

STRATEGIC PLAN

2016-2020



parklandcounty.com



VISION

Parkland County, home to...

**Creative
Communities**

**Dynamic
Connections**

**Cherished
Ecosystems**

**Resilient
Economies**

MISSION

Parkland County represents the interests and aspirations of its citizens, providing quality municipal services through strategic governance and delivering the best outcomes for Parkland County as a whole.





CORE VALUES

LEADERSHIP: Parkland County will create a harmonious environment, through mutual respect, trust and support that will establish Parkland 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 undertake continuous improvement.

PROGRESSIVE: Parkland County will be innovative and creative by capitalizing on opportunities, embracing new technologies, adapting to change, and incorporating best practices.

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.

MESSAGE FROM THE MAYOR

I'm proud to be able to serve the citizens of Parkland County along with a Council of committed, energetic and insightful individuals. We have many opportunities ahead of us – shaping a twenty-first century municipality, encouraging residential and commercial growth in an environmentally sensitive manner, and continuing to provide excellent municipal services. This Strategic Plan is our roadmap to the next five years, a statement of the values that will guide us to achieve outcomes that will result in success.





INTRODUCTION

Municipalities operate in a very public environment, are stewards of public funds, and must make periodic adjustments to meet the needs of their citizens. One of the best ways to fulfill these responsibilities is to plan effectively. This five year strategic plan is the result of considerable review and discussion that will enable Council and Administration of Parkland County to effectively fulfill their roles and responsibilities. A strategic plan provides an understanding of vision for all, including Administration, Boards, and Council.

ENVIRONMENTAL SCAN

Good planning starts with an understanding of the environment in which the municipality will operate. Following is a summary of some of the information considered by County Council in its plan preparation.



SOCIO-DEMOGRAPHICS

- Parkland County's population in 2011 was 30,568; a growth rate of 4.6% since 2006 (vs. 10.8% for Alberta)
- Parkland County's population is older. The median age is 42.2 (vs. 36.5 in Alberta)
- Education levels in Parkland County are similar to Alberta, except for the "apprenticeship or trades certificate or diploma" category, where the County has approximately 7% more of its population
- 2010 median household income was \$100,023, which is greater than the provincial median
 - Less prevalence of low income across all age categories
- Housing statistics are positive for the County. More residents own their homes and have lower monthly shelter costs than the Alberta population as a whole
- The population of Parkland County is expected to reach 50,000 by 2044



ECONOMIC DEVELOPMENT

- There are three industrial areas in the County:
Acheson, Meridian and Entwistle
- All provide:
 - Easy access to transportation routes
 - No business tax
 - Low non-residential property taxes
 - Reasonable industrial land prices in the region
- 2011 unemployment rate of 4.4%
- 2011 Participation rate of 74.6%
- Over 3,000 businesses
- 35.9% increase in businesses between 2008 and 2013
- The top five sectors for companies with employees:
 - Construction (301 businesses)
 - Professional, Scientific and Technical Services (159 businesses)
 - Other Services (except Public Administration) (121 businesses)
 - Transportation and Warehousing (118 businesses)
 - Agriculture, forestry, fishing and hunting (63 businesses)
 - Manufacturing (63 businesses)
- Parkland has 246 tourism enterprises, the majority in retail, however, recreation and entertainments are lacking in the County.

STRATEGIC PRIORITY AREAS

The members of Parkland County Council used the information gathered above and combined it with their own experience and knowledge to develop the six Strategic Priority Areas.

■ AGRICULTURE

Parkland County stewards a viable agriculture community and is leading a progressive local agribusiness industry.

■ ECONOMIC DEVELOPMENT AND TOURISM

Parkland County creates a positive environment for economic development and tourism to leverage local assets to create wealth opportunities.

■ ENHANCED CONNECTIVITY

Parkland County invests in and promotes connectivity through information technology to enable the advancement of economic, social and environmental benefits within the municipality.

■ ENVIRONMENT

Parkland County embraces environmental social governance to create a legacy for future generations.

■ HEALTHY COMMUNITIES

Parkland County communities create strong supportive cultures through design excellence and proximity to amenities, services and recreational opportunities.

■ REGIONAL STRATEGY

Parkland County is a regional municipality that balances the service needs of both urban and rural residents. Parkland County is a leader in collaboration with regional partners.



For each Strategic Priority Area, Council members identified a series of Key Results which describe in detail, the actions that will be undertaken to achieve the outcomes envisioned in the Strategic Priorities, all of equal importance.



■ AGRICULTURE

Parkland County stewards a viable agriculture community and is supporting a progressive local agribusiness industry.

KEY RESULTS

- Increase agribusinesses
- Create and expand entrepreneurial opportunities for product sales and food innovation
- Maintain a viable agricultural industry
- Create agri-business clusters

■ ECONOMIC DEVELOPMENT AND TOURISM

Parkland County creates a positive environment for economic development and tourism by leveraging local assets to create wealth opportunities.

KEY RESULTS

- Increase numbers and length of stay of tourists in Parkland County
- Establishment of larger and broader tourism sector
- Create a diversified economy (Council to identify sectors for staff to undertake studies and develop strategies)
- Develop efficient, effective, customer oriented development approval processes
- Diversify and increase quality employment opportunities





■ ENHANCED CONNECTIVITY

Parkland County invests in and promotes connectivity through information technology to enable the advancement of economic, social and environmental benefits within the municipality.

KEY RESULTS

- Establish clear outcomes, resourcing and responsibilities to ensure Parkland County is an intelligent community
- Streamline business processes to enhance efficiency and effectiveness
- Increase the functionality and usability of Parkland County website
- Utilization of apps in delivery of services
- Establish partnerships with public and private institutions

■ ENVIRONMENT

Parkland County embraces environmental social governance to create a legacy for future generations.

KEY RESULTS

- Increase the number of hectares under conservation enhancement restoration
- Improve resident and stakeholder awareness of Environmental Services initiatives
- Establishment of best management practices
- Increase use of alternative energy sources for municipal and private sector operations
- Improve energy efficiency of existing infrastructure and operational activities





■ HEALTHY COMMUNITIES

Parkland County communities create strong supportive cultures through design excellence and proximity to amenities, services and recreational opportunities.

KEY RESULTS

- Increase community capacity building
- Elevated/high residence engagement
- Well planned spaces with opportunities for community growth (vibrant connected communities)
- Housing strategy that creates housing opportunities for all residents regardless of age or income
- Developing appropriate service levels for growth
- Understand and emphasize the link between parks/open spaces and environmental health and ecosystem
- Increased values in health indicators and physical activity levels

■ REGIONAL STRATEGY

Parkland County is a regional municipality that balances the service needs of both urban and rural residents. Parkland County is a leader in collaboration with regional partners.

KEY RESULTS

- Ensure that Parkland County is well equipped to determine best use of land, resources and amenities within Parkland County and to adjacent municipalities
- Parkland County participates in regional partnership agreements and initiatives





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