

DEVELOPMENT SERVICES DIVISION BUSINESS / TACTICAL PLAN 2017

Council's Strategic Vision

"One Parkland Powerfully Connected"

County Core Values

Parkland County espouses the following **CORE VALUES**, which provide a foundation for a strong, vibrant and sustainable community:

Integrity

Transparency

Respect

Strategic Plan Pillars, and Guiding Principles

- 1. Pillar 1 – Complete Communities:** *We recognize the diversity of Parkland's communities, while fostering a shared understanding and vision for our community as a whole*

Guiding Principles:

- 1.1 We offer a range of range of lifestyle choices, community services, cultural and recreational facilities, and other amenities to meet community needs
- 1.2 We are a region of connected communities, through infrastructure, transit, recreation facilities, trails and technology

2. Pillar 2 – Strategic Economic Diversification: *We support the continuation and evolution of traditional economic activities, while pursuing new opportunities for diversified and sustainable growth*

Guiding Principles:

- 2.1 We effectively pursue and manage economic growth to stimulate new opportunities, increase investment, and maintain a long-term economic base
- 2.2 We are a community that supports the local economy, including the agricultural, tourism, entrepreneurial, and industrial sectors
- 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

3. Pillar 3 – Respected Environment: *We respect the natural environment, recognizing Parkland's biodiversity and unique natural beauty, and ensuring our commitment to sustainable practices*

Guiding Principles:

- 3.1 We are a regional leader in setting and achieving high standards of environmental preservation and 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 biodiversity and the natural environment, while supporting a balance of land uses and strategic development

4. Pillar 4 – Responsible Leadership: *We maintain the public's trust through transparent and fair decision-making, superior service delivery, and effective communication*

Guiding Principles:

- 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 including regional partners, other levels of government, First Nations and community groups
- 4.3 We ensure streamlined and modernized municipal operations and services, with a focus on customer service.

Divisional Overview

Vision “What We Aspire to Accomplish”

“Connecting the elements for a more sustainable community”

Mission

Through innovation and continuous improvement, we strive to provide outstanding and customer centric service to our residents and clients, while through our decisions and actions we commit to building a more sustainable Parkland County by balancing the pursuit of economic prosperity, with environmental stewardship and rural community resilience.

Interpersonal Divisional Core Values

Respect	Interest in and Caring for Others	Safety
Honesty	Fairness	
Trust	Respect	

Key Divisional Operating Principles

- Innovation and Continuous Improvement
- Outstanding and Customer Centric Service
- Balancing the pursuit of Economic Diversification, Environmental Stewardship and Fostering Rural Community Resilience in all decisions

Divisional Core Business Services

Planning and Development Services

Staffing Level

Long Range / Policy Planning / Administration	5 FTE
Subdivision / ASP / Outline Plans	3 FTE, 1 Temp
Development Permitting / Compliance / Redistricting	5 FTE
Development Engineering Compliance	3 FTE
Safety Codes Permitting / Compliance	13.5 FTE

Economic Diversification

Staffing Level

Economic Diversification Services / Administration	4.6 FTE
Tourism Development Services	1 FTE

Community Sustainability

Staffing Level

Community Sustainability Programs	2 FTE, 1 Temp
Alternative Land Use Services Program / Delivery	1 FTE

Smart Parkland

Staffing Level

Network Infrastructure and Community Programs	1 FTE
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Divisional Key Performance Indicators

Division	Measure	Additional information	Last Actual	Target	Data Collection Frequency
Development Services	Employment Diversity Index	Using the North American Industrial Classification System of employment sectors the Index is a measure of Economic Diversity. 2015 base year	Agriculture 647; Manufact. 521; Transport/Wareh. 285	3% increase for Agriculture, Manuf. Transport /Wareh.	annual
	Total Number of Building Permits issued	Building Permit numbers by the different types of applications is an indicator of economic activity levels and growth in the County.	665 permits	5 year rolling average of total permits	monthly
	Building Permit Construction Values (commercial/industrial)	The value of Building Permits is an indicator of increased assessed values as a result of new construction and revenues for County services.	88 Million	5 year rolling average for commercial and industrial	monthly
	Acres of Land Under Conservation	This measure is one indicator of biodiversity in the County.	145 acres	5 year rolling average of acres	annual
	Percentage of Properties with Fibre Access	This measure is an indicator for community accessibility to the Broadband Economy and Community Services.	none	One hamlet, one CR subdivision	annual

2017 Divisional Tactical Plan

Development Services Divisional Priorities

Action/ Activity/ Project	Lead	Target End Date	Priority (1,2,3)	Status	Percent Complete	Tasks	Strategic Plan Linkage
Municipal Development Plan (MDP) Update & Growth Strategy	Planning and Development	Q3 2017	1		60%	<ul style="list-style-type: none"> First engagement completed, draft nearing completion, on track for late June. 	Complete Communities
Integrated Community Sustainability Plan	Community Sustainability	Q2 2017	1		65%	<ul style="list-style-type: none"> Draft Action Plan will be circulated to departments across organization. A follow-up workshop will occur with Council. 	Complete Communities
Phase 2, Planning & Dev't Process Improvement	Planning and Development	Q4	1		25%	<ul style="list-style-type: none"> Project charter completed for phase 2 – Process mapping. Initiated Safety Codes mapping 	Responsible Leadership

Action/ Activity/ Project	Lead	Target End Date	Priority (1,2,3)	Status	Percent Complete	Tasks	Strategic Plan Linkage
						<ul style="list-style-type: none"> Completion of all mapping tentatively August 31, 2017 	
Land Use Bylaw Regulation Changes	Planning and Development	Q1	1		80%	<ul style="list-style-type: none"> Amend land use regulations & districts for new business 	Strategic Economic Diversification
Land Use Bylaw Refresh (Phases 1-2)	Planning and Development	Q4	3		30%	<ul style="list-style-type: none"> Phases 1 & 2 engagement underway. 1st Reading in May. Phase 3 in 2018. 	Responsible Leadership
Broadband Network Strategy	Smart Parkland	Ongoing	1		20%	<ul style="list-style-type: none"> Fibre Business Case and Pilots Tower / Fibre Network Strategy 	Complete Communities
Establishment of Action Plans	Economic Diversification	Ongoing	1		10%	<ul style="list-style-type: none"> Complete Plans for Tourism, Rural Business, Agri-Business, Value Added Agriculture 	Strategic Economic Diversification
Business Incubator	Economic Diversification	Ongoing	2		20%	<ul style="list-style-type: none"> Late 2017 for Acheson Rest in 2018 	Strategic Economic Diversification
Watershed Management Planning	Community Sustainability	Ongoing	2		N/A	<ul style="list-style-type: none"> Provide a Council overview of the riparian project 	Respected Environment

Action/ Activity/ Project	Lead	Target End Date	Priority (1,2,3)	Status	Percent Complete	Tasks	Strategic Plan Linkage
PSAB Environmental Compliance	Community Sustainability	Q4 2019	1		15%	<ul style="list-style-type: none"> Hire consultants to complete environmental audit Establish procedures for identifying & monitoring contamination of County-owned land due to encroachment Phase 1 ESAs of medium risk sites cont'd 	Respected Environment
Private & Public Land Stewardship Programing	Community Sustainability	Ongoing	1		35%	<ul style="list-style-type: none"> Complete naturalization projects. Evaluate program and grant funding for other foreshore areas such as Jackfish Lake. 	Respected Environment

Corporate Initiatives for Divisional Priorities

Action/Activity/Project	Lead	Target Completion Date	Priority (1,2,3)	Status	Percent Complete	Next Action (task-focused):	Strategic Plan Linkage
Service Excellence	CAO / GM Corporate Services / EC	Ongoing	1		10%	<ul style="list-style-type: none"> Interviews with staff Cross-Jurisdictional research Establishment of customer-service standards Development of initial recommendations Feasibility of CRM (following strategy development and recommendations) 	Responsible Leadership
Future of Coal Strategy	CAO / GM Development Services	Q2 2017	1		60%	<ul style="list-style-type: none"> Impact study to be completed within mid-March 2017 Coal Panel Committee report to be finalized April/May 2017 – mitigation and impact analysis 	Strategic Economic Diversification

						<ul style="list-style-type: none"> Coal strategy finalized March/April 	
Safety Strategy	CAO / GM Infrastructure / EC	Ongoing	2			<ul style="list-style-type: none"> Slow implementation over next several years Reporting lagging & leading indicators Internal audit Safety Officer training 	Responsible Leadership
Inter-municipal Collaboration Committees (ICC) - Safety Codes Services	CAO / EC	Ongoing	1		25%	<ul style="list-style-type: none"> End of Q1, groups will provide information on resource requirements 	Responsible Leadership
25-Year Capital Plan	CAO / Corporate Planning / EC	Ongoing	3			<ul style="list-style-type: none"> Jody to provide list Mike will communicate to partners that we are not yet ready. 	Responsible Leadership
25-Year Strategic Plan	Corporate Planning / EC	Q1 2017	1		75%	<ul style="list-style-type: none"> Results from the Resident's Priorities survey will be presented to Council in early-March; the plan will be updated, if necessary Plan's target for public release is prior to end of Q1. 	Responsible Leadership

						<ul style="list-style-type: none"> Work to commence to meet with departments to discuss alignment 	
Year-End Report to Residents	Corporate Planning / Communications / EC	Q1 2017	2		100% (2016) 0% (2017)	<ul style="list-style-type: none"> Target release date February 16th at Stony Plain State of the County 2017 Year-end Report will be integrated into the Annual Financial Report. 	Responsible Leadership
Balanced Scorecard	Corporate Planning / EC	Ongoing	3		15%	<ul style="list-style-type: none"> Each GM must determine a small number of KPIs to track and measure; facilitated by Corporate Planner Will be rolled out in 2018. 	Responsible Leadership
2017, 2018 and 5-Year Tactical and Corporate Plans	Corporate Planning / EC	Ongoing	1		100% (2017) 25% (2018)	<ul style="list-style-type: none"> A 2018 plan will be developed by end of Q1 2017 to facilitate more streamlined budget process. This information will also feed into a revised Business Plan format. 	Responsible Leadership

Canada Post Addressing changes	CFO / PDS / Corporate Services	Q4 2017	3		100% PDS	<ul style="list-style-type: none"> Defer rural readdressing into 2019. PDS portion for Acheson complete. 	Responsible Leadership
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Priority Plans, Studies, and Projects (2017)

The following plans and studies represent the key areas of focus and priority for Administration as directed by Council's Strategic Plan.

Growth Study	Municipal Development Plan	Integrated Community Sustainability Plan	Future of Coal Study	Phase 2 Planning and Development Process Review and Improvements
Broadband Network Strategy	Land Use Bylaw Regulation Changes for New Businesses	Tourism Action Plan	PSAB Environmental Compliance	