

# Strategic Plan Update and Council Retreat Report November 2016



## Strategic Plan Purpose

- The objective of the plan is be 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, objestives
- 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
  - o "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)
  - o 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
  - o 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.

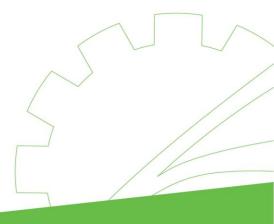
S- Service

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
  - o 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**

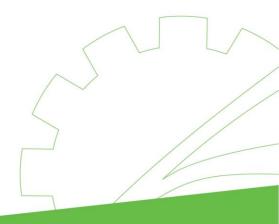
We respect the natural environment, recognizing Parkland's biodiversity and unique natural beauty, and ensuring our commitment to sustainable practices

#### 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 17<sup>th</sup> & February 7<sup>th</sup>
  - 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