

PROJECT UPDATE

March 2025



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Introduction

Parkland County aligns strategic and corporate planning, budgeting, and financial reporting to support achieving the outcomes and priorities established in the County's Strategic Plan. As an essential component of the overall process, performance reporting monitors the organization's progress to determine if Parkland County is successfully achieving the County's goals or if adjustments need to be made.

Reporting on key projects is used by Administration to communicate Parkland County's progress to Council. Effective performance monitoring is the County's feedback loop that links strategy, planning, and continuous improvement together into an integrated system – it aligns direction, action and results.

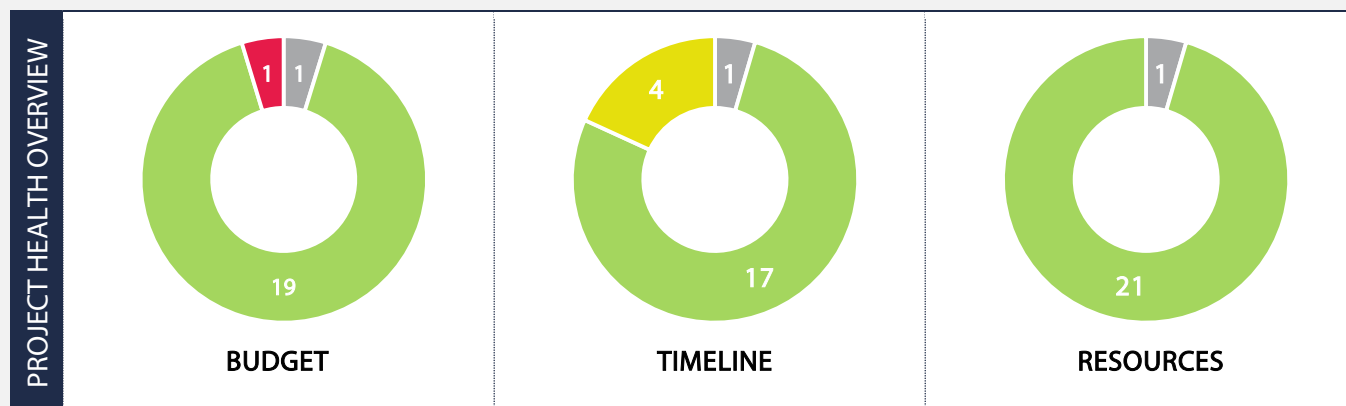
How Parkland County is progressing on the Strategic Plan has been summarized into the Project Update Report. This report includes a summary of the corporate priorities, and a listing of each associated key project, containing:

- a project description,
- lead departments and internal supporting entities,
- overall project status and health,
- financial health,
- recent reports to Council, and
- strategic alignment.

The Project Update report is not intended to include all projects the County is undertaking; however, it is intended to provide a snapshot of the key project activities being conducted in 2025 as well as those continuing from 2024.

Information on reports to Council can be accessed on the [Parkland County website](#).

Corporate Priorities Summary



To maintain the integrity of the procurement process, 2025 budget information for projects has not been included in the table below. The 2025 budgets were approved as per RFD 24-323 and carry forwards as per RFD 25-038. Future reports will include the 2025 budgets once procurements are complete.

Action/Project	Budget	Overall Progress	Project Health		
			Budget	Timeline	Resources
Pillar A – Complete Communities			Budget	Timeline	Resources
Rural Internet Initiatives	2024: \$186,250 2025: Carry Forward	Execution	●	●	●
Water & Wastewater Master Plan	2025: Per Budget Approval	0% Planning	●	●	●
Pillar B – Strategic Economic Diversification			Budget	Timeline	Resources
Acheson Intersection Improvements	2024: \$13,573,446 2025: Carry Forward	97% Execution	●	●	●
Acheson / Big Lake Transportation Impact Assessment Update	2024: \$75,000 2025: Carry Forward	0% Planning	●	●	●
Planning + Development Operational Process Review + Implementation	2025: Per Budget Approval	25% Execution	●	●	●
Wabamun Waterfront Initiatives					
▪ Restoration of Wastewater Lagoon*	2024: \$4,811,972 2025: Carry Forward	97% Execution	●	●	●
▪ Wabamun Wastewater System Review and Rehabilitation *		80% Execution		●	●
▪ Waterfront Area Improvements	2024: \$8,662,707 2025: Per Budget Approval	33% Execution	●	●	●

Action/Project	Budget	Overall Progress	Project Health		
			Budget	Timeline	Resources
Pillar C – Respected Environment and Agriculture					
Nature Policy Framework Development	2024: \$37,560 2025: Carry Forward & Operating Emergent	85% Execution	●	●	●
Natural Assets Management Project	2024: \$271,263 2025: Per Budget Approval	70% Execution	●	●	●
Agricultural Impact Assessment Guidelines	2024: \$18,141 2025: Carry Forward	5% Planning	●	●	●
Pillar D – Responsible Leadership					
Municipal Development Plan Update	2024: \$189,386	100% Complete	●	●	●
Area Structure Plan (ASP) Program Review	2025: Per Budget Approval	0% Planning	●	●	●
Communication & Engagement Enhancements					
▪ Engagement Program Review	2025: Per Budget Approval	On Hold	●	●	●
▪ E-Newsletter	Program Budget	100% Complete	●	●	●
▪ Advertising Bylaw	Program Budget	100% Complete	●	●	●
▪ Single Sign-On Web Portal	2024: \$54,650 2025: Carry Forward	80% Execution	●	●	●
Governing Document Data Repository	2024: \$57,200 2025: Carry Forward	10% Execution	●	●	●
Advocacy Plan	Program Budget	0% Planning	●	●	●
IT Optimization Playbook	2024: \$34,181 2025: Per Budget Approval	75% Execution	●	●	●
Land Use Bylaw ReDesign and Implementation	2024: \$38,712 2025: Per Budget Approval	95% Execution	●	●	●
Fire Master Plan	2024: \$90,000 2025: Carry Forward	40% Execution	●	●	●

* The project budget for the restoration of the Wabamun wastewater lagoon and the review and rehabilitation of the Wabamun wastewater system are combined under one budget. The amount in this report represents the whole budget.

Legend	
● On hold - action or project is temporarily paused	● Caution - some obstacles identified and slowing progress
● On Track - action or project is progressing well with little-to-no issues	● Off Track - significant obstacle(s) blocking progress
Budget Health – is the project within budget Timeline Health – how the project is proceeding to schedule	
Resources Health – if the project has the people, supplies and materials required for project success	

Key Project and Initiative Updates

March 2025



PILLAR A

Connected Communities

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

GOALS

A1

To ensure that County infrastructure meets the needs of residents, businesses, and industry

A2

To create a sense of belonging and well-being by enriching our communities with relevant amenities

A3

To build a strong community through effective social support services

A4

To honour the history and culture of local indigenous peoples

RURAL INTERNET INITIATIVES (2024-2027)

Strategic Plan Alignment: Goal A1

Associated with Priority Strategy: Explore and implement initiatives that enable rural connectivity in underserved areas, while having consideration for emergent technologies.

OVERALL PROGRESS	Project Health		
Status: Execution	● Budget	● Timeline	● Resources
Lead Technology & Digital Services		Supporting Entities: Growth & Strategy, Communications & Customer Service, Executive Committee and Council	
DESCRIPTION:			
What: Rural internet initiatives aimed at challenges and opportunities with the County's internet infrastructure.			
Why: Improved rural internet connectivity will provide our residents more affordable and efficient access to basic amenities such as education, health care, public safety and government services.			
How: The County will continue to facilitate the installation of broadband and fibre optic infrastructure. This work includes advocacy at federal and provincial levels for investment in internet connectivity Parkland County. The initiatives will also seek to address other areas of need through satellite, other wireless, and additional fibre services, ensuring greater consistency of high-speed internet service.			
STATUS UPDATE:			
The Wireless Internet Rebate Program (WIRP) was launched to the public on December 2, 2024. WIRP will run for three months or until funding is fully utilized, with an option to extend the end date and increase funding, based on demand. As well, a WIRP program review will take place during quarter 1 2025.			
To be eligible for WIRP, residents are required to either demonstrate test speeds below the CRTC minimum standard of 50/10 or declare service need. All wireless service offerings qualify for the program. The speed data collected through the program will inform the rural internet initiatives strategy development and decision-making.			
As of February 11, 2025, 48 WIRP applications have been received with 6 rebates disbursed and 25 applications approved.			
Additionally, the Parkland County Broadband Strategy review continues which includes a second application to the Universal Broadband Fund (UBF) based on new federal data. Further, a concept design is being prepared for Parkland County broadband investment.			
RECENT REPORTS TO COUNCIL:			
October 8, 2024 – Administration provided Council a program summary. Council approved motions to reinstate the program to supply a rebate for equipment and installation fees to enable access to high-speed wireless internet service for qualified ratepayers, and funding for up to \$103,000 from the Rural Communications Network Lifecycle Restricted Surplus.			
November 26, 2024 – Q3 Project Update Report presentation to Council			

WATER & WASTEWATER MASTER PLAN (2025-2026)

Strategic Plan Alignment: Goal A1

<p>OVERALL PROGRESS 0% Status: Planning</p>	<p>Project Health</p>		
<p>Lead Engineering Services</p>	<p>● Budget</p>	<p>● Timeline</p>	<p>● Resources</p>
<p>Supporting Entities: Planning & Development Services, Public Works, Growth & Strategy, Agriculture & Environment Services</p> <p>DESCRIPTION: What: Comprehensive Water & Wastewater Master Plan which will inventory existing water and wastewater distribution systems, identify future needs, and present servicing concepts to maximize use of existing and future systems. Why: Water and wastewater systems are vital to functioning communities. Residents rely on water and wastewater systems every day. A comprehensive assessment of current performance of the County’s water and wastewater systems will identify improvements and long-term servicing strategies. How: Development of a long-term strategic plan for water and wastewater water systems across the County.</p>			
<p>STATUS UPDATE: The project Scope is being finalized prior to tendering to a consultant. Engineering Services expects work to begin in Q2 2025 with several engagements with Council to work through options, opportunities and various scenarios for the long-term Water & Wastewater Master Plan.</p> <p>RECENT REPORTS TO COUNCIL: n/a</p>			



PILLAR B

Strategic Economic Diversification

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

GOALS

- B1** To explore strategies that encourage new businesses to locate in Parkland County, with strategic emphasis on Acheson and the Wabamun area
- B2** To add emphasis to recreation and rural tourism to diversify the County's economic opportunities
- B3** To attract diversified energy investment in Parkland County
- B4** To support existing and new businesses in Parkland County with a focus on micro and small businesses

ACHESON INTERSECTION IMPROVEMENTS (2024-2025)

Strategic Plan Alignment: Goal B1

Associated with Priority Strategy: Implement the investment strategy for Acheson lands to ensure maximum build-out can be achieved.

OVERALL PROGRESS 97% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
Lead Engineering Services		Supporting Entities: Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Growth & Strategy	
DESCRIPTION: What: Improvements at two intersections along Highway 16A: <ol style="list-style-type: none"> 1. Spruce Valley Road and 2. Pinchbeck/Bevington Road. Why: This project supports economic growth, as the work will greatly improve traffic movement in the Acheson Industrial Area. Businesses operating in the area will benefit as efficient freight transport systems improve market access, resulting in lower operating costs. How: Widening of Highway 16A deceleration and acceleration lanes, installing traffic lights and realigning of Spruce Valley Road and Pinchbeck and Bevington Road. Project includes connecting water and wastewater line under Highway 16A to enable future connection between Acheson Zone 4 and Acheson Zone 6 services.			
STATUS UPDATE: The majority of work on the project is complete with the exception of an ATCO high pressure gas line crossing to complete. The ATCO gas line completion is pushing timeline for completion beyond March 31, 2025. This work is scheduled for May/June 2025. Upon completion of the gas line crossing, the roadway improvements will be finalized. The remaining seasonal landscaping and other minor touch-ups will be completed as soon as possible after the gas line work is completed. Warranty will be 2 years to 2027.			
RECENT REPORTS TO COUNCIL: October 15, 2024 – A project update was provided to the Governance & Priorities Committee as part of the Operations Services Division Report. November 26, 2024 – Q3 Project Update Report presentation to Council January 21, 2025 – Highway 16A Acheson Intersection Construction Update provided to Council			

ACHESON / BIG LAKE TRANSPORTATION IMPACT ASSESSMENT UPDATE (2024-2025)

Strategic Plan Alignment: Goal B1

Associated with Priority Strategy: Implement the investment strategy for Acheson lands to ensure maximum build-out can be achieved.

OVERALL PROGRESS 0% Status: Planning	Project Health		
	● Budget	● Timeline	● Resources
Lead Engineering Services		Supporting Entities: Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Growth & Strategy	
DESCRIPTION: What: A report to better understand, assess and mitigate any identified or potential traffic and transportation issues in the Acheson / Big Lake area. Why: This action benefits residents and business owners, as it supports future growth and strategic expansion. A thriving industrial area contributes to economic stability. How: Transportation Impact Assessments evaluate the current roadway network and highlight areas of constraint, if any. The report reviews anticipated growth patterns and will develop traffic generation expectations as growth occurs. This will guide road network improvements required to maintain an efficient and effective transportation system within Acheson and Big Lake area for existing and future road users. The report provides essential information for ongoing development approvals and ensures that what the County is building appropriate infrastructure to accommodate growth.			
STATUS UPDATE: Procurement of an engineering consultant has been initiated. Once the consultant is selected to perform the work, it will take six months to complete an initial draft report. The report will be finalized within a few weeks / months following initial submission. The report is planned to be completed by end of 2025. Administration is on track to complete the project within the planned timeline.			
RECENT REPORTS TO COUNCIL: n/a			

PLANNING & DEVELOPMENT OPERATIONAL PROCESS REVIEW AND IMPLEMENTATION (2024-2025)

Strategic Plan Alignment: Goal B1

Associated with Priority Strategy: Implement the investment strategy for Acheson lands to ensure maximum build-out can be achieved.

OVERALL PROGRESS 25% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
Lead Planning & Development Services		Supporting Entities: Engineering Services, Agriculture & Environment Services, Technology & Digital Services, Community Services, Growth & Strategy, Communications & Customer Service	
DESCRIPTION: What: A review of land use planning permitting operations for efficiency and effectiveness. Why: This review will assist the department to optimize permitting and approval processes which will benefit County businesses and residents. Faster, more efficient processing of applications and permits supports economic growth. In addition, the review will support resourcing future creation and revisions of statutory and governing land use planning documents. How: The action will review the efficiency and effectiveness, and overall customer experience, with existing permitting and approval processes, providing a roadmap of recommendations for continuous improvement.			
STATUS UPDATE: The Operational Process Review was completed by MNP in October 2024 and included several recommendations to be considered for implementation. An implementation plan has been prepared, and execution of action items has begun including organizational realignment and creation of a customer service focused team for application intake and customer inquiries.			
RECENT REPORTS TO COUNCIL: February 4, 2025 – Update on the improvements occurring within the Planning and Development department was provided to Governance & Priorities Committee			

WABAMUN WATERFRONT INITIATIVES

a. Restoration of Wastewater Lagoon (2024-2025)

Strategic Plan Alignment: Goal B1

Note: The project budget for the restoration of the Wabamun wastewater lagoon and the review and rehabilitation of the Wabamun wastewater system are combined under one budget. The amount in this report represents the whole budget.

OVERALL PROGRESS 97% complete Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
Lead Engineering Services		Supporting Entities: Planning & Development Services, Public Works, Growth & Strategy	
DESCRIPTION: What: Infrastructure project to rehabilitate the existing wastewater lagoon in Wabamun. Why: Wastewater utilities are an essential service, and wastewater lagoons offer a cost-effective and energy-efficient solution for wastewater management, particularly in communities where resources and infrastructure may be limited. The performance and efficiency of the lagoon system depend on routine maintenance and repair to provide wastewater service to Wabamun residents and businesses. How: The rehabilitation will address performance issues and create capacity for future growth.			
STATUS UPDATE: Project activities include dredging existing sludge from the bottom of the lagoon. This will add long term capacity to the lagoon and should be repeated every 5 years to avoid excessive build up of sludge. The project also includes repair and replacement of the existing inlet and outlet manholes and service pipes. Some refurbishments of the lagoon banks and sidewalls will be conducted to ensure they are brought back to like new condition. As well, there was some minor sluffing and vegetation occurring that will be cleaned up accordingly. The majority of work has been completed for the lagoon rehabilitation. The remaining work includes the inlet/ outlet structure. At the end of the construction season in 2024, there was a delay in delivery of the inlet/ outlet structures, and they could not be installed as planned. This work has been deferred to Spring 2025 when the weather is more favourable and the costs to complete are lower.			
RECENT REPORTS TO COUNCIL: October 15, 2024 – A project update was provided to the Governance & Priorities Committee as part of the Operations Service Division Report. November 26, 2024 – Q3 Project Update Report presentation to Council			

b. Wabamun Wastewater System Review and Rehabilitation (2024-2025)

Strategic Plan Alignment: Goal B1

Note: The project budget for the restoration of the Wabamun wastewater lagoon and the review and rehabilitation of the Wabamun wastewater system are combined under one budget. The amount in this report represents the whole budget.

<p>OVERALL PROGRESS 80% complete Status: Execution</p>	<p>Project Health</p>		
	<p>● Budget</p>	<p>● Timeline</p>	<p>● Resources</p>
<p>Lead Engineering Services</p>		<p>Supporting Entities: Planning & Development Services, Public Works, Growth & Strategy</p>	
<p>DESCRIPTION: What: Wabamun Wastewater System review including generating a detailed operations report, lifecycle assessment and future replacement timeline. The project also includes an infrastructure project to rehabilitate the existing wastewater line in Wabamun. Why: Wastewater utilities are an essential service for Wabamun residents and businesses. The maintenance and repair of the main wastewater line will prevent contamination and protect water quality and public health. This work will provide an essential service to Wabamun residents and businesses. How: Parkland County has made several improvements to the overall wastewater system and will follow up with a status report on the current and future functions of the system. Additionally, the rehabilitation will address performance issues and create capacity for future growth.</p>			
<p>STATUS UPDATE: Wastewater lines were replaced as planned in Wabamun through the CIPP lining within the entire hamlet, replacement/ repair of control structures and maintenance holes, as well as replacement / repairs to Osprey wastewater lines. During repairs of wastewater lines in Osprey, Administration identified additional concerns with the water system and increased the scope and timelines of deliverables to address waterline concerns as part of the original work activity. As the project was under-budget on the wastewater activities, Administration will use the remaining available budget to complete the added scope – no additional funding is anticipated at this time. Funding is from a PrairiesCAN contribution under CCTF (Canada Coal Transition Fund). PrairiesCAN has approved the change in scope. The remaining work is expected to be completed by fall 2025. Design activities and a scope outline is being finalized to determine the 2025 work activities, finalize the budget required, and outline the schedule to complete.</p> <p>RECENT REPORTS TO COUNCIL: October 15, 2024 – A project update was provided to the Governance & Priorities Committee as part of the Operations Service Division Report. November 26, 2024 – Q3 Project Update Report presentation to Council</p>			

c. Waterfront Area Improvements (2024-2026)

Strategic Plan Alignment: Goal B1

<p>OVERALL PROGRESS 33% complete Status: Execution</p>	<p>Project Health</p>		
	<p>● Budget</p>	<p>● Timeline</p>	<p>● Resources</p>
<p>Lead Community Services</p>		<p>Supporting Entities: Growth & Strategy, Engineering Services, Executive Committee</p>	
<p>DESCRIPTION:</p> <p>What: Improvements to the Wabamun Waterfront Park including the installation of an updated spray park, expanded beach and recreation area as well as, infrastructure improvements to support future marina, public beach and swimming pond.</p> <p>Why: In 2022, the Wabamun Area Vision was approved by Council, setting a 50-year concept for the area in and around Wabamun Lake, specifically identifying opportunities to enhance the Wabamun Waterfront public access and amenities. These improvements are key to encouraging future growth of the community and improving the quality of life of residents, businesses, and visitors by boosting local tourism opportunities.</p> <p>How: As part of the County's commitment to the growth and diversification of the hamlet of Wabamun, the County is investing in improvements to the hamlet's waterfront area. Additional support for this project is funded by the Government of Canada through PrairiesCan grant funding.</p>			
<p>STATUS UPDATE:</p> <p><u>Marina and Swimming Pond</u> The marina and swimming pond project is currently in the design phase and 70% complete. A construction manager has been brought onboard to support cost savings as Administration works to finalize the design.</p> <p>The First Nation consultation is also currently underway, with a Q2 completion target.</p> <p>The marina and swimming pond to be tentatively complete by Q1 2027.</p> <p><u>Waterfront Park Re-Development</u> Wabamun Waterfront Park is currently under construction and will be complete and open to the public in Q3 2025.</p> <p>The Waterfront Park is on budget while the marina and swimming pond are currently tracking over-budget.. A Construction Manager has been hired for the project to review the design in an effort to reduce costs during the construction phase of the project.</p> <p>RECENT REPORTS TO COUNCIL:</p> <p>May 21, 2024 – Administration provided a Waterfront Park Improvement project update to Council.</p> <p>November 26, 2024 – Q3 Project Update Report presentation to Council</p> <p>December 3, 2024 – A project update was provided to Council.</p>			



PILLAR C

Respected Environment + Agriculture

We respect the natural environment, recognizing Parkland County's biodiversity and unique natural beauty, the land's value for agricultural purposes, and ensuring our commitment to sustainable agricultural and environmental practices.

GOALS

- C1** To develop a policy framework that ensures the protection of environmentally significant areas
- C2** To recognize the importance of preserving prime agricultural land available for production
- C3** To support our agricultural community

NATURE POLICY FRAMEWORK DEVELOPMENT (2024-2025)

Strategic Plan Alignment: Goal C1

Associated with Priority Strategy: Review and update the County's framework on environmentally significant areas to support responsible management of natural assets and amenities.

<p>OVERALL PROGRESS 85% complete Status: Execution</p>	<p>Project Health</p>		
	<p>● Budget</p>	<p>● Timeline</p>	<p>● Resources</p>
<p>Lead Agriculture & Environment Services</p>		<p>Supporting Entities: Planning & Development Services, Engineering Services, Communications & Customer Service</p>	
<p>DESCRIPTION: What: Development of the Nature Policy Framework with focus on Environmentally Significant Area (ESA) conservation. Why: Conserving valuable natural areas through policy will ensure water conservation, disaster mitigation, habitat and biodiversity provision, and scenic beauty are maintained as needed across the County. How: The framework will provide direction, ensure coordination between policies and provide options and clarity around ESAs and conservation.</p>			
<p>STATUS UPDATE: Throughout Q3 work was focused on drafting policy for the MDP and LUB updates. In Q4 2024 and Q1 2025, the Nature Policy Framework and associated policies were drafted. Administration is now reviewing the draft to ensure alignment with County documents and Council direction. As well, the policies are being circulated to internal departments for comment. The framework will act as a guiding document for the conservation of important natural features and functions and will summarize all the County's policies that support environmental stewardship. The individual Council policies will accompany the framework and support its implementation. Next steps will be to bring the framework and policies to Council throughout April for review and approval.</p>			
<p>RECENT REPORTS TO COUNCIL: July 2, 2024 – Administration provided a Nature Policy Framework project update to Council. November 26, 2024 – Q3 Project Update Report presentation to Council April 2025 – Draft framework and policies are scheduled to be presented to Council.</p>			

NATURAL ASSETS MANAGEMENT PROJECT (2023-2025)

Strategic Plan Alignment: Goal C1

Associated with Priority Strategy: Review and update the County's framework on environmentally significant areas to support responsible management of natural assets and amenities.

<p>OVERALL PROGRESS 70% complete Status: Execution</p>	Project Health		
	● Budget	● Timeline	● Resources
<p>Lead Agriculture & Environment Services</p> <p>Supporting Entities: Planning & Development Services, Engineering Services, Information Services</p> <p>DESCRIPTION: What: Completion of a natural asset inventory, condition assessment and ecosystem service valuation. Why: Natural assets provide essential services to the community in an efficient and cost-effective way. They also require different types / levels of guidance to direct conservation and restoration efforts. How: In 2025 there will be a focus on updating Engineering Standards to include nature-based solutions and integration of identified assets into the asset management system.</p>			
<p>STATUS UPDATE: Since October 2024, the consultants have been completing the inventory and valuation. A draft report will be presented to Council in April. Following the report, Administration will begin work on updating engineering standards and incorporating assets into the County's asset management system.</p> <p>The project schedule has shifted slightly due to issues receiving data, however the project is still on track to be completed within grant agreement terms.</p> <p>RECENT REPORTS TO COUNCIL: April 16, 2024 – Administration provided an update to Council regarding the Natural Assets Management Project. November 26, 2024 – Q3 Project Update Report presentation to Council April 2025 - The next project update to Council is planned.</p>			

AGRICULTURAL IMPACT ASSESSMENT GUIDELINES (2025-2026)

Strategic Plan Alignment: Goal C2

OVERALL PROGRESS 5% Status: Planning	Project Health		
	● Budget	● Timeline	● Resources
Lead Agriculture & Environment Services		Supporting Entities: Planning & Development Services, Growth & Strategy	
DESCRIPTION: What: Establish clear and consistent requirements for Agricultural Impact Assessments (AIAs) within Parkland County. Why: An Agricultural Impact Assessment is a technical report used to determine the level of impact a proposed non-agricultural development in a particular area may have on the agricultural production in that region. AIAs can help Administration have a clearer understanding of the impacts of a particular development and can assist with making well-informed land use decisions and providing recommended mitigation measures. As identified in Parkland County's updated Municipal Development Plan, AIAs are required when proposing to develop on prime agricultural lands. Currently, Parkland County does not have any established minimum requirements for an AIA, leading to unclear application standards and delays in decision-making processes. How: Administration will review regional requirements and best practices in order to document clear submission standards for AIAs and create guiding documents for development.			
STATUS UPDATE: Administration is finalizing a project scope in order to begin procurement of a consultant that will create the guiding documents. As part of this process research of existing AIA requirements from similar municipalities and within provincial regulations has been completed.			
RECENT REPORTS TO COUNCIL: n/a			



PILLAR D

Responsible Leadership

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

GOALS

D1

To ensure that County Council is supported by a robust and current framework of bylaws, policies, and plans

D2

To strive for organizational excellence in delivering Council services and programs to residents, businesses, and community groups

D3

To strengthen relationships with leaders of Parkland County-based businesses and community groups

D4

To engage and collaborate with all orders of government, particularly our Tri-Region partners and Indigenous neighbours

MUNICIPAL DEVELOPMENT PLAN UPDATE (2024-2025)

Strategic Plan Alignment: Goal D1

Associated with Priority Strategy: Update Council's guiding documents to support clarity and consistency for Council, Administration, and the public.

OVERALL PROGRESS 100% Status: Complete	Project Health		
	● Budget	● Timeline	● Resources
Lead Planning & Development Services		Supporting Entities: Engineering Services, Agriculture & Environment, Community Services, Growth & Strategy, Communications & Customer Service	
DESCRIPTION: What: Parkland County is updating its Municipal Development Plan (MDP) to guide county growth and economic diversification. Why: The MDP is Parkland County's long-term plan for growth and development. It provides direction on how land is used, where services go and how communities expand. To keep up with the evolving needs of the County and its residents, the MDP is regularly reviewed and updated. The new MDP will create a clear vision for the County that responds to regional and economic changes such as the phase out of coal, integration of Wabamun and alignment with the Regional Agricultural Master Plan. How: The update of the MDP includes completing a Technical Growth Study and conducting comprehensive public engagement.			
STATUS UPDATE: The new Municipal Development Plan received first and second readings from Council in 2024. Following referral to the EMRB in December 2024, the MDP received support in January 2025. Third reading is scheduled for February 25, 2025.			
RECENT REPORTS TO COUNCIL: September 10, 2024 – Administration provided an MDP project update to Council in a closed session. October 22, 2024 – Council gave the MDP Bylaw first reading. November 26, 2024 – Q3 Project Update Report presentation to Council November 26, 2024 – The MDP Bylaw public hearing was held and the bylaw received second reading. February 25, 2025 – The MDP Bylaw received third reading.			

AREA STRUCTURE PLAN (ASP) PROGRAM REVIEW (2024-2026)

Strategic Plan Alignment: Goal D1

Associated with Priority Strategy: Update Council's guiding documents to support clarity and consistency for Council, Administration, and the public.

OVERALL PROGRESS 0% Status: Planning	Project Health		
	● Budget	● Timeline	● Resources
Lead Planning & Development Services		Supporting Entities: Engineering Services, Agriculture & Environment, Community Services, Growth and Strategy, Communications & Customer Service, Assessment & Taxation	
DESCRIPTION: What: Completing a review of the County's existing Area Structure Plan (ASPs) to determine their alignment with the new Municipal Development Plan (MDP). Why: ASPs provide direction on land use and infrastructure planning within defined areas of a municipality. They can identify proposed land uses, general location of major roadways, development sequencing and population density of an area to support a streamlined and effective land use development process. The County currently has 11 approved ASPs, some dating as far back as 1979. With the approval of a new MDP, the County will review the existing ASPs to evaluate whether the documents are in alignment with the higher-level plan and meet the needs of the community. How: Review and evaluate existing ASPs for alignment with the new MDP, creating a prioritization system that will identify which plans should be amended, rescinded, or created to achieve the goals of the MDP.			
STATUS UPDATE: The project plan is in the process of being completed and is anticipated to be approved by end of Q1 2025. In the interim, a University of Alberta studio class has initiated research on behalf of the County to provide recommendations on the effectiveness of the County's ASPs and identify gaps in alignment between the MDP and ASPs. This work will link into the project deliverables and support the prioritization of which plans should be amended, rescinded, or created.			
RECENT REPORTS TO COUNCIL: n/a			

COMMUNICATION & ENGAGEMENT ENHANCEMENTS

a. Engagement Program Review (2024-2025)

Strategic Plan Alignment: Goal D2

Associated with Priority Strategy: Strive for organizational excellence in delivering Council services and programs to residents, businesses, and community groups

OVERALL PROGRESS	Project Health		
Status: On Hold	● Budget	● Timeline	● Resources
<p>Lead Growth & Strategy</p> <p>DESCRIPTION: What: A review of existing internal and external engagement practices resulting in organizational alignment through establishing standardized practices and relevant resources/tools. Why: The intent of this review is to standardize the public engagement process to ensure meaningful public engagement and enabling more informed decisions and greater public understanding. How: The review involves examining engagement best practices, establishing standard practices, and includes the consolidation and update to the County's public consultation policies.</p>	<p>Supporting Entities: Communications & Customer Service, Finance, Executive Committee, All departments</p>		
<p>STATUS UPDATE: Project is on hold pending a review of the project scope by Administration.</p>			
<p>RECENT REPORTS TO COUNCIL: n/a</p>			

b. E-Newsletter (2024-2025)

Strategic Plan Alignment: Goal D2

Associated with Priority Strategy: Strive for organizational excellence in delivering Council services and programs to residents, businesses, and community groups

OVERALL PROGRESS 100% Status: Complete	Project Health		
	● Budget	● Timeline	● Resources
Lead Communications & Customer Service	Supporting Entities: All departments		
DESCRIPTION: <p>What: Increase the use of direct communication tools to reach County residents, including e-newsletter.</p> <p>Why: YourParkland, the County's printed newsletter, is delivered to all households in the County on a quarterly basis. This newsletter provides accurate and up-to-date news, important dates, and information relevant to residents to keep County residents engaged and informed. In alignment with Council's strategic priorities, the County is examining ways to enhance communication with residents in a timely and flexible manner.</p> <p>How: To build on the success of the YourParkland newsletter, the County will introduce a complementary monthly electronic newsletter for residents.</p>			
STATUS UPDATE: The eNewsletter was successfully launched in September 2024, with monthly issues now regularly produced by the Communications team, distributed to subscribed residents on the final Friday of each month. A subscription promotion campaign has been launched and remains ongoing. Subscriber rates are continually increasing, with 803 residents subscribed at time of reporting, putting us on track for our first subscriber milestone goal of 1,000. The project is on budget, all timelines are on track and the project is suitably resourced for ongoing success.			
RECENT REPORTS TO COUNCIL: n/a			

c. Advertising Bylaw (2024-2025)

Strategic Plan Alignment: Goal D2

Associated with Priority Strategy: Strive for organizational excellence in delivering Council services and programs to residents, businesses, and community groups

OVERALL PROGRESS 100% Status: Complete	Project Health		
	● Budget	● Timeline	● Resources
<p>Lead Communications & Customer Service</p> <p>Supporting Entities: Legislative & Legal Services, Growth & Strategy</p> <p>DESCRIPTION: What: Develop a formal Advertising Bylaw. Why: In alignment with Council's Strategic priorities, the County is examining ways to enhance communication with residents in a timely and flexible manner. The County is looking for ways to better communicate with residents on matters of importance to them, using methods that work for them. How: Conduct jurisdictional scan, best practices review, and stakeholder engagement to inform and establish an Advertising Bylaw, clearly outlining how information is shared with residents.</p>			
<p>STATUS UPDATE: Following a jurisdictional scan, best practices review and stakeholder engagement to establish an Advertising Bylaw, the draft bylaw proceeded to a first reading on November 12 2024, followed by advertising, a second reading, public hearing and third reading on December 10, 2024. Parkland County signed and passed Bylaw 2024-21 (Advertising Bylaw) on December 10, 2024.</p> <p>RECENT REPORTS TO COUNCIL: November 12, 2024 - Council gave the Advertising Bylaw first reading. December 10, 2024– The Advertising Bylaw public hearing was held and the bylaw received second and third reading.</p>			

d. Single Sign-On Web Portal (2024-2025)

Strategic Plan Alignment: Goal D2

Associated with Priority Strategy: Strive for organizational excellence in delivering Council services and programs to residents, businesses, and community groups

OVERALL PROGRESS 80% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
Lead Communications & Customer Service		Supporting Entities: Technology & Digital Services	
DESCRIPTION: What: Launch a single-sign-on portal on County website. Why: To enhance communication and access to information with residents, the County is increasing the use of direct communication tools. A single-sign-on website portal is another avenue for residents to receive up-to-date and timely information on matters of importance to them. How: Administration will introduce a single-sign-on portal on the County website for residents to easily access a variety of functions. Using location-based data, it may be used to inform residents of current snow clearing information, PLANit application updates, their electoral division, etc.			
STATUS UPDATE: The project is in the technical discovery phase. A web vendor is assisting Parkland County internal teams with connecting the portal to internal or third-party applications such as Cityview (PLANit), fleet info for snowplows, resident addressing data, news and calendar feeds, and addressing data for garbage collection. In parallel, the Communications team has been setting up the look and feel of the portal to ensure an optimal experience for resident use. The next phase will see internal user testing to refine any areas of improvement required prior to soft launch alongside a communications campaign plan to promote the service. The final phase will be keeping the portal content up to date, educating users on its benefits and evaluating additional widgets for further added value			
RECENT REPORTS TO COUNCIL: n/a			

GOVERNING DOCUMENT DATA REPOSITORY (2025)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 10% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
Lead Legislative & Legal Services		Supporting Entities: Technology & Digital Services	
DESCRIPTION: What: A new tool to enhance the way governance documents are tracked and managed. Why: Maintaining and updating policies and procedures that are in line with ever-changing regulatory standards is now critical for most organizations. Ensuring compliance in the County’s governing documents helps to reduce financial and reputational risks for the County. How: Implement a system to automate the review of County governance documents. The document repository will catalogue and maintain a listing of all governance documents, and track interdependencies. The system will automatically prompt the organization when governance documents are due for review, allowing for timely evaluation and congruency between policies.			
STATUS UPDATE: Legislative and Legal Services has worked with Technology and Digital Services to map out current state processes for bylaw and policy management within Parkland County. Technology and Digital Services will complete a comprehensive review of the processes and will provide recommendations for workflow options and automated tracking of these governance documents.			
RECENT REPORTS TO COUNCIL: n/a			

ADVOCACY PLAN (2025-2026)

Strategic Plan Alignment: Goal D4

OVERALL PROGRESS 0% Status: Planning	Project Health		
	● Budget	● Timeline	● Resources
Lead Growth & Strategy		Supporting Entities: Communications & Customer Service, Executive Committee, All departments	
DESCRIPTION: What: Create an Advocacy Framework, formal Advocacy Plan, and Advocacy Schedule. Why: Establishing relationships in the community, with regional partners and all levels of government can better support Parkland County in achieving its goals through grant funding, access to opportunities, and collaborative efforts. Well-coordinated advocacy strategies will help the County focus its efforts on the issues that matter most to residents and align with Council’s strategic vision. How: Establish the framework to support development and maintenance of an annual advocacy plan. The framework will be established through engagement with Council and development with internal staff. The framework will ensure that the advocacy plan and schedule will be supported by well-defined and efficient processes.			
STATUS UPDATE: Strategy & Engagement will wrap up research and project planning in Q2 2025. Data collected will be used to develop an internal advocacy framework consisting of an advocacy activity schedule, established standards, processes and tools. The advocacy framework will support Administration in implementing Council’s formal Advocacy Plan, which will be set at the 2026 Strategic Planning Session.			
RECENT REPORTS TO COUNCIL: January 30, 2025 – Advocacy Plan project outlined at Council’s Strategic Planning Session			

IT OPTIMIZATION PLAYBOOK (2025-2028)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 75% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
Lead Technology & Digital Services		Supporting Entities: All departments	
DESCRIPTION: What: Phased improvements to the County’s internal information technology services. Why: The Technology and Digital Services department provides the necessary information technology and support required to assist County staff to efficiently deliver services to County residents. The County recently undertook a comprehensive review of how the County’s internal information system operates, which resulted in recommendations, known as the IT Optimization Playbook. The completion of the recommendations will enhance the overall efficiency and effectiveness of the organization. How: Administration will complete the recommendations found within the IT Optimization Playbook to continuously improve service and delivery.			
STATUS UPDATE: Technology and Digital Services transformation is close to completion. The department is finalizing the review and updates of job descriptions. Recruitment will be commencing on vacancies. As well, training plans under development to address skill gaps related to advanced technologies and professional practices. Further, the department has been rebranded and financials restructured to align to the transformation.			
RECENT REPORTS TO COUNCIL: n/a			

LAND USE BYLAW REDESIGN AND IMPLEMENTATION (2023-2025)

Strategic Plan Alignment: Goal D1

OVERALL PROGRESS 95% complete Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
<p>Lead Planning & Development Services</p> <p>Supporting Entities: Engineering Services, Agriculture & Environment, Community Services, Growth and Strategy, Communications & Customer Service</p> <p>DESCRIPTION: What: Review and update of the County's Land Use Bylaw (LUB). Why: As required in the province, all municipalities must establish land use regulations through a Land Use Bylaw (LUB). LUBs are regularly reviewed and updated to meet the changing needs of each community. Parkland County's LUB is being reviewed to establish clear, well-defined regulations that are easy to understand and apply. In addition, the review will also integrate the hamlet of Wabamun into the LUB. How: The revised regulations will take into consideration the wide variety of current and potential land uses desired by the residents and businesses and will be informed by comprehensive public engagement. The implementation portion of this project includes digitizing the bylaw, completing relevant updates to the County's website, and hosting public events on how to use the new bylaw.</p>			
<p>STATUS UPDATE: The third phase of engagement for the Land Use Bylaw Redesign project was completed in early January 2025. Input is being collected and incorporated to the final Land Use Bylaw in preparation for first reading at Council in March.</p> <p>RECENT REPORTS TO COUNCIL: September 3, 2024 – A Land Use Bylaw Project update was provided to the Governance & Priorities Committee in a closed session. October 15, 2024 – A Land Use Bylaw project update was provided to the Governance & Priorities Committee in a closed session. November 26, 2024 – Q3 Project Update Report presentation to Council December 3, 2024 – A Land Use Bylaw project update was provided to the Governance & Priorities Committee. February 18, 2025 – Land Use Bylaw project and workshop to the Governance & Priorities Committee in a closed session. March 13, 2025 - Administration provided a project update to Council in a closed session.</p>			

FIRE MASTER PLAN (2024-2025)

Strategic Plan Alignment: Goal D1

OVERALL PROGRESS 40% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
Lead Fire Services	Supporting Entities: Finance		
DESCRIPTION: What: Development of a new Fire Services Master Plan. Why: The County's Fire Master Plan ensures coordination and effective management of emergency services to meet the community's needs today and into the future. It defines the level of fire protection and emergency response services for the municipality and the resourcing required to meet those standards. The plan should be updated regularly to reflect any changing risks, Council's priorities and service level demands. How: Fire Services will hire a consulting company to complete a Fire Service Master Plan. This will be completed by reviewing Fire Service industry standards and the County's current Fire Service, and provide a report with recommendations based on their findings.			
STATUS UPDATE: The project is moving forward well, routine meetings with the consulting group are keeping Fire Services up to date on the progress and needs from the team. An initial draft of a Community Risk Assessment has been delivered to Fire Services for comment. The current state document looking at the Fire Service model and delivery of services is underway, and a draft will be available for review shortly. Once the review is complete, a presentation will be made with the consulting group to the Executive Committee.			
RECENT REPORTS TO COUNCIL: October 1, 2024 – Administration introduced the Fire Services Master Plan project at the Governance & Priorities Committee meeting. November 26, 2024 – Q3 Project Update Report presentation to Council			

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