



**parkland**  
county

# **Parkland County Strategic Planning March 2017**

# Timelines for Review and Approval

- **2016 Year in Review:** Complete
- **2017 Tactical Plan:** Complete March 14
- **2018 Project Overview:** Complete March 14
- **Long-Term Strategic Plan**
  - Vision and Pillars: Complete March 14
  - **Guiding Principles, Core Values:** Today- March 28
- **5-Year Broad Objectives**
  - April 25
- **Strategic Plan Package and 5-Year Plan**
  - Includes select KPIs
  - Under development



# Strategic Planning Framework



# Strategic Plan Purpose

- The objective of the plan is to establish 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



# Council's Role in Strategic Planning

- Establish Vision, Key Pillars, Core Values and Guiding Principles
- Provide guidance and input on broad objectives
- Approve the Plan
- Communicate the Plan to stakeholders
- Approve performance metrics
- Monitor progress towards achievement of broad objectives



# Administration's Role in Strategic Planning

- Provide information to Council to assist in the development of Vision, Values, Key Pillars (i.e. trends, demographics, issues analysis)
- Assist in the development of 5-year broad objectives
- Ensure organizational alignment with plan
- Develop tactical and operational plans to outline HOW we will progress towards achievement of broad objectives
- Develop measureable targets and key performance indicators to report progress to Council and stakeholders



# Long-Term Strategic Plan

- Draft developed at Council retreat
- Vetted through EC, Staff, Council
- Focused on areas of importance
- Included in Resident and Business Priority Surveys
  - Results very positive
  - 91% of resident respondents had no areas of focus to add
  - 87% of business respondents had no areas of focus to add



# Long-Term Strategic Plan

**Vision:**

**One Parkland:  
Powerfully Connected**



# Long-Term Strategic Plan

## Pillars:

- Complete Communities
- Strategic Economic Diversification
- Respected Environment
- Responsible Leadership



# Core Values

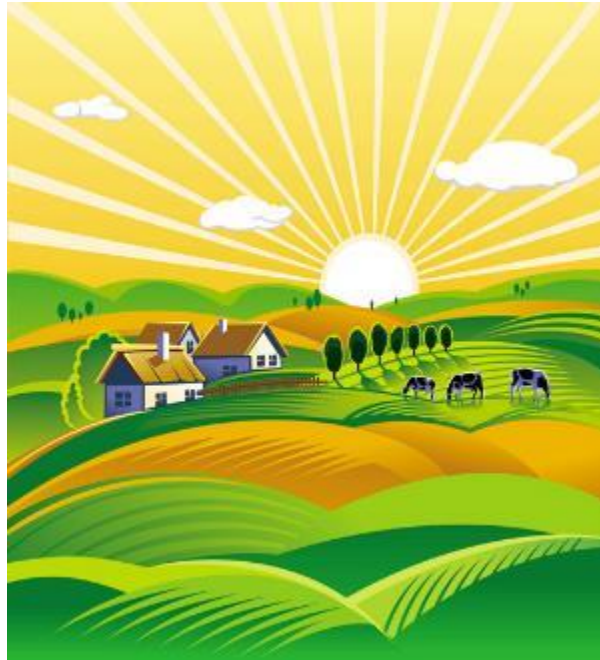
Our values are at the core of what we do; they define our culture, represent our collective conscience, and are the basic principles by which we operate. Our values govern the way we make decisions, guide us as we interact with our community, and shape our unique workplace culture and environment.

- Integrity
- Transparency
- Respect
- Collaboration
- Responsibility



# Guiding Principles

- Relative to each Pillar, what type of municipality do we want to be?
- What is our key “destination point” over the next 5,10, 15, 20 years?
- What type of region do we aspire to be?



# Complete Communities

*We recognize the diversity of Parkland's communities, while fostering a united and shared vision for Parkland as a whole*

**1.1 We offer a range of lifestyle choices, community services, and other amenities to meet community needs**

**1.2 We are a region of connected communities, through infrastructure, transit, recreation facilities, trails, and technology**



# Strategic Economic Diversification

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

**2.1 We are a region that supports the local economy, including the agricultural, tourism, entrepreneurial, and industrial sectors**

**2.2 We are a region of connected communities, through infrastructure, transit, recreation facilities, trails, and technology**

**2.3 We recognize and champion the importance of agriculture for its economic, environmental, and community contributions and are committed to ensuring its long-term viability in the County**



# Respected Environment

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

**3.1 We are a regional leader in setting and achieving high standards of environmental sustainability in both our own practices, and by encouraging and enabling the practices of our partners**

**3.2 We responsibly manage growth to protect our region's biodiversity and the natural environment, while supporting a balance of land uses and strategic development**



# Responsible Leadership

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

**4.1 We are recognized leaders in municipal governance, managing our resources responsibly and sustainably, ensuring we leave a vibrant and resilient community legacy to those that follow us**

**4.2 We are an organization that values, proactively builds, and continues to maintain strong relationships with key stakeholders**

**4.3 We ensure streamlined and modernized municipal operations and services, with a focus on customer service**

# Next Steps

- Five-Year Plan under development
- Strategic Plan package under development
- Performance Metrics being refined in coordination with EC
- Year In Review Report online and available in hard copy

