We will continue to involve residents by offering opportunities to provide direct input to help protect the environment and ensure a legacy for future generations.

We have also carried forward our commitment to supporting the agricultural sector. Many may look upon farming as a reflection of our past, but agri-business - particularly providing access to locally-grown foods - is integral to the future of any community. We understand the many pressures and challenges facing farm operations and we will continue to support, lobby and intervene on behalf of the agricultural sector to ensure its sustainability and vitality.

Council continues its commitment to work with all orders of government, including our municipal neighbours, to forge stronger relationships and to work collaboratively in building the region. We will work together to expand our services in a more efficient manner, whether cost-sharing on infrastructure and facilities, or collaborating to provide better levels of service to all our residents. Continued investment in infrastructure will ensure Parkland County operates from a position of strength and allows us to keep pace with our level of growth.

This new Strategic Plan offers long-term goals and short-term strategies, strategies that are measurable and meaningful. This combination allows us the flexibility to adapt and alter strategies according to outside influences, such as the global economy, or to take advantage of new opportunities that may land on our doorstep. I am proud of this Council, that we still have the same goals, same priorities, that we are focused and realize and recognize the end goal, which is to make Parkland County a great place to live, work, and play.



Mayor Shaigec hands out candy to students from Ecole Meridian Heights who visited Council on February 14, 2012.

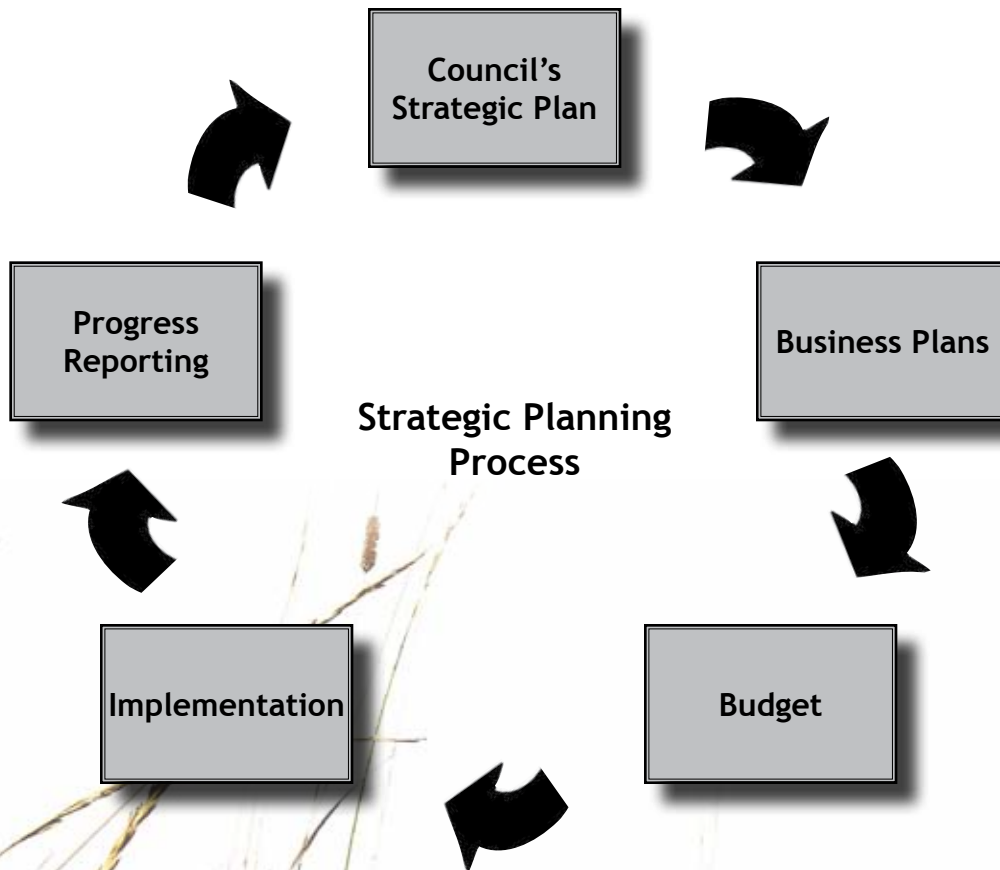
Mayor Rod Shaigec

The Strategic Planning Process

Parkland County Council is required, under the Municipal Government Act (MGA), to evaluate and develop 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
- Assess and re-evaluate strategies and actions on an annual basis.

Parkland County Senior Management Team

(From Left to Right)

Pat Vincent, Chief Administrative Officer

Tracy Kibblewhite, General Manager,
Corporate Services Division

Ken Van Buul, Acting General Manager,
Sustainable Community & Protective Services
Division

Rob McGowan, General Manager,
Sustainable Infrastructure Services Division

Al McCully, General Manager,
Sustainable 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 efficient 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 striving 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 and it shows. We're innovative and responsible land stewards. We're progressive enablers of economic prosperity. We strive to ensure land use planning, policies, and development bring together and respect the distinctiveness of rural and urban populations. In our efforts, 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.

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.

All 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 going out 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 commercial 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.

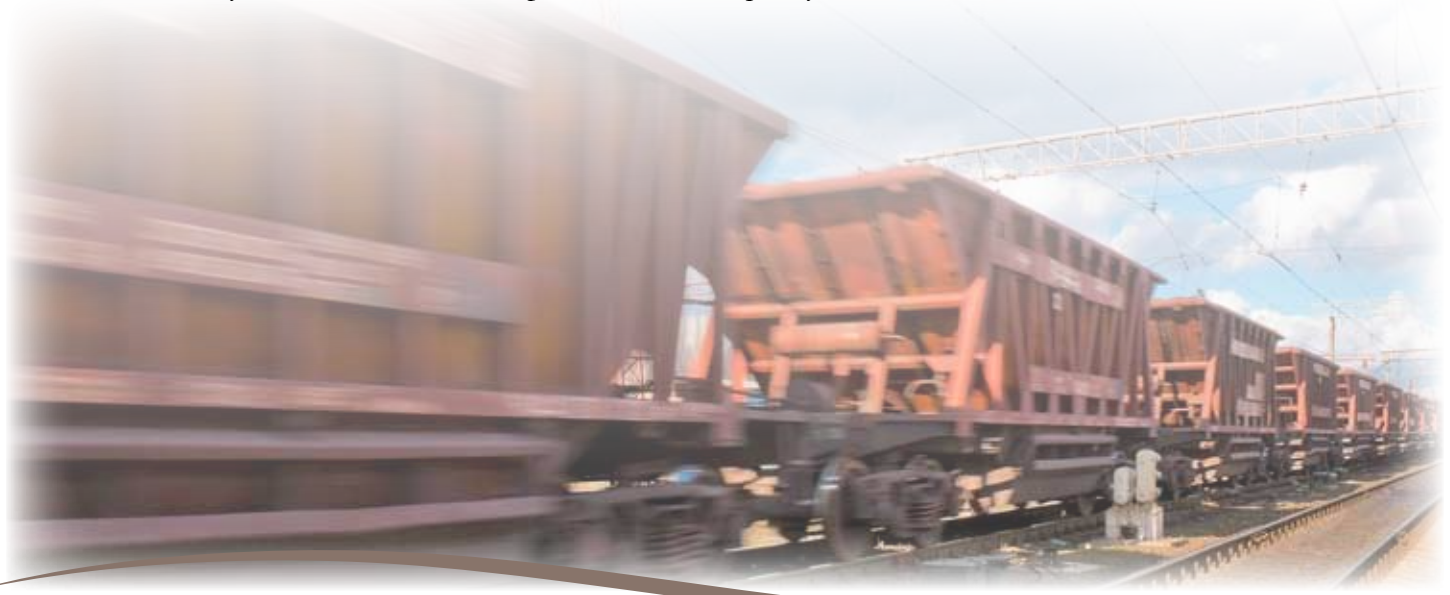
Strategies:

1. Parkland County will promote itself to a wider audience as a great place to do business.
2. Parkland County will pursue a greater variety of alternative funding sources.
3. Parkland County will research and implement different assessment approaches.
4. Parkland County will expand the services we provide to other municipalities and private organizations.
5. Parkland County will take steps to further promote and foster sustainable development.

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 pursue opportunities that both service our residents and generate revenue.
3. Parkland County will ensure that development enhances quality of life.



In Parkland County, the details still matter – family, natural lifestyle, time-honoured traditions of know thy 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 strives to create 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 review the Municipal Development Plan and identify appropriate areas for higher-density residential growth.
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 through a 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 what sustainability planning is all about. Parkland County has adopted 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 nothing less 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 do more to encourage green development.



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 strive to ensure 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 make better use of technology to advance agricultural 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 will develop and maintain high-quality infrastructure that will ensure sustainable growth and quality of life.

Strategies:

1. Parkland County will adopt methods for better management of infrastructure.
2. Parkland County will advance fiscal management and explore additional revenue sources.
3. Parkland County will increase the importance of environmental protection.
4. Parkland County will do more to encourage green development.

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

Strategies:

1. Parkland County will expand and enhance the Intelligent Community project.
2. Parkland County will explore partnerships with private recreational property owners to expand and enhance development.
3. Parkland County will revisit development of a landfill to serve the region and explore development of an Eco-Centre for recycling and composting as a service to the region.
4. Parkland County will explore development of Part 9 companies for provision of important municipal services



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 further our commitment to transparency.

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 further 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 work to enhance, promote, and celebrate the new Parkland County branding concept.





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