



PARKLAND COUNTY  
**Corporate Plan**

2026

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# Message from the Chief Administrative Officer



Parkland County's 2026 Corporate Plan provides a clear roadmap for turning Council's Strategic Plan into concrete actions and priorities. It shows residents and businesses what we're focusing on and how we'll use resources to deliver services. Every action in the Corporate Plan is intentionally aligned with the overarching themes of the Strategic Plan, ensuring daily work drives ongoing service delivery and results for residents, businesses, and partners across Parkland County.

Our projects are clearly mapped against the four pillars of the 2022-2025 Strategic Plan. We seek to better reach our rural communities, enhance services, advance our industrial areas, support agriculture, responsibly manage natural assets and more – all while being fiscally responsible and accountable to taxpayers. It's important that our resources are used effectively and efficiently for the benefit of our residents, while working within the current economic landscape.

We recognize that these plans and our service delivery cannot work without the people to carry them forward. At Parkland County, we are creating a corporate culture that is vibrant, dynamic and

collaborative. We've introduced a new leadership approach built on our core values of Service, Teamwork, Attitude, Respect and Safety. These values guide how we work with one another and how we deliver programs and services to our residents and businesses.

By focusing on a healthy, values-based organization, we're building a workplace where employees are engaged, supported and proud of the work they do. That means better communication, stronger partnerships and more responsive services. As we continue on this path, our goal is simple: to make Parkland County an even better place to live, work and do business.

Thank you to our Parkland County departments for their input and engagement in the corporate planning process. Together, we have built a comprehensive plan that will allow us to respond with confidence to the County's current and future needs.

Looking forward to all that's to come,

— Laura Swain  
*Chief Administrative Officer*

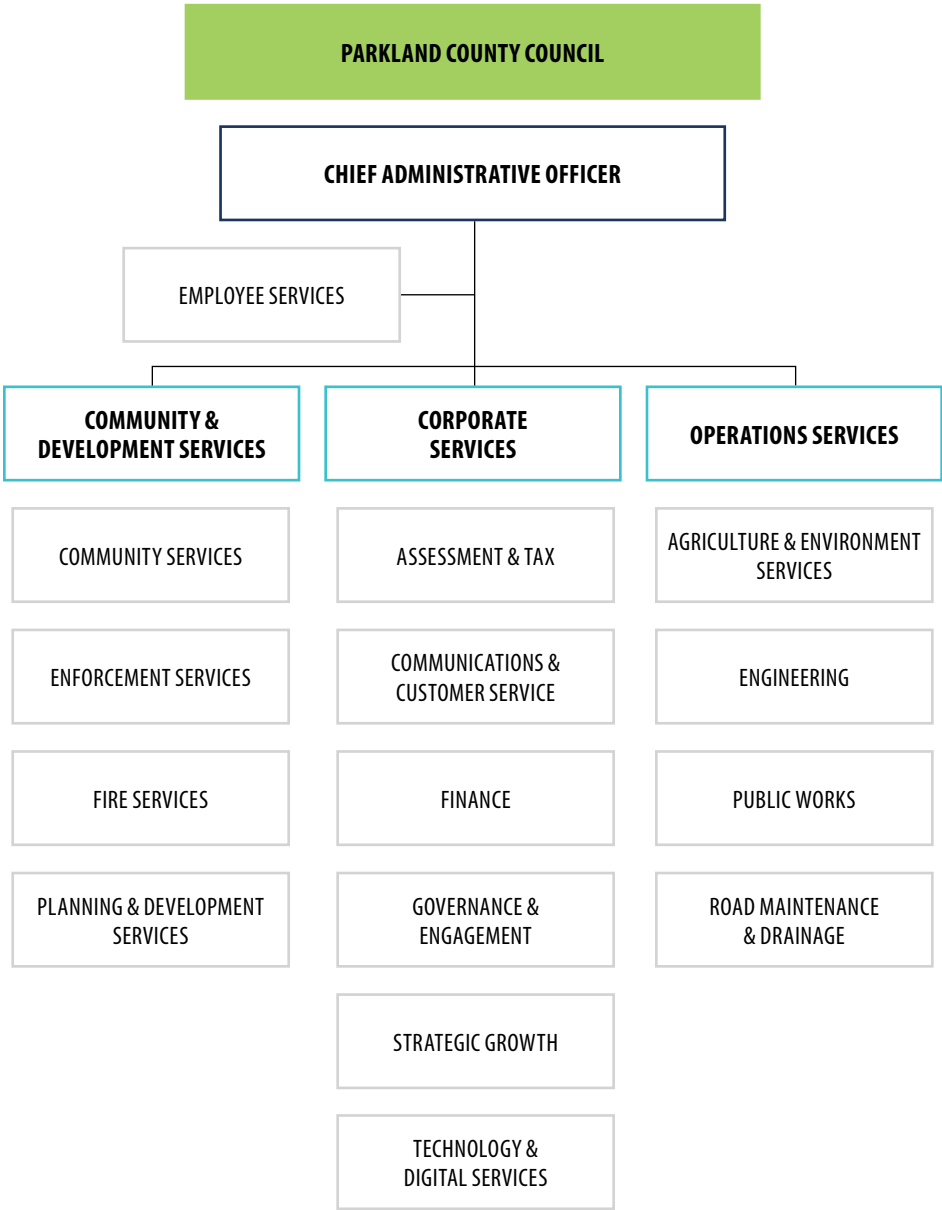


# County Structure

Parkland County is governed by a Council who collectively represent the County. The Chief Administrative Officer (CAO) serves as the County's top executive responsible for overseeing all operations and ensuring the organization runs effectively. The CAO reports directly to Council and is accountable for the County's overall management.

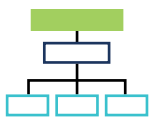
## ORGANIZATIONAL STRUCTURE

Parkland County administration is grouped into three divisions, each focusing on distinct areas of operation. Each division is led by a General Manager who oversees the division, coordinates County functions, and ensures the implementation of Council directives and Strategic Plan initiatives. The General Managers report to the Chief Administrative Officer (CAO) who leads the Senior Leadership Team.





*(Left to right): Mayor Rod Shaigec, Division 1 Councillor Sally Kucher Johnson, Division 2 Councillor Jason Doucette, Division 3 Councillor Ben Jespersen, Division 4 Councillor Corey Kyle, Division 5 Councillor Kristine Olson, Division 6 Councillor John McNab*



## Parkland County Council

Parkland County Council serves as the governing body for the County. Council is comprised of an elected mayor and six councillors, representing six electoral divisions.

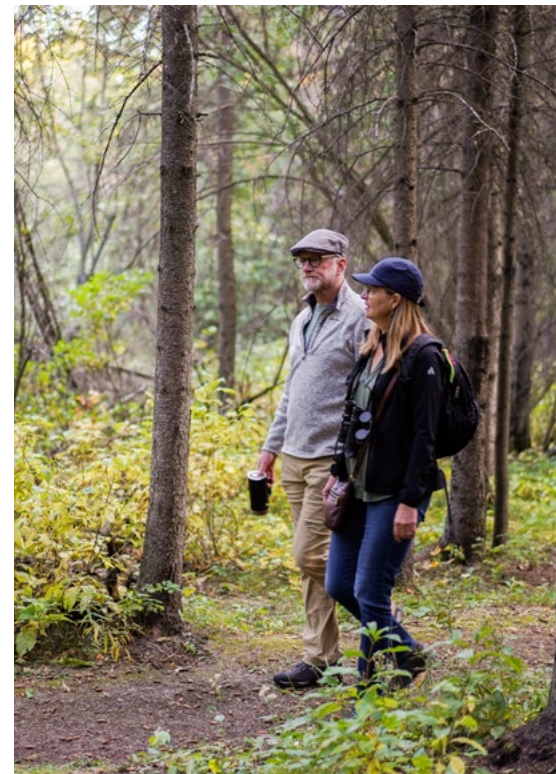
Council serves Parkland County residents by providing sound governance and oversight of the services, facilities and programs that make Parkland County a safe and viable community. This is achieved through Council determining the overall vision for the community and establishing a Strategic Plan that serves as the roadmap for Council during their term of office. Council is also responsible for reviewing and approving bylaws and policies.



## Office of the Chief Administrative Officer (CAO)

The CAO is responsible for the overall administration of Parkland County and provides leadership to the organization. The CAO enables the upward and downward flow of information between Council and Administration. Additionally, the CAO ensures the implementation of Council directives, Strategic Plan initiatives, policies, programs, and services.

The Employee Services department reports to the CAO. This department leads the development, administration, and continuous improvement of progressive people practices; ensuring the organization is able to attract, develop, reward, and retain the caliber of talent necessary to deliver on Council's Strategic Plan.





## Community & Development Services

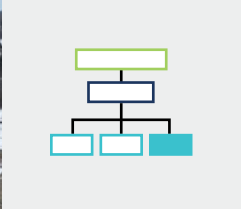
Community & Development Services is a dynamic division dedicated to fostering a safe, well-planned, and connected community through its four departments: Community Services, Enforcement Services, Fire Services, and Planning & Development Services. It oversees the County's recreation, parks, cemeteries, culture, and Family and Community Support Services (FCSS), while providing responsive enforcement of provincial legislation and municipal bylaws. The division plays a vital role in emergency response, handling everything from fires and medical incidents to hazardous spills and rescues. It also facilitates new development by managing development bylaws and policies, statutory plans, redistricting, subdivisions, development agreements, development and building permits, and inspections.





### Corporate Services

Corporate Services delivers specialized support across Parkland County through six departments: Assessment & Tax, Communications & Customer Service, Finance, Governance & Engagement, Strategic Growth, and Technology & Digital Services. It serves as the County’s public-facing voice, fostering transparent and meaningful communication with the community while ensuring compliance in assessment and taxation. The division plays a key role in maintaining financial sustainability through three main functions – financial reporting and operations, financial planning and analysis, and procurement. It supports strategic and corporate planning which guides the strategic direction of the County. The division also facilitates opportunities for economic growth, business attraction and retention, land management, and intergovernmental relations. Additionally, it provides the technological infrastructure and digital services necessary for County departments to operate efficiently and securely.



### Operations Services

Operations Services is foundational to quality of life for residents through the effective operation and maintenance of County infrastructure and the protection of agricultural land and environment function. Operations Services includes four departments – Agriculture & Environment Services, Engineering, Public Works, and Road Maintenance & Drainage. The division ensures that both natural and built environments are managed with care and foresight.

Operations Services delivers programs to foster the well-being of the environment and agricultural industry in Parkland County through policy and practice that advocates for, enhances, and protects prime agricultural land and environmentally sensitive areas. It is responsible for the design, construction, operation, and maintenance of roads, bridges, drainage systems, and water and sewer infrastructure, while also managing recycling and solid waste services, municipal facilities, fleet operations, and equipment. The division further contributes to land development initiatives by providing engineering expertise for industrial, commercial, and residential projects, as well as overseeing aggregate resource management, and facilitating transit services.

# Parkland County Profile

Spanning from Edmonton’s western boundary to Entwistle and the Pembina River, Parkland County combines authentic rural living and economic strength. Its proximity to the greater Edmonton region provides convenient access to major urban amenities while preserving its unique rural character.

In addition to industrial hubs in Acheson, Wabamun and Entwistle, the County is renowned for its agricultural production and direct access to integrated distribution networks via road, rail and water. As the name suggests, Parkland is full of fresh air and open fields, as well as diverse natural landscapes, parks, trails, and plenty of space to explore and play.

Thanks to our location on key trade corridors, the County also supports a wide range of other thriving industries, including:

- energy and energy services
- manufacturing
- transportation, distribution & logistics
- tourism

With its rural character and proximity to the city, Parkland County continues to be a preferred community for both residents and businesses.

## Population

32,205



## Average age

42.3 years



## Households

11,915



## Average household size

2.7 people



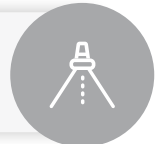
## Land Area

2,376 square kilometres



## Roads Maintained

2,165 kilometres



## Housing

92% own their own homes



## Commute

82% commute for work outside of municipality



## County Employees

274



### Sources:

2021 Statistics Canada Census. Percentage of those who commute for work outside the community is based on a 25% data sample from the 2022 Statistics Canada Census. Municipal employees is the amount of full-time equivalent employee as reported in the Parkland County 2024 Annual Financial Report.



# Strategic Planning Cycle

Parkland County is deeply committed to fostering the well-being and long-term growth of its community.

To ensure that the County's plans reflect this commitment, Administration follows a robust strategic planning cycle that brings together strategic and corporate planning with budgeting, departmental goals, and performance reporting.





### MUNICIPAL DEVELOPMENT PLAN

At the beginning of the cycle is the Municipal Development Plan (MDP). This statutory plan is Parkland County’s blueprint for county growth, development, and economic diversification over the next 30 years. It provides direction on how land is used, where services are located, and how communities expand. The MDP is regularly reviewed and updated to ensure that it stays relevant to evolving community needs and is adaptive to innovations in industry and changing economic realities.



### STRATEGIC PLAN

The Strategic Plan is the next phase in the cycle. It outlines Council’s priorities for its four-year term, guiding Administration’s work.



### CORPORATE PLAN

The Corporate Plan translates the Strategic Plan into specific actions and projects. It serves as a roadmap for Administration to allocate resources effectively, prioritize initiatives, and deliver services the community relies on.



### DEPARTMENT BUSINESS PLANS

Each department then develops business plans that define specific goals and activities for a given year. These plans are informed by the Corporate Plan and ensure that departmental efforts contribute meaningfully to the County’s overarching goals.



### PERFORMANCE & PROJECT REPORTING

Finally, performance reporting monitors the progress across the organization to determine if Parkland County is successfully achieving the County’s goals. Regular reporting allows Administration to evaluate outcomes, communicate results to Council, and identify areas for improvement or additional support.

Together, these interconnected plans form a dynamic and responsive strategic planning cycle which ensures that the County’s plans are aligned with the community’s needs and priorities, and that the County’s resources are used effectively and efficiently to achieve our goals.



# Programs & Services

The County's programs and services are our commitment to residents, businesses, and community needs. These services are the foundational elements that underly and support the corporate priorities described in this plan.

## COMMUNICATIONS & CUSTOMER SERVICE:

- Communication Services
- Customer Service

## EMPLOYEE SERVICES:

- Health & Safety
- Human Resources
- Total Reward

## FINANCE:

- Financial Planning and Analysis
- Financial Reporting
- Procurement

## ASSESSMENT & TAX:

- Assessment & Tax



## TECHNOLOGY & DIGITAL:

- Technology Operations & Cybersecurity
- Business Value Delivery
- Program and Service
- Connected Communities

## GOVERNANCE & ENGAGEMENT:

- Strategy & Engagement
- Legislative Services
- Legal Services

## STRATEGIC GROWTH:

- Economic Growth
- Corporate Strategic Projects
- Municipal Land Management

## PLANNING & DEVELOPMENT:

- Subdivision Planning & Coordination
- Development Planning & Safety Codes





**AGRICULTURE & ENVIRONMENT:**

- Agricultural Operations
- Agronomics
- Environmental Services

**FIRE SERVICES:**

- Emergency Communication Services
- Fire Operations
- Fire Training
- Life Safety
- Emergency Management

**ENGINEERING:**

- Engineering Projects
- Land Development
- Capital Construction
- Transit

**PUBLIC WORKS:**

- Facilities Services
- Fleet Services
- Solid Waste Services
- Water & Wastewater Systems

**ROAD MAINTENANCE:**

- Aggregate
- Drainage
- Road Maintenance

**COMMUNITY SERVICES:**

- Family & Community Support
- Parks
- Recreation & Culture

**ENFORCEMENT:**

- Enforcement Operations
- Animal Shelter Operations





# Corporate Values

## SERVICE

We prioritize public service and community impact in every action we take.



## SAFETY

We create a safe and supportive environment for employees and the public.

## TEAMWORK

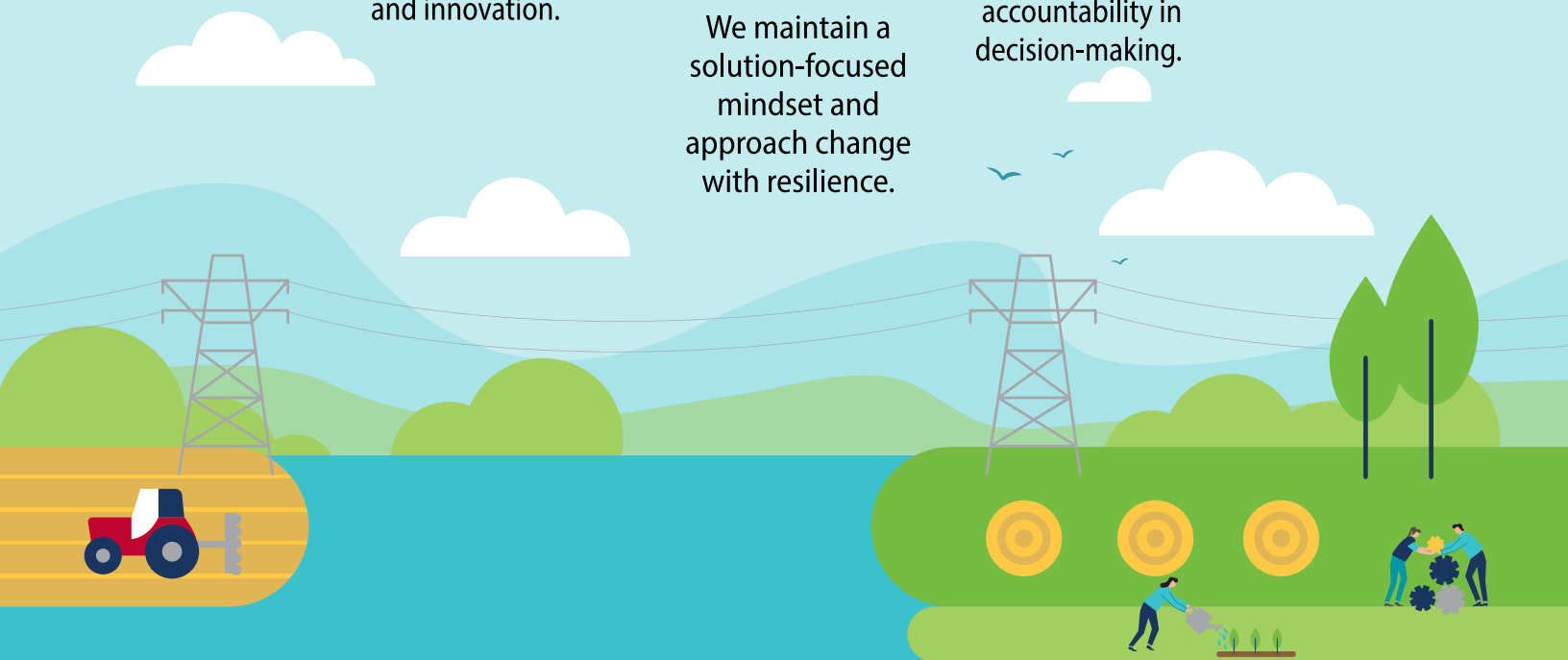
We foster collaboration across departments to promote efficiency and innovation.

## RESPECT

We uphold transparency, inclusion, and accountability in decision-making.

## ATTITUDE

We maintain a solution-focused mindset and approach change with resilience.





# Strategic Foundations

## THE CORPORATE LENS FOR PARKLAND COUNTY

Parkland County is focused on building a values-based culture.

To support this, Administration has adopted an organizational health model that brings clarity to who we are, what we do, and what matters most – laying the groundwork for long-term success.

To develop and reinforce this clarity, Administration has developed the Strategic Foundations, which is a guiding framework that serves as the corporate lens through which the County implements its Strategic Plan.

The Strategic Foundations are made up of three core principles:

- values-driven
- responsible public service
- people-focused

These principles define what kind of organization we strive to be. They shape every decision we make, ensuring consistency in both our actions and how we communicate them.



### Values-Driven

**SERVICE:** We ensure every action prioritizes public service and community impact

**TEAMWORK:** We foster collaboration across departments to improve efficiency and innovation.

**ATTITUDE:** We maintain a solutions-focused mindset approaching change with resiliency.

**RESPECT:** We uphold transparency, inclusion, and accountability in decision-making.

**SAFETY:** We create a safe and supportive environment for employees and the public.



### Responsible Public Service

**VALUE:** We manage resources wisely and sustainably.

**PRIORITIZE:** We make decisions and allocate resources for the greatest benefit for the community.

**EQUITABLE:** We look at individual situations in the context of the community.



### People Focused

**ACCESSIBLE:** We are available for our residents, business owners and colleagues.

**ENGAGED:** We listen to residents, business owners and colleagues with the intent to understand their unique needs.

**ADAPTABLE:** We challenge existing processes with a willingness to serve.



# 2022-2025 Strategic Plan Overview

Developed by Parkland County Council with support from Administration, the 2022-2025 Strategic Plan sets the County’s vision for the future and is the roadmap for Council during their term of office. Informed by organizational performance monitoring, the Strategic Plan is reviewed on an annual basis and may be updated as required.

## MISSION

*Parkland County: gifted by nature, inspired by innovation, powerfully connected, and home to opportunity.*

## VISION

*Connecting individuals to communities, industry to opportunities, and people to nature. Parkland County, a home to grow and prosper.*



## Pillars & Goals

PILLAR A

### COMPLETE COMMUNITIES



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

- 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*



PILLAR B

**STRATEGIC ECONOMIC DIVERSIFICATION**



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

- 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*

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.*

- 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*

PILLAR D

**RESPONSIBLE LEADERSHIP**



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

- 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*

# Corporate Priorities 2026



*i For more information regarding the key projects included below, refer to Appendix: Project Glossary.*



## COMPLETE COMMUNITIES

*This pillar is about building strong, connected, and inclusive communities through infrastructure and social programs and services.*

KEY PROJECT	LEAD	TIMELINE
<b>A.P.1</b> Rural Internet Initiatives	Technology & Digital Services	2024-2027
<b>A.P.2</b> Water & Wastewater Master Plans	Engineering Services	2025-2026
<b>A.P.3</b> Intermunicipal Collaboration Frameworks	Governance & Engagement	2025-2026
<b>A.P.4</b> Intermunicipal Development Plans	Planning & Development Services	2025-2026



## STRATEGIC ECONOMIC DIVERSIFICATION

*This pillar recognizes the diversity of economic opportunities in the County, from large industrial development to home-based businesses. Energy transition is a continuing theme, and a renewed emphasis is being placed on recreation and agri-tourism.*

KEY PROJECT	LEAD	TIMELINE
<b>B.P.1</b> Wabamun Economic Development	Strategic Growth	2024-2027
<b>B.P.2</b> Planning & Development Operational Process Review & Implementation	Planning & Development	2024-2026



## RESPECTED ENVIRONMENT & AGRICULTURE

*This pillar focuses on the protection of sensitive ecosystems and prime agricultural land to ensure growth and development are appropriately balanced with responsible management of our productive land and limited natural resources.*

KEY PROJECT	LEAD	TIMELINE
<b>C.P.1</b> Agricultural Impact Assessment Guidelines	Agriculture & Environment Services	2025-2026
<b>C.P.2</b> Natural Asset Management	Agriculture & Environment Services	2026-2027
<b>C.P.3</b> Nature Policy Framework Implementation	Agriculture & Environment Services	2026-2027



## RESPONSIBLE LEADERSHIP

*Under this pillar, robust regulatory and planning frameworks go hand-in-hand with relationship-building and collaboration. This means we work together to tackle challenges while remaining responsible and accountable to County residents and businesses on how their tax dollars are spent.*

KEY PROJECT	LEAD	TIMELINE
<b>D.P.1</b> Area Structure Plan (ASP) Program Review	Planning & Development Services	2024-2026
<b>D.P.2</b> Advocacy Plan	Governance & Engagement	2025-2026
<b>D.P.3</b> Engagement Program Review	Governance & Engagement	2024-2026



# Reporting & Monitoring Progress

Progress on the Corporate Plan will be reported to Council on a quarterly basis.

In 2024-2026, Administration will lead a comprehensive review of key performance indicators (KPIs) and project reporting practices. As a result, KPIs have not been included in the Corporate Plan.

The goal of this project is to refresh performance measurement and reporting processes, ensuring they provide meaningful, transparent oversight of strategic priorities, as well as enhance the organization’s overall efficiency and effectiveness.

## Conclusion

Parkland County’s 2026 Corporate Plan was developed by Administration to advance the County’s strategic goals and priorities as described in the 2022-2025 Strategic Plan. Throughout 2026, Administration will be guided by the Corporate Plan as it works to achieve these priorities and goals while continuing to provide core services to the community.



# Appendix: Project Glossary



## PILLAR A

### Complete Communities

#### A.P.1 RURAL INTERNET INITIATIVES (2024-2027)

##### Lead

Technology & Digital Services

##### Supporting Entities:

Strategic Growth, Governance & Engagement, Communications & Customer Service

##### 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 enable the installation of broadband and fibre optic infrastructure by working with private service partners and advocating at federal and provincial levels for investment in internet connectivity in Parkland County.

#### A.P.2 WATER & WASTEWATER MASTER PLANS (2025-2026)

##### Lead

Engineering Services

##### Supporting Entities:

Planning & Development Services, Public Works, Strategic Growth, Agriculture & Environment Services

##### 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 the 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.



### □ A.P.3 INTERMUNICIPAL COLLABORATION FRAMEWORKS (2025-2026)

Lead	Supporting Entities:
Governance & Engagement	Planning & Development Services, Enforcement, Fire Services, Community Services

#### DESCRIPTION:

**What:** Intermunicipal Collaboration Frameworks (ICFs) are formal agreements between neighbouring municipalities that set out how shared services and infrastructure will be coordinated and delivered.

**Why:** When the Edmonton Metropolitan Region Board (EMRB) was in place, its member municipalities were not required to establish individual frameworks, as regional growth and service coordination were managed collectively. With the EMRB now disbanded, municipalities are required to develop ICFs directly with their neighbours.

**How:** Parkland County will work collaboratively with each neighbouring municipality to develop ICFs. This process will involve negotiations on service delivery, cost-sharing arrangements, and other areas of mutual interest to ensure fair, efficient, and sustainable outcomes for residents.

### □ A.P.4 INTERMUNICIPAL DEVELOPMENT PLANS (2025-2026)

Lead	Supporting Entities:
Planning & Development Services	Governance & Engagement, Agriculture & Environment Services, Engineering Services

#### DESCRIPTION:

**What:** Intermunicipal Development Plans (IDPs) are formal agreements between two or more municipalities that establish how planning and development decisions will be coordinated when they affect lands on both sides of a shared boundary.

**Why:** While the Edmonton Metropolitan Region Board (EMRB) was active, its member municipalities were exempt from adopting individual IDPs, as regional growth and land-use coordination were managed collectively. With the EMRB now disbanded, municipalities are required to develop IDPs directly with their neighbours.

**How:** Parkland County will work collaboratively with each neighbouring municipality to prepare IDPs. This process will include negotiations on current and future land uses, transportation and utility corridors, and long-term growth management strategies to ensure coordinated, efficient, and sustainable development.



**PILLAR B**

**Strategic Economic Diversification**

**B.P.1 WABAMUN ECONOMIC DEVELOPMENT (2024-2027)**

**Lead**

Strategic Growth

**Supporting Entities:**

Community Services, Engineering Services, Executive Committee

**DESCRIPTION:**

**What:** Conducting improvements and attracting investment in Wabamun.

**Why:** The improvements and investment attraction are key to rebuilding the economy of the community and improving the quality of life of residents and businesses.

**How:** The County will work with the community to develop an investment attraction strategy to attract appropriate investment partners to work towards achieving the concept for the Wabamun area identified in the approved Wabamun strategic documents.

**B.P.2 PLANNING & DEVELOPMENT OPERATIONAL PROCESS REVIEW & IMPLEMENTATION (2024-2026)**

**Lead**

Planning & Development Services

**Supporting Entities:**

Engineering Services, Agriculture & Environment Services, Technology & Digital Services, Community Services, Strategic Growth, Governance & Engagement, 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.



**PILLAR C**

**Respected Environment and Agriculture**

**C.P.1 AGRICULTURAL IMPACT ASSESSMENT GUIDELINES (2025-2026)**

<b>Lead</b>	<b>Supporting Entities:</b>
Agriculture & Environment Services	Planning & Development Services, Strategic Growth

**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.

**C.P.2 NATURAL ASSET MANAGEMENT (2026-2027)**

<b>Lead</b>	<b>Supporting Entities:</b>
Agriculture & Environment Services	Planning & Development Services, Engineering Services

**DESCRIPTION:**

**What:** Implementation of the Natural Asset Inventory.

**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:** The implementation will include developing additional engineering design standards for natural infrastructure, establishing an implementation strategy, mapping conservation areas to support Area Structure Plan development, conducting condition assessments, and restoring priority assets.



□ **C.P.3 NATURE POLICY FRAMEWORK IMPLEMENTATION (2026-2027)**

<b>Lead</b>	<b>Supporting Entities:</b>
Agriculture & Environment Services	Planning & Development Services

**DESCRIPTION:**

**What:** Implementation of the Nature Policy Framework.

**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. The Nature Policy Framework provides direction, ensures coordination between policies and provides options and clarity around environmentally sensitive areas (ESAs) and conservation.

**How:** The implementation will include the development of developer or resident guides, administrative directives, procedures, monitoring frameworks, and establishment of the local conservation fund.



# PILLAR D Responsible Leadership

## □ D.P.1 AREA STRUCTURE PLAN (ASP) PROGRAM REVIEW (2024-2026)

<b>Lead</b> Planning & Development Services	<b>Supporting Entities:</b> Engineering Services, Agriculture & Environment Services, Community Services, Strategic Growth, Communications & Customer Service, Assessment & Tax
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**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. The County will review the existing ASPs to evaluate whether the documents are in alignment with the MDP and meet the needs of the community.

**How:** Review and evaluate existing ASPs for alignment with the MDP, creating a prioritization system that will identify which plans should be amended, rescinded, or created to achieve the goals of the MDP.

## □ D.P.2 ENGAGEMENT PROGRAM REVIEW (2024-2026)

<b>Lead</b> Governance & Engagement	<b>Supporting Entities:</b> Communications & Customer Service, Finance, All departments
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**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 enable more informed decisions and greater public understanding.

**How:** The review involves examining engagement best practices and establishing standard practices and includes the consolidation and update to the County’s public consultation policies.



□ **D.P.3 ADVOCACY PLAN (2025-2026)**

<b>Lead</b>	<b>Supporting Entities:</b>
Governance & Engagement	Communications & Customer Service, 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.

## Parkland County

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