

PERFORMANCE & PROJECT UPDATE

Presented to Council November 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 and project reporting monitors the organization's progress to determine if Parkland County is successfully achieving its goals or if adjustments need to be made.

Reporting on performance measure results and 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 Performance & Project Update Report. This report includes an overview of performance measure results for Pillar C Respected Environment and Agriculture, 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 Performance & 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](#).

Performance Measure Update

Administration is undertaking a project to review strategic performance measures. The project will aim to refresh performance measurement and reporting processes to ensure meaningful and transparent oversight and monitoring of strategic priority progress, organizational efficiency and effectiveness.

A pilot approach has been taken to refresh the performance measures for Pillar C Respected Environment & Agriculture to implement a new performance measurement approach in the organization and apply learnings to future performance measurement development. Currently, refreshed measures are available for Pillar C.

PILLAR C PERFORMANCE MEASURE RESULTS

Goal C1	
To develop a policy framework that ensures the protection of environmentally significant areas	
Desired Results	We protect environmentally significant areas through policy.
Measures:	A. <u>Environment Services Reviews</u> Count of Environment Services reviews conducted by Agriculture + Environment Services B. <u>Acres of Protected Natural Areas</u> Number of acres of protected natural areas dedicated in ESAs

Results

A. Environment Services Review and B. Acres of Protected Natural Areas

Performance measure results for “Environment Services Reviews” and “Acres of Protected Natural Areas” will be included in future reports once measurement processes have been established.

Goal C2	
To recognize the importance of preserving prime agricultural land available for production	
Desired Results	We protect prime agricultural land.
Measures:	A. <u>Maintaining Prime Agricultural Land</u> Percentage of prime agricultural land maintained in Parkland County B. <u>Intervention to Protect Prime Agricultural Land</u> Percentage of weed inspections that indicate follow-up and/or intervention is required

Results

A. Maintaining Prime Agricultural Land

Performance measure results for “Maintaining Prime Agricultural Land” will be included in future reports once measurement processes have been established.

B. Intervention to Prime Agricultural Land

This measure is reported annually. The next update will be reported in February 2026.

Goal C3 To support our agricultural community	
Desired Results	We provide services that enable sustainable agricultural practices.
Measures:	A. <u>Enrollment in ALUS</u> Number of enrolled participants and acres in ALUS B. <u>Expressions of Interest in Sustainable Agricultural Programs</u> Number of expressions of interest in ALUS and other sustainable agriculture programs C. <u>Producer Satisfaction with Agriculture Services</u> Percentage of producer satisfaction with agriculture services

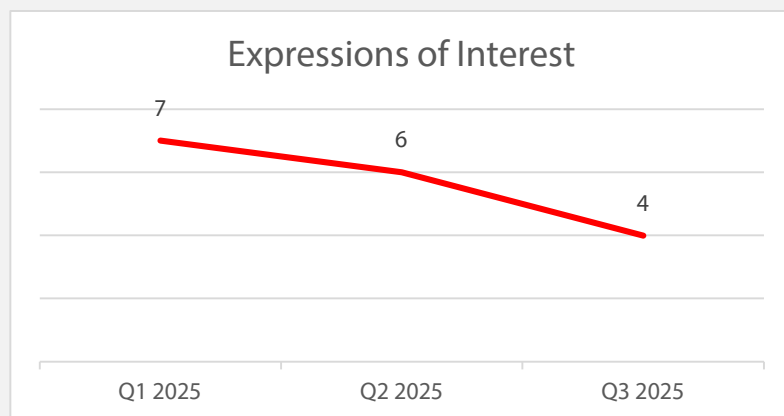
Results

A. Enrollment in ALUS

This measure is reported annually. The next update will be reported in February 2026.

B. Expressions of Interest in Sustainable Agriculture Programs

In Quarter 3, Parkland County received 4 expressions of interest in ALUS and other sustainable agricultural programs. This is slightly lower than the 6 expressions of interest received in Quarter 2.

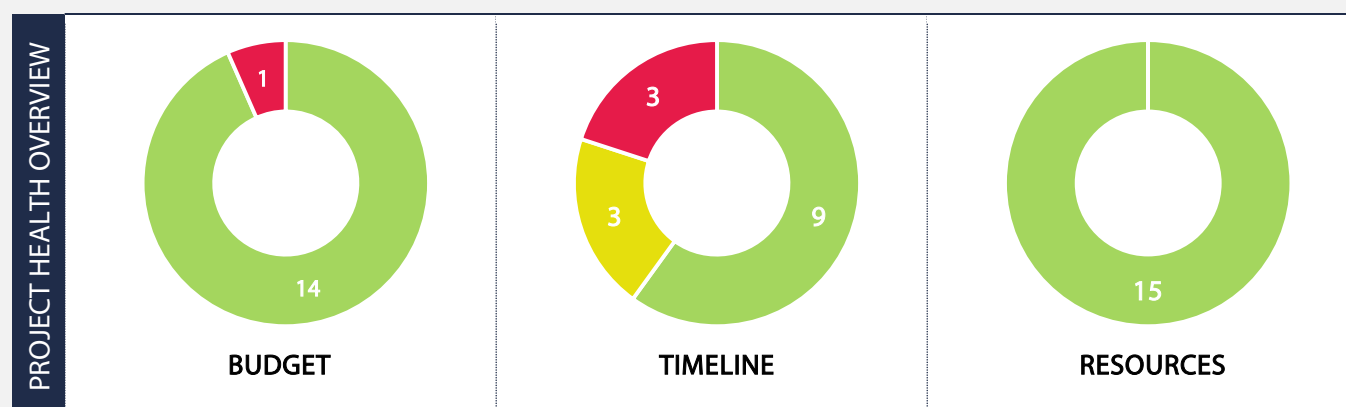


The number of expressions of interest fluctuates throughout the year to reflect seasonal conditions and workflows. Producers in Parkland County continue to show interest in ALUS and other agriculture programs which reflects their readiness and awareness to adopt environmentally sustainable agricultural practices.

C. Producer Satisfaction with Agriculture Services

Performance measure results for “Producer Satisfaction with Agriculture Services” will be included in future reports once measurement processes have been established.

Corporate Priorities Summary



Project		Overall Progress		Project Health		
Pillar A – Complete Communities				Budget	Timeline	Resources
Rural Internet Initiatives	Execution			■	■	■
Water & Wastewater Master Plan	25% Execution			■	■	■
Pillar B – Strategic Economic Diversification				Budget	Timeline	Resources
Acheson Intersection Improvements	99% Execution			■	■	■
Acheson / Big Lake Transportation Impact Assessment Update	30% Execution			■	■	■
Planning + Development Operational Process Review	35% Execution			■	■	■
Wabamun Waterfront Initiatives						
▪ Restoration of Wastewater Lagoon	100% Complete					
▪ Wabamun Wastewater System Review and Rehabilitation	95% Execution			■	■	■
▪ Wabamun – Waterfront Park	100% Complete					
▪ Wabamun – Marina & Swim Pond	35% Execution			■	■	■
Pillar C – Respected Environment and Agriculture				Budget	Timeline	Resources
Nature Policy Framework Development	100% Complete					
Natural Assets Management Project	85% Execution			■	■	■
Agricultural Impact Assessment Guidelines	15% Execution			■	■	■

Project		Overall Progress	Project Health		
Pillar D – Responsible Leadership			Budget	Timeline	Resources
Municipal Development Plan Update	100% Complete				
Area Structure Plan (ASP) Program Review	50% Execution				
Communication & Engagement Enhancements					
▪ Engagement Program Review	10% Execution				
▪ E-Newsletter	100% Complete				
▪ Advertising Bylaw	100% Complete				
▪ Single Sign-On Web Portal	80% Execution				
Governing Document Data Repository	50% Execution				
Advocacy Plan	20% Execution				
IT Optimization Playbook	85% Execution				
Land Use Bylaw ReDesign	100% Complete				
Fire Master Plan	100% Complete				

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 Updates

From August 1 – September 30, 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		
	■ Budget	■ Timeline	■ Resources
Status: Execution			
Lead Technology & Digital Services		Supporting Entities: Strategic Growth, 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:			
Parkland County is developing a Broadband Program that outlines a strategic roadmap, enhanced partnership models, infrastructure planning, and funding strategies to expand highspeed internet access across strategic and underserved areas. Engagement with related County departments, commercial service providers and other jurisdictions has been completed, and preparation of the strategic roadmap is underway. The Rural Internet Initiatives project is behind schedule because of delays in response to two rounds of grant funding applications. New program dates will be proposed through the strategic roadmap. Upon completion the strategic roadmap will be presented to Council.			
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			
March 25, 2025 – March 2025 Project Update Report presentation to Council			
June 17, 2025 – May 2025 Performance & Project Update Report to Council			
September 2, 2025 – Q2 Performance & Project Update Report to Council			

WATER & WASTEWATER MASTER PLAN (2025-2026)

Strategic Plan Alignment: Goal A1

OVERALL PROGRESS 25% Status: Execution	Project Health ■ Budget ■ Timeline ■ Resources		
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 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.			
STATUS UPDATE: Work on Phase 1 is progressing. This phase includes documenting the County’s current water and wastewater service areas and levels of service provided. Engineering Services will review usage rates for various lands to determine the County’s long-term vision for water and wastewater servicing. A more detailed report will be brought forward in Q1 2026 to outline the project, highlight key directions and propose concepts and considerations for the Governance and Priorities Committee to consider. RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council May 20, 2025 - A summary of the scope and project deliverables was presented to GPC on May 20, 2025. June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 – Q2 Performance & Project Update Report to Council			



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 99% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources
Lead Engineering Services Supporting Entities: Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Strategic Growth DESCRIPTION: What: Improvements at two intersections along Highway 16A: 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: All major components of the project are complete, and the intersections are fully operational. This was accomplished within the expected timeline. Project closure and final deficiencies are lagging. The department is working to resolve these deficiencies to progress toward full project completion by the end of the year. 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 March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council June 24, 2025 – Operations Service Division Report - Update and Overview June 2025 September 2, 2025 – Q2 Performance & Project Update Report 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 30% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources
Lead Engineering Services Supporting Entities: Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Strategic Growth 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 the County is building appropriate infrastructure to accommodate growth.			
STATUS UPDATE: Transportation Impact Assessments (TIA) 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 the County is building appropriate infrastructure to accommodate growth. A consultant is current working through land use and growth rate assumptions and confirming plans for short, medium and long-term road network projections. They will move into detailed network analysis and produce findings by Q4 2025. RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council June 24, 2025 – Operations Service Division Report - Update and Overview June 2025 September 2, 2025 – Q2 Performance & Project Update Report to Council			

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

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

Strategic Plan Alignment: Goal B1

OVERALL PROGRESS 35% Status: Execution	Project Health ■ Budget ■ Timeline ■ Resources
Lead Planning & Development Services	Supporting Entities: Engineering Services, Agriculture & Environment Services, Technology & Digital Services, Community Services, Strategic Growth, 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 breakout room continues to be used as a temporary low-cost solution for a front-facing customer focused approach. The Chat with a Planner Platform has been converted from a project specific approach to an ongoing operational service solution. Internal workshops are currently underway across the department to develop performance metrics and are expected to continue throughout Q4. In addition, a Senior Planner, Liaison Services is being recruited to analyze the project and finalize the plan. This will address the project timeline, which has been adjusted to reflect the recruitment period and provide an appropriate project schedule. . 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 February 4, 2025 – Update on the improvements occurring within the Planning and Development department was provided to Governance & Priorities Committee March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 - Q2 Performance & Project Update Report to Council

WABAMUN WATERFRONT INITIATIVES

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.

OVERALL PROGRESS 95% Status: Execution	Project Health ■ Budget ■ Timeline ■ Resources
Lead Engineering Services	Supporting Entities: Planning & Development Services, Public Works, Strategic Growth DESCRIPTION: What: Wabamun Wastewater System review includes 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.
STATUS UPDATE:	As per previous reports, the remaining activities include replacement and repair of waterlines in the Osprey Subdivision. All other activities have been completed. Delays were experienced as the team identified the water system challenges. The department developed a strategy within existing budget allowances to repair the water systems along with the wastewater upgrades being completed. In September 2025, the contractor visited the site and commenced exploratory work to isolate, identify and repair leaks in the existing water system. Work continues and is expected to be fully completed by the end of November 2025. Project completion is anticipated by the end of the year. 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 March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council June 24, 2025 – Operations Service Division Report - Update and Overview June 2025 September 2, 2025 – Q2 Performance & Project Update Report to Council

c. Wabamun Waterfront Area Improvements (2024-2026)

Strategic Plan Alignment: Goal B1

OVERALL PROGRESS 100% Status: Complete	Project Health – Waterfront Park
OVERALL PROGRESS 35% Status: Execution	Project Health – Marina & Swim Pond ■ Budget ■ Timeline ■ Resources
Lead Strategic Growth Supporting Entities: Community Services, Engineering Services, Executive Committee DESCRIPTION: 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. 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. 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.	
STATUS UPDATE: Waterfront Park Activities The grand opening of the Waterfront Park was held on September 20, 2025, featuring a ribbon cutting ceremony with dignitaries and a variety of family friendly activities. The facility is now officially open to the public. Marina & Swim Pond Activities Design and tendering activities for the Marina and Swim Pond project are progressing steadily. The civil, earthworks, and structural package was tendered in July 2025. The washroom and pumphouse building designs are approximately 95% complete, with value engineering currently underway and tendering anticipated for late Fall 2025. The landscaping design is now 100% complete and is scheduled to be tendered in Winter 2025. Some cost estimates have come in higher than expected, and the project team is actively reviewing opportunities to reduce construction costs and optimize the project scope while maintaining overall quality and functionality. Regulatory and mobilization efforts are also advancing. Phase 1 mobilization is targeted for late Fall 2025. The First Nations Consultation (FNC) process for the Water Act application has been completed, and the Water Act application has been submitted. The County is currently working with Alberta Environment and Protected Areas (AEPA) to address a Statement of Concern received during the application review. The Department of Fisheries and Oceans (DFO) has determined that an authorization is required for the project. This authorization will require the County to develop a fish habitat offset plan to mitigate the loss or alteration of fish habitat resulting from construction. The DFO application will be submitted this fall, and design options for the offsetting plan are currently being reviewed. To support this process, the County is also engaging a wetland designer to assist with the design of the fish habitat offset. RECENT REPORTS TO COUNCIL: May 21, 2024 – Administration provided a Waterfront Park Improvement project update to Council. November 26, 2024 – Q3 Project Update Report presentation to Council December 3, 2024 – A project update was provided to Council. March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 – Q2 Performance & Project Report Update to Council	



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

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.

OVERALL PROGRESS 85% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources
Lead Agriculture & Environment Services	Supporting Entities: Planning & Development Services, Engineering Services, Technology & Digital Services		
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.			
STATUS UPDATE:			
The final Natural Asset Inventory and Valuation Report was presented to Council for information in April.			
Remaining tasks include drafting engineering standards for nature-based solutions, maintenance of installed bioengineering projects, one additional community workshop and incorporating the inventoried assets into the County’s asset management system.			
Procurement for the engineering design standards work was completed with Engineering Services. To date, we have established three bioengineering demonstration sites and have restored over 1100m ² planting over 1400 plants which will provide protection to important roadways, trails and waterbodies. The final workshop is being planned for Spring 2026 and will focus on shoreline restoration at a new restoration site. These are the final deliverables associated with the Water Resource Resiliency Program (WRRP) grant funding which has provided over \$293,000 to support natural asset management in Parkland County. Project completion is anticipated in the second quarter of 2026, well within the grant agreement timelines, which end on March 31, 2028.			
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			
March 25, 2025 – March 2025 Project Update Report presentation to Council			
April 16, 2024 – Administration provided an update to Council regarding the Natural Assets Management Project.			
April 22, 2025 – Natural Asset Inventory and Valuation Report Presented to Council.			
June 17, 2025 – May 2025 Performance & Project Update Report to Council			
September 2, 2025 – Q2 Performance & Project Report Update to Council			

AGRICULTURAL IMPACT ASSESSMENT GUIDELINES (2025-2026)

Strategic Plan Alignment: Goal C2

OVERALL PROGRESS 15% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources
Lead Agriculture & Environment Services	Supporting Entities: 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. .			
STATUS UPDATE: The scope for the Agricultural Impact Assessment (AIA) Guidelines project has been developed which incorporates a review of the requirements across our region, learnings from processing large development applications that include AIA requirements, and input from the Agriculture Service Board. A consultant has been retained, and guideline development is now underway with expected completion in Q1 of 2026. RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council June 24, 2025 – Operations Service Division Report - Update and Overview June 2025 September 2, 2025 – Q2 Performance & Project Report Update to Council			



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

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

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

Strategic Plan Alignment: Goal D1

OVERALL PROGRESS	Project Health		
	Budget	Timeline	Resources
50% Status: Execution			
Lead Planning & Development Services			
Supporting Entities: Engineering Services, Agriculture & Environment, Community Services, Strategic Growth, 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: Research, including a jurisdictional scan and an initial review of current area structure plans was completed. This research will be used to create a matrix to prioritize ASP updates. A project kick off was conducted with Council in June. A Consultant led workshop with Planning Coordination was completed during Q3 2025 to confirm the approach for the development of the draft Evaluation Framework, which has now been finalized and is being reviewed by Planning Coordination. The department is expected to conduct final changes and project debrief with the consultant during Q4 2025.			
RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report Presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council June 24, 2025 – Project overview presentation to Governance and Priorities Committee September 2, 2025 – Q2 Performance & Project Report Update to Council			

COMMUNICATION & ENGAGEMENT ENHANCEMENTS

a. Engagement Program Review (2024-2025)

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

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS	Project Health		
	Budget	Timeline	Resources
10% Status: Execution			
Lead Governance & Engagement			
Supporting Entities: Communications & Customer Service, Finance, Executive Committee, All departments			
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.			
STATUS UPDATE: Through the Engagement Program Review, a Public Engagement Framework and updated Public Participation Policy will be developed in consultation with residents, businesses, elected officials and Administration. The department has hired and onboarded a consultant who commenced work in September on the following deliverables: • Development of a Project Communication Plan. • Development of an Internal and External Stakeholder Engagement Plan. • Review and analysis of the current Public Engagement Policy. • Review of comparators, relevant data, information, and legislation. The project is anticipated to be completed by Summer 2026.			
RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 – Q2 Performance & Project Report Update to Council			

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

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

Strategic Plan Alignment: Goal D2

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 department is finalizing technical issues related to connectivity between components of the project. Next steps include completing the content within the platform, user acceptance testing, and creating and executing a Communications Plan for launch of the portal. At this time, the launch date has not been determined as the department has adopted a phased approach to launching its platforms. RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 – Q2 Performance & Project Report Update to Council			

GOVERNING DOCUMENT DATA REPOSITORY (2025)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 50% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources
Lead Governance and Engagement			
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: Process mapping has been completed for Legislative & Legal Services governance documents. The Governance Central framework in SharePoint has been built out and the department has finalized the mapping exercise to move records from the existing SharePoint site to new worksites. Technology & Digital Services is currently completing mapping requirements and preparing for migration, which will be done in November.			
RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 – Q2 Performance & Project Update Report to Council			

ADVOCACY PLAN (2025-2026)

Strategic Plan Alignment: Goal D4

OVERALL PROGRESS 20% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources
Lead Governance & Engagement	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 developed 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 continues to make progress on research and project planning for the Advocacy Plan. This work is anticipated to be completed in Q4 2025. Research and data collection is underway to develop an internal advocacy framework consisting of an advocacy activity schedule, and established standards, processes and tools. The advocacy framework will support Administration in implementing Council's formal Advocacy Plan. The department is on target to initiate advocacy prioritization discussions with Council during the 2026 Strategic Planning Session.			
RECENT REPORTS TO COUNCIL: January 30, 2025 – Advocacy Plan project outlined at Council’s Strategic Planning Session March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 – Q2 Performance & Project Update Report to Council			

IT OPTIMIZATION PLAYBOOK (2025-2028)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 85% 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: Work is still underway to finalize the IT Optimization Playbook. Recruitment for vacant positions is 90% complete. Training to address identified skill gaps related to advanced technologies and professional practices within the department has commenced.			
RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council June 17, 2025 – May 2025 Performance & Project Update Report to Council September 2, 2025 – Q2 Performance & Project Update Report to Council			

LAND USE BYLAW REDESIGN (2023-2025)

Strategic Plan Alignment: Goal D1

OVERALL PROGRESS 100% Status: Complete	Project Health
Lead Planning & Development Services	Supporting Entities: Engineering Services, Agriculture & Environment, Community Services, Strategic Growth, Communications & Customer Service
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.	

Parkland County
53109A Hwy 779, Parkland County, Alberta, T7Z 1R1

General Office 780-968-8888
Toll Free 1-888-880-0858



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www.parklandcounty.com

