PERFORMANCE & PROJECT UPDATE

Presented to Council September 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 the County's 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 in 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 and Pillar B Strategic Economic Diversification 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. The pilot for Pillar B will begin in September 2025.

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. Enrollment in ALUS Number of enrolled participants and acres in ALUS B. Expressions of Interest in Sustainable Agricultural Programs Number of expressions of interest in ALUS and other sustainable agriculture programs C. Producer Satisfaction with Agriculture Services 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
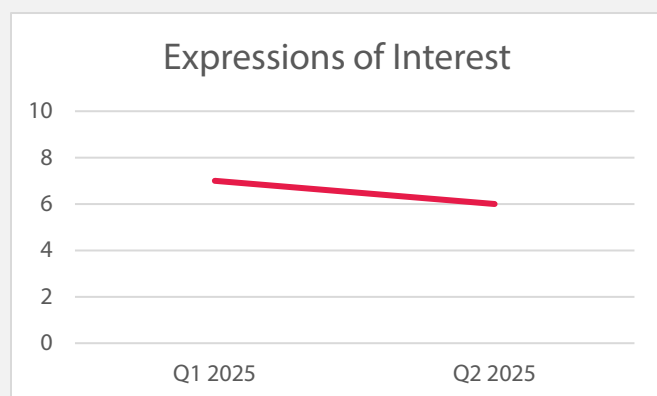
In Quarter 2, Parkland County received six expressions of interest in ALUS and other sustainable agricultural programs. This is slightly lower than the seven expressions of interest received in Quarter 1.

Producers in Parkland County are showing interest in ALUS and other agriculture programs which reflects their readiness and awareness to adopt environmentally sustainable agricultural practices. The County also supports them by offering resources to explore these options.

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 HEALTH OVERVIEW

| BUDGET | TIMELINE | RESOURCES |
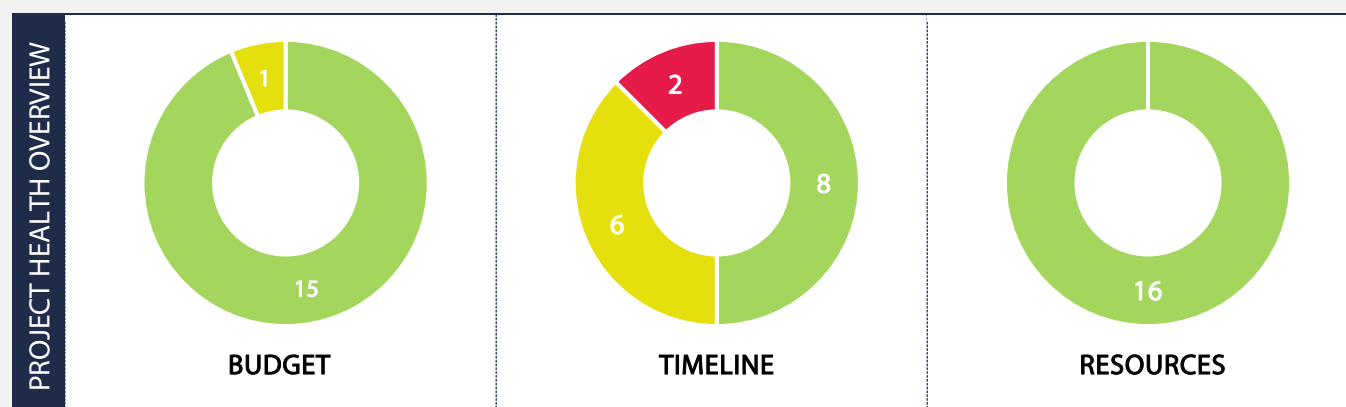
Project	Overall Progress	Project Health		
Pillar A – Complete Communities		Budget	Timeline	Resources
Rural Internet Initiatives	Execution	🟢	🔴	🟢
Water & Wastewater Master Plan	10% Execution	🟢	🟢	🟢
Pillar B – Strategic Economic Diversification		Budget	Timeline	Resources
Acheson Intersection Improvements	99% Execution	🟢	🔴	🟢
Acheson / Big Lake Transportation Impact Assessment Update	10% Execution	🟢	🟢	🟢
Planning + Development Operational Process Review	25% Execution	🟢	🟡	🟢
Wabamun Waterfront Initiatives				
▪ Restoration of Wastewater Lagoon	100% Complete			
▪ Wabamun Wastewater System Review and Rehabilitation	80% Execution	🟢	🟡	🟢
▪ Waterfront Area Improvements	90% Execution	🟡	🟡	🟢
Pillar C – Respected Environment and Agriculture		Budget	Timeline	Resources
Nature Policy Framework Development	100% Complete			
Natural Assets Management Project	82% Execution	🟢	🟢	🟢
Agricultural Impact Assessment Guidelines	7% Execution	🟢	🟡	🟢

Project	Overall Progress	Project Health		
Pillar D – Responsible Leadership		Budget	Timeline	Resources
Municipal Development Plan Update	100% Complete	⬤ (on hold)	⬤ (on hold)	⬤ (on hold)
Area Structure Plan (ASP) Program Review	30% Execution	🟢	🟢	🟢
Communication & Engagement Enhancements				
▪ Engagement Program Review	10% Planning	🟢	🟡	🟢
▪ E-Newsletter	100% Complete	⬤ (on hold)	⬤ (on hold)	⬤ (on hold)
▪ Advertising Bylaw	100% Complete	⬤ (on hold)	⬤ (on hold)	⬤ (on hold)
▪ Single Sign-On Web Portal	75% Execution	🟢	🟡	🟢
Governing Document Data Repository	20% Execution	🟢	🟢	🟢
Advocacy Plan	15% Execution	🟢	🟢	🟢
IT Optimization Playbook	82% Execution	🟢	🟢	🟢
Land Use Bylaw ReDesign & Implementation	100% Complete	🟢	🟢	🟢
Fire Master Plan	100% Complete	⬤ (on hold)	⬤ (on hold)	⬤ (on hold)

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 June 1 to July 31 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 underserviced 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:
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. This establishment of the Broadband Program is being accelerated to bring the timeline back on track.

To date, Parkland County has not received a response regarding the second application to the Universal Broadband Fund (UBF).

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

WATER & WASTEWATER MASTER PLAN (2025-2026)

Strategic Plan Alignment: Goal A1

OVERALL PROGRESS 15% Status: Execution	Project Health		
	▪ Budget	▪ Timeline	▪ Resources

Lead
Engineering Services

Supporting Entities:
Planning & Development Services, Public Works, Growth & Strategy, 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:
A consultant has been engaged for this project. Work is advancing forward on Phase 1 which includes documenting the County's current water and wastewater service areas and levels of service provided. Engineering will review usage rates for various land uses and begin to determine where the County wants to go with water and wastewater servicing long term.

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

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, Growth & Strategy

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:

After some short delays by ATCO, the gas line replacement has now been completed. Final roadwork and paving over the ATCO line is remaining and will be completed by the end of August 2025.

The final payment of invoices and project closure documentation will be completed following final paving activities.

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

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 15% 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: 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:

An initial kick off meeting with consultant was held and the project commenced in June 2025. Traffic counts in strategic areas within Acheson Big Lake Area will be conducted to coincide with peak activity timelines. As well, initial report generation will be started.

The project remains on schedule for completion by the end of 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

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 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:

To support a more customer-focused approach, a front-facing planning counter has been opened. The breakout room is being used as a temporary solution while a low-cost option is tested. A permanent solution will be implemented based on the outcomes of this trial.

As well, a project manager has been hired and is currently analyzing the project and finalizing the plan. This will support addressing timeline concerns.

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

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 80% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Engineering Services

Supporting Entities:
Planning & Development Services, Public Works, Growth & Strategy

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.

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.

Engineering has awarded the contract to locate the leaks within the water system and conduct repairs once identified. This work will occur through the months of August and September. Following completion of the waterline repairs, the impacted roadway areas will be repaved. Of note, some roadway repairs were completed in July 2025, over the areas where there are no identified water issues.

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

c. Wabamun Waterfront Area Improvements (2024-2026)
Strategic Plan Alignment: Goal B1

OVERALL PROGRESS 90% Status: Execution	Project Health		
	▪ Budget	▪ Timeline	▪ Resources

Lead
Growth & Strategy

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

Construction has been completed in the following areas:

- Beach and peninsula
- Washroom building (modernized with new siding, soffits, and air conditioning)
- Shade structure (new roof, Douglas fir ceiling, pot lights, concrete topping)
- Mechanical room (fully upgraded)
- Majority of site concrete (mini plaza, main plaza, playground surrounds)
- Site grading (90% complete)
- New water feature and play structure equipment purchased and ready for installation
- Beach Rake purchased to keep beach area clean.

In July, asphalt pathways will be completed. Landscaping work is scheduled to begin in August, alongside the installation of spray toys and resurfacing of the spray area. Site furnishings have been ordered and are expected to be installed in late August. In early September, the playground equipment will arrive, followed by the installation of playground surfacing later that month. The grand opening celebration is planned for September 20, 2025.

Marina & Swim Pond Activities

Design and tendering activities for the marina and swim pond are progressing steadily. The civil, earthwork, and structural package was tendered on July 18. The washroom and pumphouse building designs are 80% complete, with tendering scheduled for Fall 2025, while landscaping design is nearing completion at 90% and will be tendered in Winter 2025.

Regulatory and mobilization efforts are also advancing. Phase 1 mobilization is anticipated in late August 2025. The First Nations Consultation (FNC) process for the Water Act application has been completed, and authorization from Fisheries and Oceans Canada has been received. An offsetting application is currently underway. The project is still awaiting final Water Act approval, which has been delayed due to the pending TransAlta reclamation certificate from the Province.

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

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 82% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Agriculture & Environment Services

Supporting Entities:
Planning & Development Services, Engineering Services, Information 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.

A new Natural Asset Project Coordinator has been hired to oversee the project's completion. Remaining tasks include drafting engineering standards for nature-based solutions and incorporating the inventoried assets into the County's asset management system. Drafting of the scope for the engineering design standards work is in progress in collaboration with Engineering Services. These final two deliverables are associated with the Water Resource Resiliency Program (WRRP) grant funding, and project completion is anticipated in Quarter 1 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

AGRICULTURAL IMPACT ASSESSMENT GUIDELINES (2025-2026)

Strategic Plan Alignment: Goal C2

OVERALL PROGRESS 7% Status: Execution	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:

The scope for the Agricultural Impact Assessment (AIA) Guidelines project is in development and will be adjusted to incorporate learning from processing large development applications that included AIA requirements. The procurement process for a consultant who will develop the guiding documents has been paused until reviews of the priority development applications have been completed and staff capacity is increased.

Background work continues with research into existing AIA requirements from similar municipalities and within provincial regulations is being completed. The Agricultural Service Board will be consulted in the Fall to guide project development.

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

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 30% Status: Execution	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:
Research was completed including a jurisdictional scan and an initial review of current area structure plans. This research will be used to create a matrix to prioritize ASP updates. A project kick off was conducted with Council in June. The next update to Council is scheduled for September.

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

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 10% Status: Planning	Project Health
	▪ Budget　　　▪ Timeline　　　▪ Resources

Lead
Growth & Strategy

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. Currently, Administration is in the process of reviewing proposals and selecting a consultant to support this work. The consultant will commence work by September 2025.

Activities to be undertaken in Q3:

- Develop Project Communication Plan.
- Develop Internal and External Stakeholder Engagement Plan.
- Review and analysis of the current Public Engagement Policy.
- Review of comparators, relevant data, information, and legislation.

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

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 75% 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 Portal has been set up and populated with resident addresses. The widgets have been added and linked to various Parkland County applications such as PLANit, garbage collection schedules, snow plow data, etc.

Preliminary work is underway to confirm that the Project Nova (Sylogist) applications will connect to the portal allowing residents access to these services through the portal.

A technical issue surrounding single sign-on capability was identified and a solution is being worked on by the vendor. Communications and Technology & Digital Services are working closely with the vendor to move the project forward. The external vendor has been directed to expedite the technical steps necessary to bring the project back on track and provide any cost and timeline estimates necessary to do so.

Completion of the project is pending further updates from the vendor as they implement compatibility updates to their product, which may impact timelines. Once the technical side of the project nears completion, the site will be finalized and rolled out to County residents as the next step in enhancing the County website.

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

GOVERNING DOCUMENT DATA REPOSITORY (2025)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 20% 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:
The required planning and workflow development has been completed. The timeline for the clean-up of governance records, development and implementation of AI pilot and automation of workflows has been established.

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

ADVOCACY PLAN (2025-2026)

Strategic Plan Alignment: Goal D4

OVERALL PROGRESS 15% Status: Execution	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:

Research and project planning phase completed in Q2 2025.

In Q3, Administration will 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. Advocacy priorities that will be included in the formal Advocacy Plan will be identified during the 2026 Strategic Planning Session. At this stage, the project planning phase will conclude, and Administration will operationalize the program.

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

IT OPTIMIZATION PLAYBOOK (2025-2028)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 82% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead	Supporting Entities:
Technology & Digital Services	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:

The IT Optimization Playbook project is nearing completion. Recruitment for vacant positions is 85% complete. Ongoing development of training plans continues to address identified skill gaps related to advanced technologies and professional practices within the department.

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

LAND USE BYLAW REDESIGN AND IMPLEMENTATION (2023-2025)

Strategic Plan Alignment: Goal D1

OVERALL PROGRESS	Project Health		
100% Status: Complete	▪ Budget	▪ Timeline	▪ Resources

Lead
Planning & Development Services

Supporting Entities:
Engineering Services, Agriculture & Environment, Community Services, Growth and Strategy, 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.

STATUS UPDATE:
The new bylaw was approved by Council on May 27. Implementation actions for the new bylaw includes holding training sessions with staff and reviewing new applications with the new regulations as required. The transition of monitoring and evaluating the bylaw will be completed by the operational team.

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 25, 2025 – First Reading and scheduling the Public Hearing for the Land Use Bylaw

March 25, 2025 – March 2025 Project Update Report presentation to Council

April 22, 2025 – Public Hearing and Second Reading for Land Use Bylaw

May 27, 2025 – Third Reading for Land Use Bylaw

June 17, 2025 – May 2025 Performance & Project Update Report to Council

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