

Parkland County

Council's Strategic Plan 2011 - 2013



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Message from the Mayor



On behalf of Parkland County Council, I am pleased to present the 2011-2013 Strategic Plan. This plan sets out priorities and addresses concerns advanced by you, the residents. The complexity and challenges of meeting the demands of our residents requires prudent and responsible fiscal management. We will be diligent in ensuring that each decision we make is in the overall best interest of our residents.

Our greatest priority is to maintain and advance the quality of life for our residents. Parkland County has long been recognized for its diversity and quality of life; it offers a blend of rural tranquility with access to urban amenities. Residents continue to seek new and improved recreational facilities as well as programs and services that promote an active and healthy lifestyle. We will work with all parties who share the sense of pride and identity and will build upon the sense of community. This will require public participation; we encourage public input and will provide residents with opportunities for participation with the knowledge that your voice will be heard.

The high quality of life experienced within Parkland County can only be maintained and enhanced with strong economic development initiatives. Council will continue to direct administration to advance development in a manner that will result in sustainable growth and prosperity. Sound planning and thoughtful policy development will provide economic opportunities that will encourage investment and development while protecting and maintaining a healthy, sustainable natural environment. This will enable Parkland County to continue to offer its residents a diversity of lifestyle choices while focusing on environment protection.

We have listened to the concerns many residents have expressed regarding the environment. This Council has made the environment a priority. The establishment of an Environmental Advisory Committee, the first for Parkland County, will offer residents a means to provide direct input that will protect the environment and ensure a legacy for future generations.

Parkland County has historically been - and continues to be - recognized as a municipality with a strong agricultural sector. The farming community has made significant contributions to the local economy and has been instrumental in volunteerism throughout the county. We recognize the many pressures and challenges facing farm operations and we will support, lobby and intervene on behalf of the agricultural sector to ensure its sustainability and vitality.

Council is committed to working with our municipal neighbours to forge stronger relationships and to work collaboratively in creating funding partnerships. We will work together to expand our services in a more efficient manner. We will continue to build and expand on our infrastructure including the Intelligent Community Initiative ensuring all residents have access to high speed internet. Continued investment in infrastructure will ensure Parkland County operates from a position of strength and allows us to keep pace with our level of growth.

While Council will create opportunities over the next three years, it will face many challenges too. But, by continually examining this Plan and assessing and re-evaluating strategies and actions, Council will ensure that tangible results are realized at identified intervals and goals are met. We may need to make adjustments to strategies – to ensure decisions are sound and fiscally responsible – but through this on-going evaluation process, Council's contemplative choices and resulting audacious actions will build on a sustainable and vibrant community for future generations.

A handwritten signature in black ink, appearing to read "Rodney Shaigec". The signature is fluid and cursive, written over a horizontal line.

Mayor Rodney Shaigec
April 2011

The Parkland County Team



Parkland County Council

(Standing - from Left to Right)

Councillor Darrell Hollands - Division 4

Councillor Dianne Allen - Division 2

Councillor Jo Szady - Division 1

Mayor Rod Shaigec

(Seated - from Left to Right)

Councillor Phyllis Kobasiuk - Division 3

Councillor Tracey Melnyk - Division 6

Councillor Denise Locher - Division 5



Parkland County Senior Management

(From Left to Right)

Al McCully, General Manager, Community Services Division

Randy Dubord, General Manager, Corporate Services Division

Rob McGowan, General Manager, Infrastructure Services Division

Pat Vincent, Chief Administrative Officer

Parkland County Staff

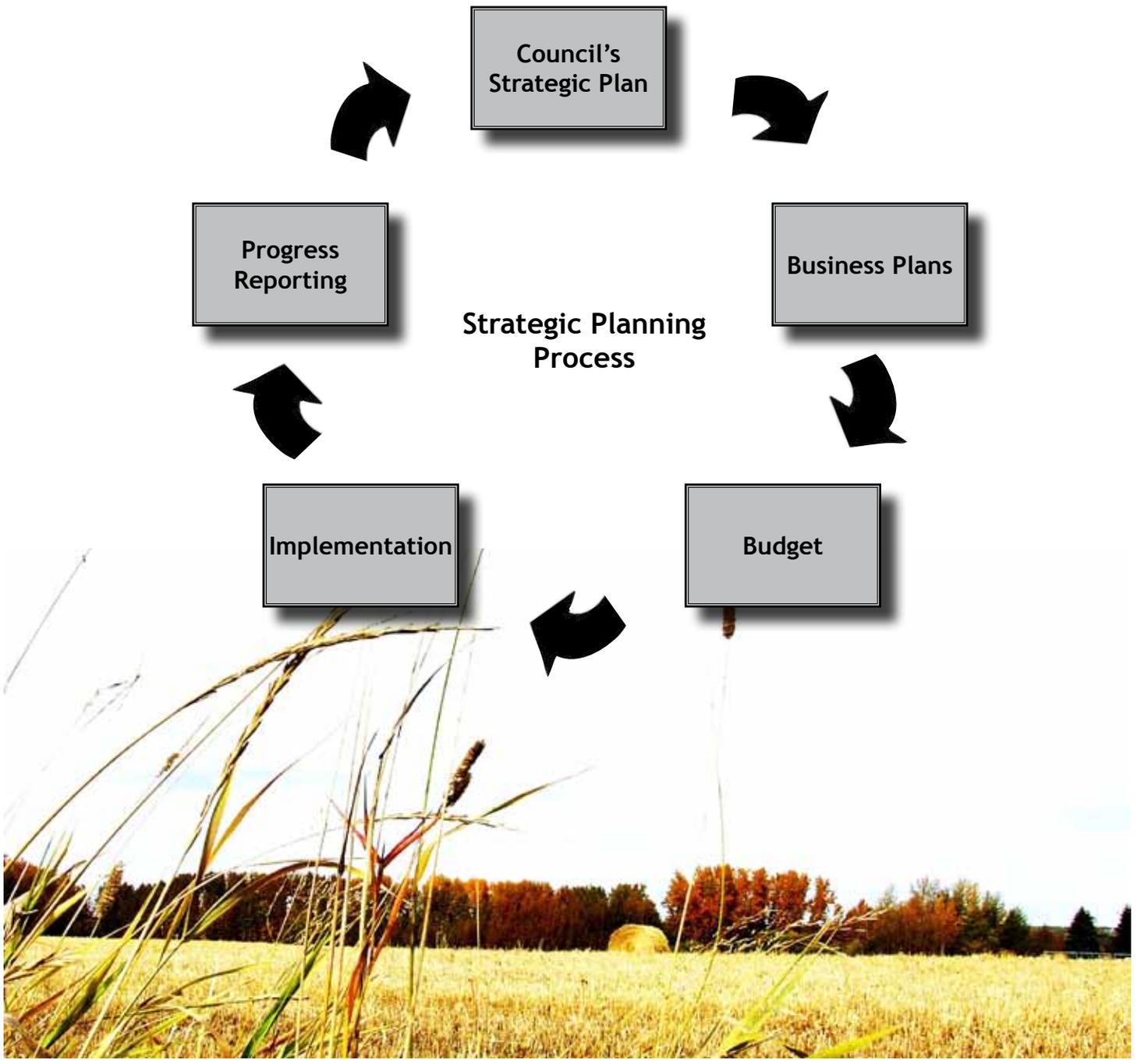


The Strategic Planning Process

Parkland County Council is required, under the Municipal Government Act (MGA), to evaluate and develop policies; as such, Council meets annually to review and update its Strategic Plan.

Council's Strategic Plan is the framework to guide Parkland County's long-term planning and decision-making process. The Plan identifies goals and strategies that will assist Parkland County in achieving its vision and mission.

The following diagram depicts the complete strategic planning process for Parkland County:



Guiding Principles

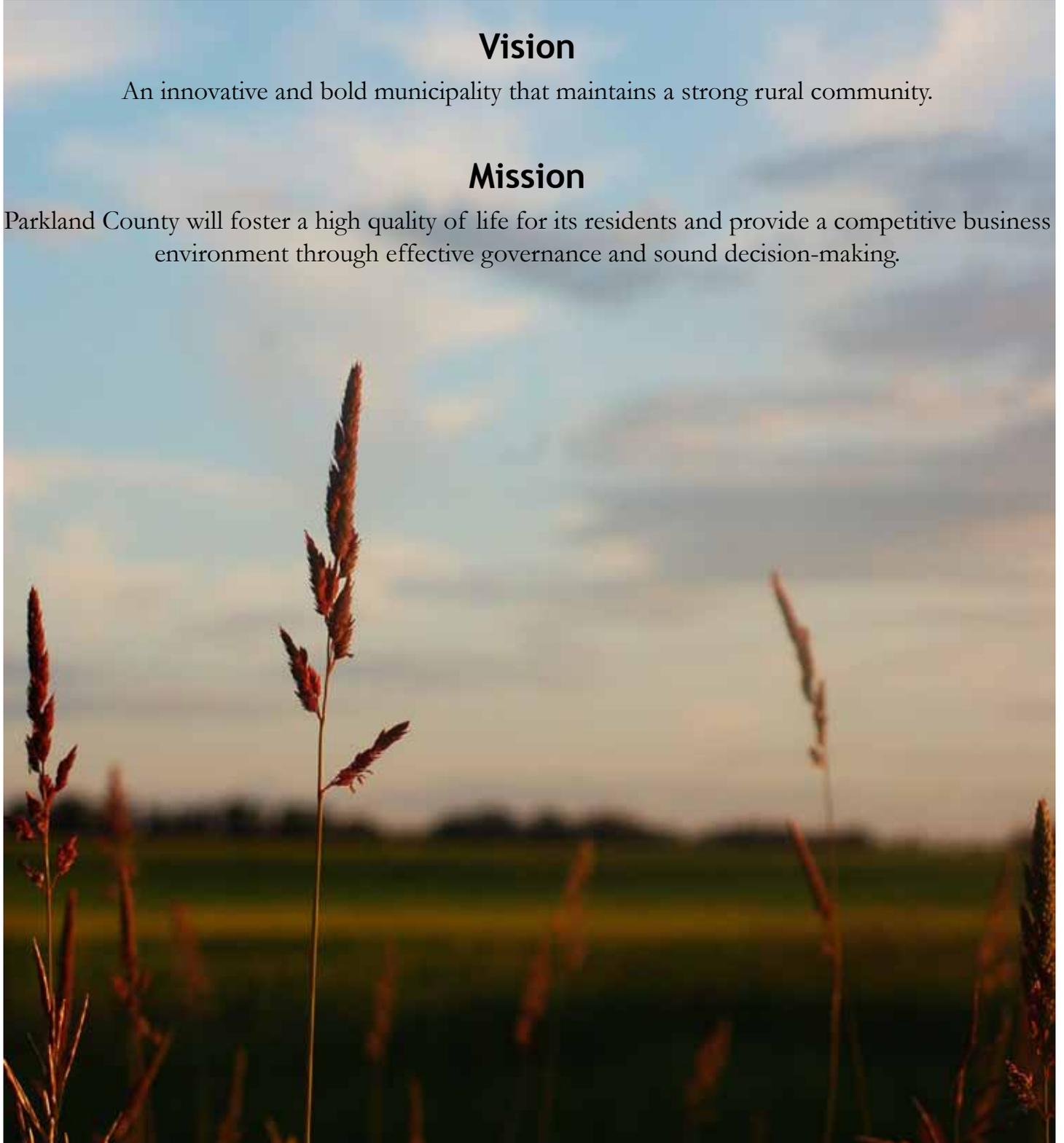
Parkland County's focus and direction is guided by a Vision that depicts the identity we are striving to attain. Parkland County's conduct is guided by its Mission. Parkland County's Vision and Mission will establish Parkland County as a preeminent municipality in Alberta.

Vision

An innovative and bold municipality that maintains a strong rural community.

Mission

Parkland County will foster a high quality of life for its residents and provide a competitive business environment through effective governance and sound decision-making.



Values

Parkland County espouses the following values which provide a foundation for a strong, vibrant and sustainable community.

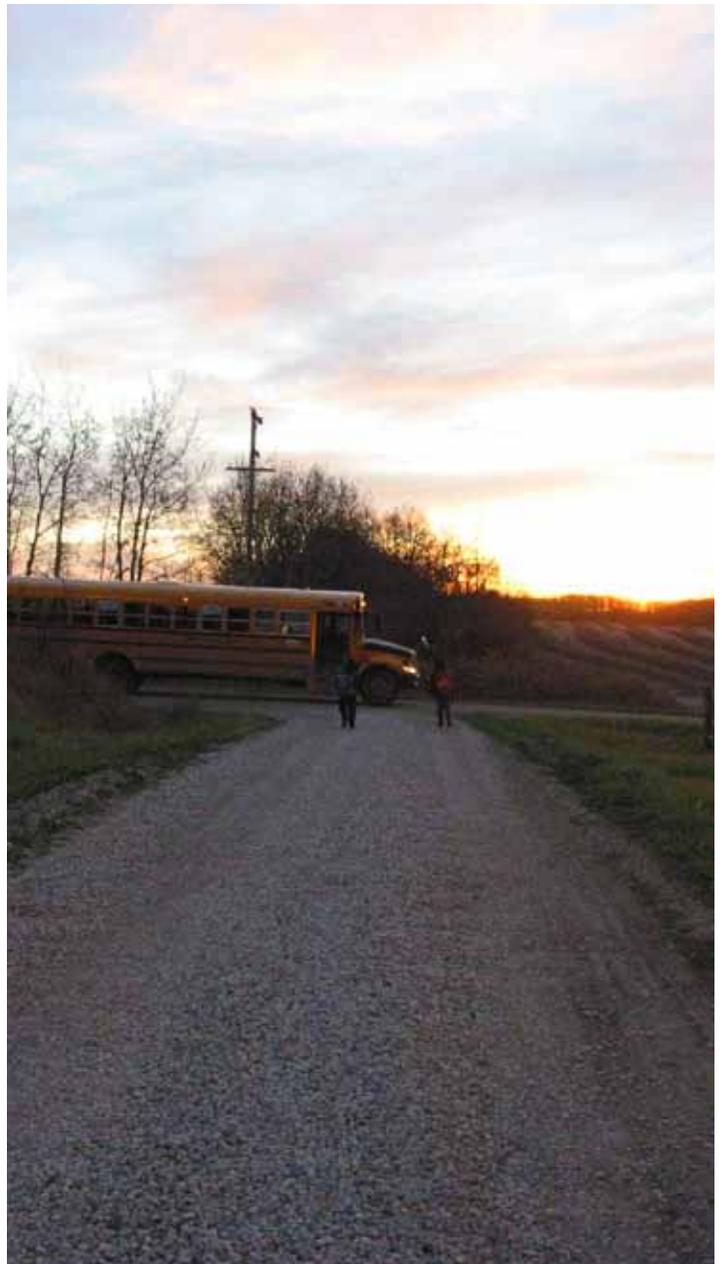
Leadership – Parkland County will create a harmonious environment, through mutual respect, trust and support, that will establish the County as a leader in the field of municipal government.

Responsibility - Parkland County will conduct itself in an open and transparent manner and provide quality service to residents and clients through efficient and effective practices.

Progressive - Parkland County will be innovative and creative by capitalizing on opportunities, embracing new technologies and adapting to change.

Cooperation - Parkland County will build and maintain strong relationships with residents, neighbouring municipalities, First Nations communities and other orders of government through collaboration, mutual respect and open communication.

Community - Parkland County believes in the value of communities and will continue to support local groups and organizations. We will create and maintain safe, vibrant, sustainable and prosperous communities by maintaining and expanding infrastructure and services.



Council's Role

Parkland County Council is responsible for governance and policy setting by establishing programs and service delivery priorities. Policy decisions are based on efficient and effective use of financial resources to achieve maximum benefits for Parkland County residents.

Through the implementation of its Strategic Plan, Parkland County Council will:

- Ensure administration is provided with sufficient resources to achieve its goals and strategies;
- Forge stronger, strategic relationships with partners;
- Maintain safe and vibrant communities; and
- Assess and re-evaluate strategies and actions on an annual basis.

Administration's Role

Parkland County Administration must ensure sufficient capacity to deliver municipal services as established by Council.

Through the implementation of Council's Strategic Plan, Parkland County Administration will:

- Facilitate the implementation of Council's vision and goals;
- Develop and maintain administrative processes, such as business plans and municipal budget, that complement Council's Strategic Plan;
- Ensure efficient use of Parkland County's resources; and
- Implement, maintain and assess service delivery and service levels as set out by Council.



Strategic Goals

Parkland County Council established six priority goal areas on which it will direct its decisions and actions:

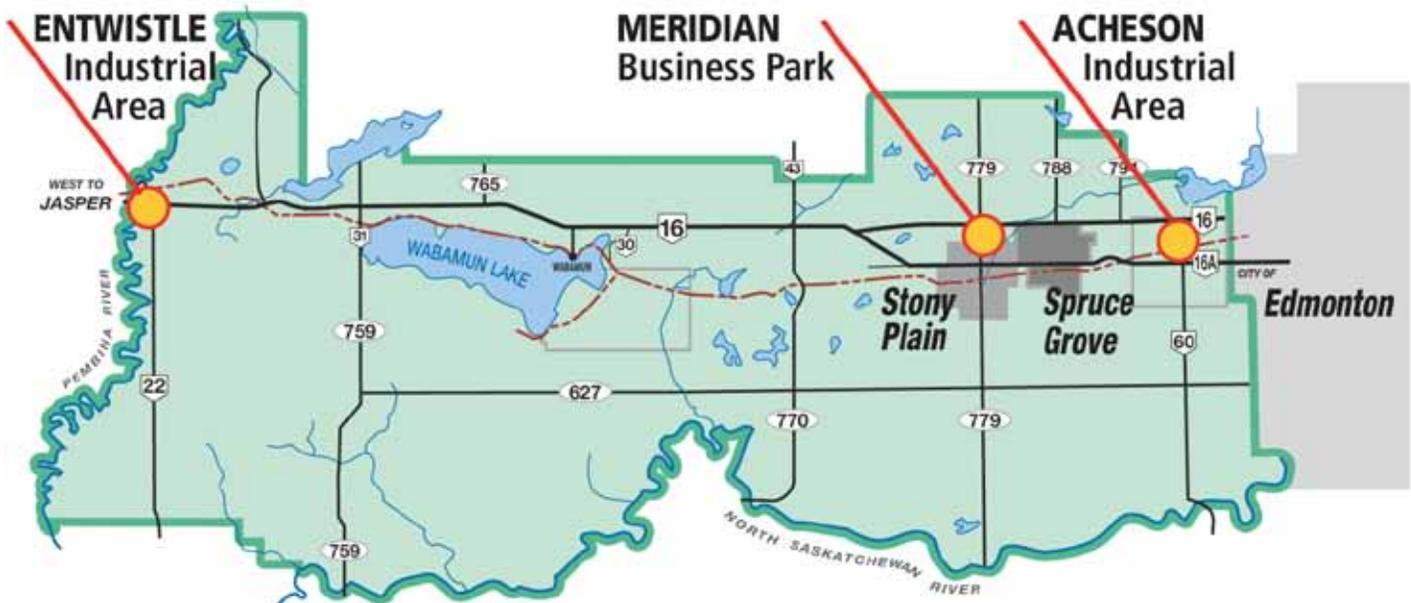
- Economic Development
- Quality of Life
- Environment
- Agriculture
- Infrastructure
- Governance

Economic Development

In 2010, Alberta Venture Magazine ranked Parkland County as the second best community in which to do business. Parkland County will build on past success. We will be proactive by identifying and attracting businesses whose activities complement our region. Parkland County will work from a position of strength by maintaining our competitive tax environment, continually investing in infrastructure and ensuring efficient and effective planning processes.

Council is committed to supporting administrative staff responsible for economic development, the Economic Development and Tourism Advisory Committee (EDTAC), as well as outside organizations. Parkland County continues to support the implementation of the Economic Development Strategic Plan.

Parkland County will foster an environment where businesses will prosper and opportunities for economic growth will be generated.



Goal 1 Parkland County will encourage appropriate, responsible and sustainable economic development

Strategies:

- 1.1 Review the Municipal Development Plan Bylaw to maintain a competitive economic development climate;
- 1.2 Allocate resources to support and promote economic development;
- 1.3 Implement economic development best practices;
- 1.4 Maintain one of the lowest tax levels in the region; and
- 1.5 Develop and maintain leading edge marketing tools; and
- 1.6 Encourage business retention and expansion.

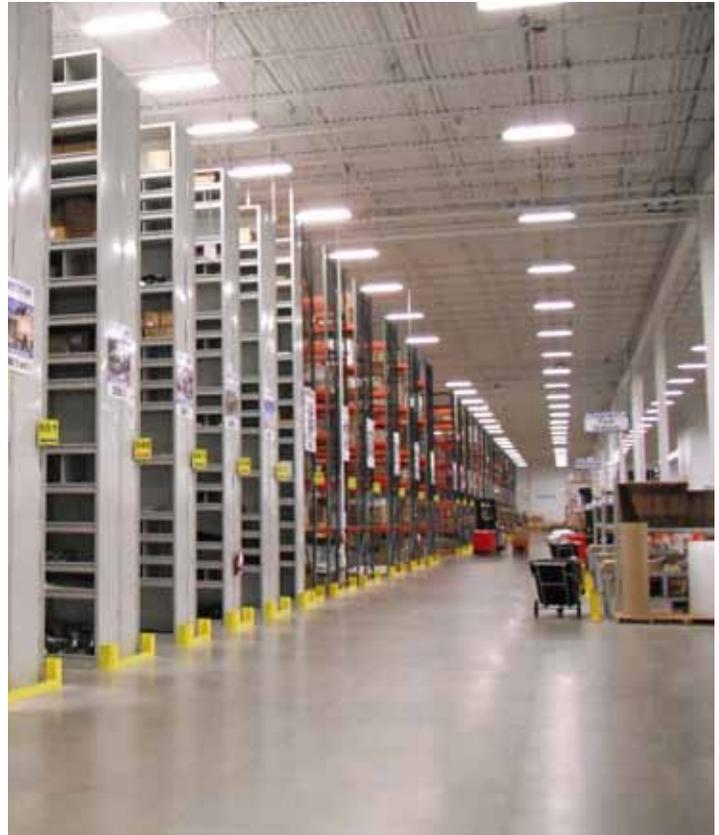
Goal 2 Parkland County will encourage and actively promote development in the Acheson Industrial Area

Strategies:

- 2.1 Promote the successes of existing businesses within the Acheson Industrial Area;
- 2.2 Market economic advantage of locating in the Acheson Industrial Area; and
- 2.3 Improve infrastructure in the Acheson Industrial Area.

Goal 3 Parkland County will develop and advance the Meridian Business Park

- 3.1 Revise Fifth Meridian Area Structure Plan;
- 3.2 Find opportunities to improve infrastructure in and access to Meridian Business Park; and
- 3.3 Promote the Meridian Business Park.



Goal 4 Parkland County will actively explore new business opportunities

Strategies:

- 4.1 Work with the Edmonton Airport Authority to advance regional development including potential service provisions at the Villeneuve Airport; and
- 4.2 Pursue the acquisition of a water license for Parkland County.

Goal 5 Parkland County will balance economic development with quality of life

Strategies:

- 5.1 Ensure development occurs in locations most appropriately suited for business, residents and the natural environment of Parkland County;
- 5.2 Promote responsible corporate citizenship by encouraging businesses to be involved in community development and partnerships; and
- 5.3 Work with businesses and residents to devise a plan to create a positive legacy from the extraction of non-renewable resources.

Quality of Life

Parkland County Council views quality of life as the overall enjoyment of life influenced by factors such as wealth, employment, environment, recreation, social belonging, education and rural lifestyle. Parkland County will maintain and improve the quality of life of its residents by being an involved, responsive and a trusted partner in our community.

Diverse landscapes interspersed with safe and caring communities makes Parkland County a great place to live.

Council will maintain a balance between residents, industries, agriculture and the environment in Parkland County in the most responsive manner possible.

Goal 1 Parkland County will support our communities and organizations

Strategies:

- 1.1 Support community organizations;
- 1.2 Enhance recreation facilities;
- 1.3 Support initiatives that advance and facilitate family well-being; and
- 1.4 Encourage growth in established communities that have capacity to grow.

Goal 2 Parkland County will maintain and enhance community safety

Strategies:

- 2.1 Continue to improve enforcement of the Off Highway Vehicle Bylaw;
- 2.2 Advance the development of an off highway vehicle (OHV) park;
- 2.3 Review Fire Permit Bylaw; and
- 2.4 Work more closely with social agencies and law enforcement.



Environment

Council recognizes the significance and sensitivity of the natural environment in Parkland County.

The environment is home to wildlife, rare species of birds and unique fauna. It also provides recreation opportunities, a picturesque backdrop, and immense natural resources. Through responsible use and actions, we can protect the environment, creating a legacy for future generations.

Goal 1 Parkland County will be a respected environmental steward

Strategies:

- 1.1 Reduce waste and emissions when conducting County business;
- 1.2 Implement policies to protect water;
- 1.3 Establish an Environmental Advisory Committee;
- 1.4 Maintain Parkland County’s Integrated Community Sustainability Plan (ICSP); and
- 1.5 Implement a Green Procurement Policy.

Goal 2 Parkland County will encourage residents to minimize their environmental footprint

Strategies:

- 2.1 Encourage sustainable energy practices; and
- 2.2 Encourage sustainable building practices.

Goal 3 Parkland County will increase environmental awareness

Strategies:

- 3.1 Research and pursue new environmental initiatives; and
- 3.2 Conduct environmental awareness campaigns.



Agriculture

For generations, Parkland County has been known for its farming heritage. The contribution of the agriculture industry in the region is undeniable. The agriculture industry enhances the economy by providing direct employment, supporting local suppliers, and providing quality, safe foods locally, nationally and internationally.

Parkland County has initiated an exciting relationship with Green Hectares. Through this relationship, Parkland County will improve and advance agricultural education and support to agri-business.

The agriculture industry is facing well-documented challenges, including increased input costs, encroaching development, and external factors, such as climate change. Parkland County recognizes the role of the agricultural industry as part of our proud history and contributors to the local economy and to the viability of our community.

The Agricultural Service Board and the Rural Life Advisory Committee will assist in achieving agriculture goals identified by Council. Council will continue to work with these bodies to act as advocates with other orders of government to support the agriculture industry.

Goal 1 Parkland County will support, promote and work with agricultural producers and businesses to ensure long-term viability

Strategies:

- 1.1 Lobby government to implement mechanisms that ensure viable business operations;
- 1.2 Initiate and promote a “100 km Diet” program;
- 1.3 Increase agricultural education opportunities;
- 1.4 Provide increased resources to agri-business; and
- 1.5 Develop communications campaign to elevate the importance of the economic, environmental and social contributions of the agriculture industry.



Infrastructure

Parkland County's infrastructure includes assets such as roadways, water systems, waste water systems and County-owned facilities.

With a mix of country residential subdivisions, agriculture and the vast array of non-residential properties in Parkland County there are unique infrastructure challenges. Parkland County utilizes software that is designed to review and evaluate infrastructure maintenance and replacement. This ensures that infrastructure is developed, maintained and replaced with maximum economic efficiency.

Goal 1 Parkland County will continue to advance the Intelligent Community Project

Strategies:

- 1.1 Increase broadband coverage in Parkland County;
- 1.2 Encourage rural education programs through the Intelligent Community's network; and
- 1.3 Pursue funding and revenue opportunities to expand the Intelligent Community Project.

Goal 2 Parkland County will review and update current service levels where necessary

Strategies:

- 2.1 Develop a sustainable subdivision surface preservation process;
- 2.2 Review the Street Lighting Policy;
- 2.3 Complete phase one of West Inter Lake District (WILD) Regional Water Services Commission Project; and
- 2.4 Review Construction Standards for new multi-parcel sub-division developments.

Goal 3 Parkland County will develop and maintain high-quality infrastructure that will ensure sustainable growth

Strategy:

- 3.1 Improve infrastructure in hamlets that have growth capacity; and
- 3.2 Research the viability of new technology and innovations.



Governance

A strong governance model is essential to the success of a municipality. Parkland County Council will create an environment that encourages administration to be progressive and innovative while providing high-quality service to the residents of Parkland County.

Parkland County has long recognized the importance of strong intergovernmental relationships. Parkland County is committed to working with First Nations communities and the municipalities located within and next to our boundaries. Parkland County is a proud member of the Tri-Region and has realized much success as a result of partnerships with the Town of Stony Plain and the City of Spruce Grove.

Maintaining and strengthening intergovernmental relationships will become more important as Parkland County looks to procure Federal and Provincial funds. By working with our neighbours as well as the Provincial and Federal governments, Parkland County will continue to have a positive effect on our region, the province, and the County.

Goal 1 Parkland County will ensure Administration is provided with the necessary tools to serve the residents of Parkland County efficiently and effectively

Strategies:

- 1.1 Review policies to ensure consistency with Council’s vision;
- 1.2 Identify and access funding opportunities;
- 1.3 Lobby other orders of government;
- 1.4 Collaborate with partners on matters of mutual benefit; and
- 1.5 Work with Alberta Association of Municipal Districts and Counties (AAMDC) to advance and support local governments.



Moving Forward

Parkland County prides itself on being a great place to live, work and play and will continue to work diligently to establish itself as the preeminent municipality in Alberta.

Council will focus on achieving a balanced approach between business development and quality of life.

We are committed to creating the best environment for Parkland County residents and businesses.

Strategic Plan Updates

Parkland County's vision as defined in the Strategic Plan outlines our goals; the strategies outline the measures of how we will achieve success.

Success also relies on accountability. Not only is Administration accountable to Council, but Council is accountable to all the residents of Parkland County. Communicating our progress holds us accountable to all of our stakeholders.

Parkland County Administration will report to Council on a quarterly basis by providing progress updates on the strategies outlined in Council's Strategic Plan.

The Strategic Plan, along with the progress reports, will be available to the public and will be posted on the Parkland County website at www.parklandcounty.com.

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Many of the photos used in the Strategic Plan were submitted for the 2009 Parkland County Resident Photo Contest. We are privileged and proud to have so many talented photographers in the area who captured their vision of the County so beautifully.