



PARKLAND COUNTY LONG-TERM STRATEGIC PLAN

2040 AND BEYOND

One Parkland: Powerfully Connected.

ROD SHAIGEC
Mayor



MESSAGE FROM THE MAYOR

Establishing a long-term vision and strategic plan for Parkland County has been a top priority for Council. This Long-Term Strategic Plan sets the County's vision and guiding principles for the next 25 years and will be the road map to guide the current and future councils.

These are exciting times for Parkland County. We have had many successes, as well as some challenges. Parkland County's 25-year strategic plan will allow us to identify obligations for existing infrastructure and allocate funds for strategic investments necessary to meet future needs for both residents and industry.

Any success we realize in 2017 and beyond cannot be achieved in isolation. Parkland County will continue to be a strong regional partner. We will work diligently with the Capital Region Board, the Metro Mayors Alliance, and our many regional partners to advance regional interest while ensuring we maintain our autonomy and represent local interests.

Moving forward, we are confident in planning for 2017 and beyond, our short- and long-term strategic goals will be successful.

One Parkland. Powerfully Connected.



MIKE HECK
Chief Administrative
Officer



MESSAGE FROM THE CAO

Albertans are facing a new political and economic landscape that has affected their lives at home and at work. Parkland County is no exception.

We also have immense opportunities in Parkland County, supported by our natural resources, environment, and businesses. Our residents, business community, and partners expect us to have a reasonable plan to support these opportunities and deal with the challenge of being a coal community

in transition. In all likelihood, municipalities will be receiving less money from the provincial and federal government and will experience greater pressures on municipal resources. This is the challenge we must consider when moving forward.

It is for these reasons that Parkland County's long-term strategic planning framework is so vital. The next quarter century will be defined by these forward-thinking and proactive principles and objectives. We must not only find efficiencies in our operations but also adapt in how we plan and grow as municipalities, as a province and as a country.

This document has been created to position the County to capitalize on opportunities and remain sustainable in the future. This is your document as a resident, as a business partner, or as an employee of Parkland County. Our goal is for the continued prosperity of our community. Together we can ensure its reality.

One Parkland. Powerfully Connected.



COUNTY COUNCIL

Parkland County Council consists of a Mayor elected at large and one Councillor for each division in Parkland County. Council holds two types of meetings: Council Meetings and Committee of the Whole Meetings. Reporting directly to Council is the Chief Administrative Officer (CAO), who is the head of County Administration.

(left to right)
FRONT: Councillor Jackie McCuaig (DIVISION 2), Councillor AnnLisa Jensen (DIVISION 1) MIDDLE: Councillor John McNab (DIVISION 5), Mayor Rod Shaigec, Councillor Darrell Hollands (DIVISION 4) BACK: Councillor Tracey Melnyk (DIVISION 6), Councillor Phyllis Kobasiuk (DIVISION 3)



EXECUTIVE ADMINISTRATION

The County has grouped its departments into five divisions: Community Services, Corporate Services, Development Services, Infrastructure Services and the Chief Financial Office. Each division has a General Manager who oversees the division, coordinates County operations, and ensures the implementation of Council directives and Strategic Plan initiatives. The General Managers report to the CAO and complete the Executive Administration team.



MIKE HECK
Chief Administrative
Officer



KEN VAN BUUL
GM, Corporate
Services



ROB MCGOWAN
GM, Infrastructure
Services



TRACY KIBBLEWHITE
GM, Chief Financial
Officer

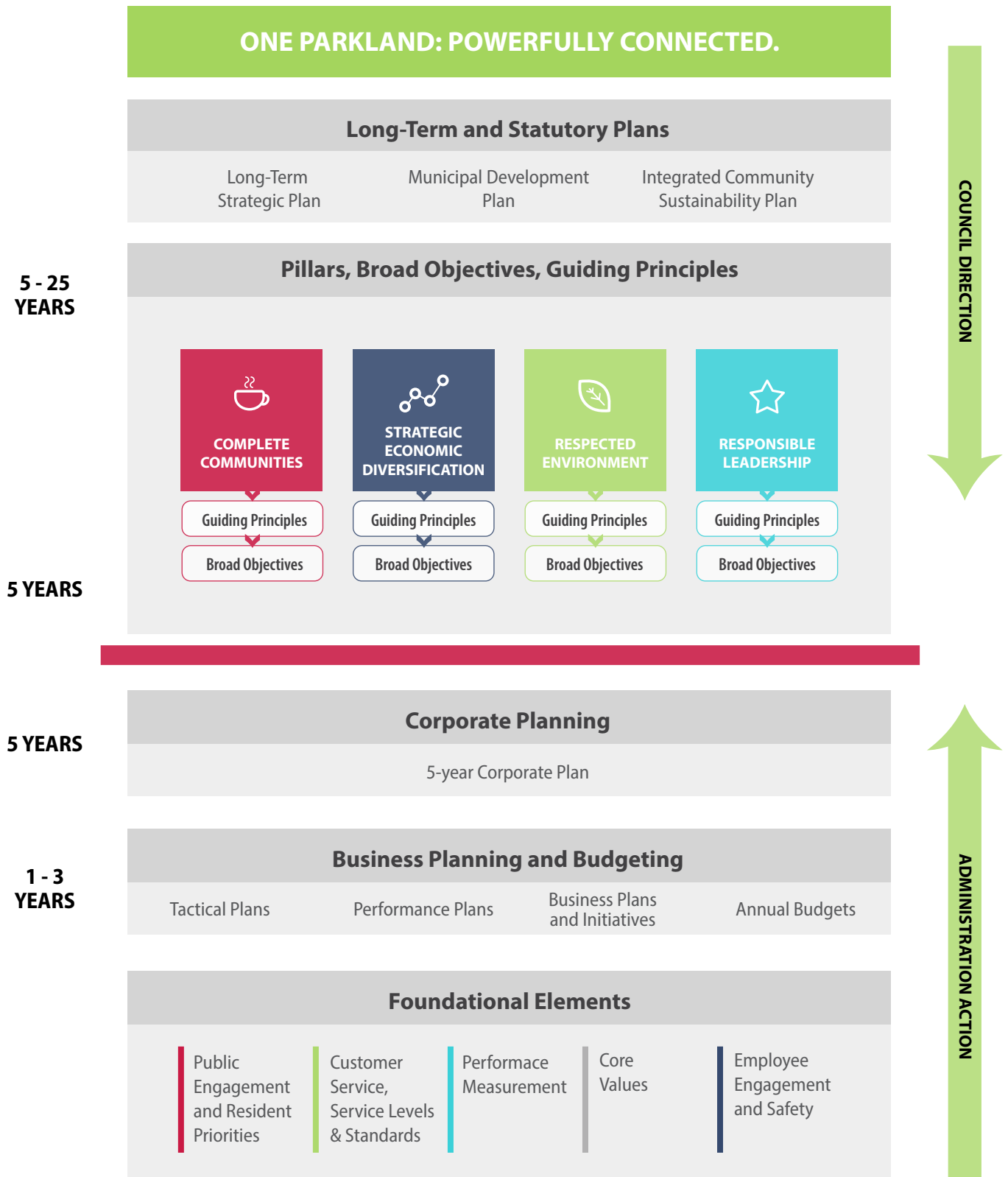


PETER VANA
GM, Development
Services



DAVE CROSS
GM, Community
Services

STRATEGIC PLANNING FRAMEWORK





CORE VALUES

Our values define our culture, govern the way we make decisions, and guide us as we interact with our stakeholders.

INTEGRITY

We conduct ourselves at all times in a manner that is ethical, legal and professional, fostering a culture of honesty, trust and fairness.

RESPECT

We ensure the equitable and fair treatment of all as a foundation of our policies and practices.

COLLABORATION

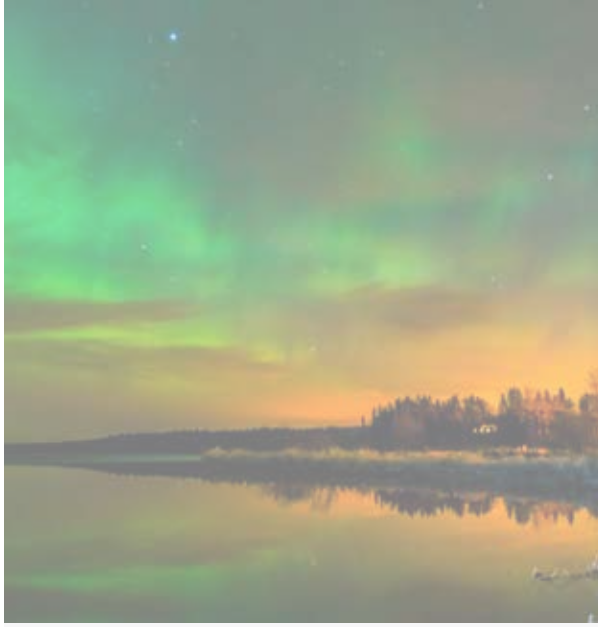
We will build and maintain strong relationships both internally and externally through cooperation, mutual respect and open communication, working together for the benefit of the region.

TRANSPARENCY

We will conduct ourselves in a clear and visible manner, ensuring we are accountable for our actions at all times.

RESPONSIBILITY

We focus on operating in an efficient, reliable, and cost effective manner, acting today with the interests of tomorrow in mind.



RESIDENT AND BUSINESS PRIORITIES SURVEYS

In early 2017, a sample of residents that live in Parkland County and businesses that operate in Parkland County were surveyed to understand what matters to them, what their priorities are, and where we can do better. The results of these surveys, coupled with continuous feedback we receive, have helped solidify a long-term vision for the County and further develop our long-term strategic direction.

ONE PARKLAND: POWERFULLY CONNECTED

The Long-Term Strategic Plan sets the County's vision and guiding principles for the next 25 years. The plan represents input from residents, our business community, Council, and staff and is supported by comprehensive research and planning.

By identifying the priority areas that matter most to residents and our business community, the plan will support administration and staff in developing tactical plans and business plans to achieve these priorities. The plan will also guide Council in determining how resources will be invested in what matters most to residents, businesses, and other key stakeholders.

The plan clearly articulates Parkland's priorities and demonstrates how we plan to face continuous regional, provincial, and global change.

Parkland County is working hard to provide transparency and accountability, supported by annual reports to residents and through performance metrics. Our aim is to deliver on key priorities while continuing to strike the balance between investing in community priorities and keeping life affordable for residents and businesses.

"I would like to thank our residents and business community for taking the time to complete the survey. We take this feedback very seriously. The information received is of tremendous value and will help us better serve ratepayers while ensuring our work is in line with the aspirations of the community."

- MIKE HECK, CAO

We will continue to encourage and rely on our citizens and business community to provide input on matters that will affect them. Visit our website under the "Have Your Say" button, where local and provincial input and engagement opportunities are posted for resident convenience.



91% of residents had no additional areas of focus to add



95% of businesses had no additional areas of focus to add



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 range of lifestyle choices, community services, and other amenities to meet community needs



BROAD OBJECTIVES:

THROUGH...

- Completing and implementing statutory plans and other large-scale plans
- Finalizing and implementing a long-term investment strategy in Hamlets
- Ensuring a high level of community safety through the provision of trusted programs and services





1.2

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



BROAD OBJECTIVES:

THROUGH...

- ➔ Finalizing a 25-year investment plan in infrastructure, facilities, services, and programs
- ➔ Providing access to programs and services, and supporting community and cultural development
- ➔ Investing in, owning, and maintaining infrastructure that supports access to technology, improving quality of life and business viability



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 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



BROAD OBJECTIVES:

THROUGH...

- ➔ Solidifying Parkland as a leader within the region on agricultural and value-added agricultural enterprises
- ➔ Supporting the agricultural sector to ensure a strong, diverse, and resilient industry



2.2

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



BROAD OBJECTIVES:

THROUGH...

- ➔ Enhancing business support services to our local business community to foster innovation, promote entrepreneurship, and manage risk
- ➔ Continuing to ensure Parkland is a major industrial and commercial region
- ➔ Positioning Parkland as a leader in the Green Economy

2.3

We effectively pursue and manage new opportunities to stimulate economic growth, increase investment, and diversify our long-term economic bases



BROAD OBJECTIVES:

THROUGH...

- ➔ Proactively pursuing opportunities in key market segments, including supply chain and logistics; value-added food and agriculture production; manufacturing; and, information and communication technologies
- ➔ Developing the road and infrastructure network to ensure the safe and efficient movement of traffic, goods, and services through Parkland
- ➔ Maintaining a business-friendly environment, ensuring economic development opportunities, providing industry supports, and treating our stakeholders as partners



RESPECTED ENVIRONMENT

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

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



BROAD OBJECTIVES:

THROUGH...

- Ensuring the completion of watershed plans and developing practical, reasonable implementation schedules
- Leading the region in the protection of agricultural and land policies that support success for producers
- Intervening and acting responsibly to protect Parkland's ecosystem against potential threats, when necessary





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

BROAD OBJECTIVES:

THROUGH...

- ➔ Transparency and engagement with the community on land-use plans
- ➔ Balancing the need for managing natural resource extraction while preserving the landscape ecology
- ➔ Developing a land-use management plan for county-owned land



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



BROAD OBJECTIVES:

THROUGH...

- Ensuring our municipal cost structure is aligned with defined service levels and economic realities
- Budgeting and planning according to priorities that add value to the community
- Developing an effective and highly-skilled human capital through training, empowerment, accountability, and respect for stakeholders
- Strengthening our safety culture through the establishment of best in class safety practices and training



4.2

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



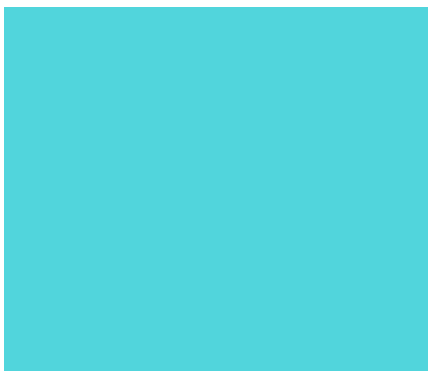
4.3

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

BROAD OBJECTIVES:

THROUGH...

- Ensuring residents, the business community, and stakeholders are engaged and informed, providing meaningful opportunities for input, collaboration, and communication
- Developing and implementing a long-term strategy to support collaboration with neighbouring municipal partners, strengthening regional competitiveness and supporting the cost-effective provision of services
- Fostering the continuation of education and opportunities with key stakeholders



BROAD OBJECTIVES:

THROUGH...

- Implementing and institutionalizing the “One Parkland” vision to support collaborative team efforts and continuous improvement
- Establishing Parkland County as a customer-centric organization that views service delivery from the customer’s perspective
- Meeting statutory regulations while remaining creative, flexible, and adaptable to ensure the efficiency of operations





PARKLAND COUNTY LONG-TERM STRATEGIC PLAN



COMPLETE COMMUNITIES

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



STRATEGIC ECONOMIC DIVERSIFICATION

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



RESPECTED ENVIRONMENT

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



RESPONSIBLE LEADERSHIP

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



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