



parkland
county

Strategic Plan Update and Council Retreat Report

November 2016

Strategic Plan Purpose

- The objective of the plan is to provide clarity on Parkland's long-term strategic direction and to allow for alignment of all levels of plans, actions and activities.
- The Strategic Plan can provide guidance on where the organization should focus its efforts in order to meet the challenges of the current and future environments as effectively as possible.
- Communication tool to residents, businesses, and other stakeholders



Long-Term vs. Short-Term Planning

Strategic

“Above the Line”

- Long-Term pillars, principles, objectives
- Guided by Council with stakeholder input
- Once formulated, must not be significantly changed year-to-year
- Where we want to go, not how we get there

Tactical/Operational

“Below the Line”

- Short-Term actions, projects, activities
- Produced by Executive Committee and staff
- May differ significantly from year-to-year
- Clear picture of tasks and responsibilities
- Aligned to Council direction, not staff wish lists

To Summarize...

- **Clarity** is critical to success – people will follow if they know where you're going
 - "If you don't know where you are going, any road will get you there."
- Where the strategic plan leaves off, is where the tactical planning begins at the departmental level.
 - The tactical plan and actions plans will be developed using Parkland County's newly obtained corporate planning software
- A critical component to the successful implementation of the strategic plan is a performance measurement system.
- This will allow council (and by extension the public – through annual review and report cards) the ability to measure the progress and accomplishment of the goals and objectives over the life of the plan.
- This strategic plan will act as a road map that will move Parkland County forward as we work together to make it an even better place to live and work.

Vision Statement



One Parkland: Powerfully Connected

One Parkland:

- Act together (both internally and externally)
 - Breaking down silos
- Customer-service focused (residents see One Parkland County)
- Ties into the brand
- A region – not a single location
- A community of communities (diverse, but connected through a common vision)

Powerfully Connected:

- Through strong leadership
- Through a shared vision
- Through heritage
- Committed to partnerships with various stakeholders
- Through infrastructure, technology, trail networks, etc.
- Communities are connected; “good neighbor behavior”
- Cost sharing with neighbouring municipalities
- Connected to business community through strong relationships (Chambers, ABA)
- Community groups connected to each other and to us
- Global connection (i.e. Website)

Core Values

- Indicate the principles that will be used to guide the behaviours of a municipal staff and council
- Defined and promoted through practice.
 - This means that the values of a municipality are only meaningful to the community if they see them being used regularly.
- Core values must be personal; you take them home with you, they are who you are
 - The must be visible based on how you act and are perceived
- Core values should make sense to outsiders and employees alike
- If they cost you money, time, and effort...and you still do them – they are core values

Core Values

- Integrity
- Transparency
- Respect
- Further work underway to define core values

Additionally, the STAR program will also be leverage to support the encouragement and recognition of collaborative and customer service actions and values.

S- Service

T- Teamwork

A-Attitude

R-Respect



Pillars

- Pillars are strategic focus areas/themes that guiding principles and broad objectives can be organized within
- Pillars provide strength and support
 - In the case of strategic planning, strategic pillars hold up the vision and are supported by the guiding principles and broad objectives.
- These pillars are very broad and should be the areas in which Parkland County must excel in order to achieve our vision
- Each pillar will have an associated statement to provide context



Pillars

Complete Communities/Quality of Life

We recognize the diversity of Parkland's communities, while fostering a shared understanding and vision for our community as a whole

Strategic Economic Development

We support the continuation and evolution of traditional economic activities, while pursuing new opportunities for diversified and sustainable growth

Respected Environment/Environmental Sustainability

We respect the natural environment, recognizing Parkland's biodiversity and unique natural beauty, and ensuring our commitment to sustainable practices

Responsible Leadership/Accountable Leadership

We maintain the public's trust through transparent and fair decision-making, superior service delivery, and effective communication



2017 Prioritization



Major Projects 2017

- Priorities include:
 - Completion of statutory plans:
 - Completion of Growth Study and MDP
 - Completion of ICSP
 - Future of Agriculture Study will be slowed
 - Fire Services Master Plan implementation will be gradual
- 2017 will be a year to get back to basics
 - This has been reflected in the development of the 2017 Budget
 - Once underway, Council will be provided with regular updates



Back to Basics

- 2017 will focus on organizational fundamentals and getting back to the basics
- Will involve several interconnected strategies and cultural change

Service Level Identification and optimization

- Inventory of services
- Service level and service standard development and monitoring
- Will support the development of a Service Excellence strategy

Service Excellence

- One Parkland initiative
- Customer service excellence
- Process improvements
- Cultural shift

Safety

- Ensure safety is a key component of Parkland's culture
- Cultural shift on program ownership at a corporate level

STAR Program

- Service
- Teamwork
- Attitude
- Respect
- Support for teamwork, collaboration, innovation

Next Steps

- **Resident Priorities Survey**
- **Upcoming Strategic Plan Workshops with Council**
 - January 17th & February 7th
 - Additional, if required
 - Define and approve framework
 - Council Presentation Q1 2017
- **Year-End Report to Residents**
 - Council Presentation early 2017
- **Tactical Plans and Action Plans**
 - Development of Tactical Plans and Action Plans, looking beyond the typical one-year timeframe, will occur throughout 2017
- **Key Performance Indicators**
 - A framework for KPIs will be brought to Council in early 2017
 - Work to ensure KPIs are linked to Guiding Principles, Broad Objectives, and Actions
- **Focus on Back to Basics & One Parkland for 2017**
 - Project Overview to Council in Q1 2017