

PERFORMANCE & PROJECT UPDATE

Presented to Council May 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.

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

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.

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.

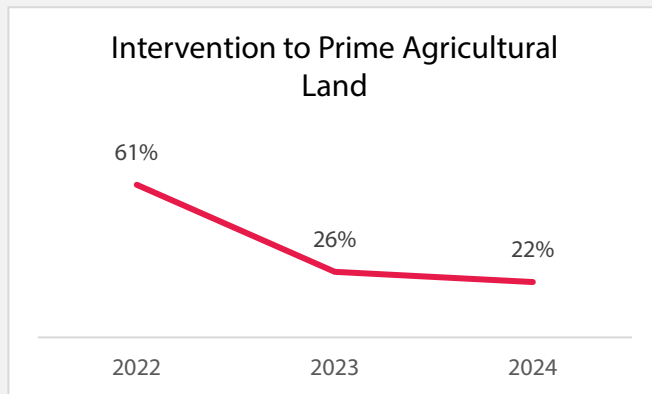
Goal C2 To recognize the importance of preserving prime agricultural land available for production	
Desired Results	We protect prime agricultural land.
Measures:	A. <u>Maintaining Prime Agricultural Land</u> Percentage of prime agricultural land maintained in Parkland County B. <u>Intervention to Protect 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



Parkland County is protecting prime agricultural land in part through the weed inspections program. The results of “Intervention to Prime Agricultural Land” serves as an indicator of the amount of protection and intervention measures required to protect prime agricultural land. Over the past three years, the County has seen a reduction in the percentage of weed inspections that indicate follow up or intervention is required. This is a positive trend which the County will continue to monitor.

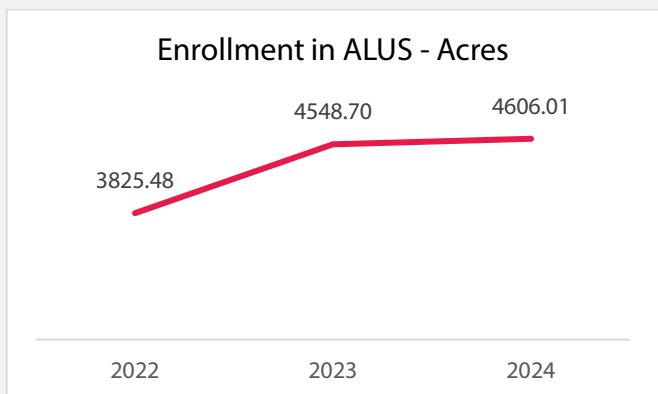
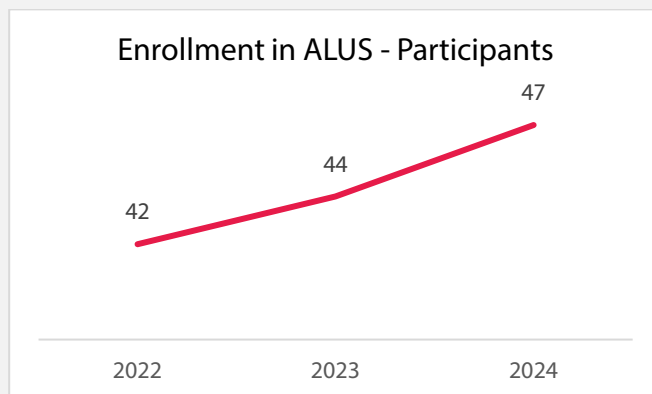
Goal C3

To support our agricultural community

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

Results

A. Enrollment in ALUS



The intent of the Enrollment in ALUS measure is show how Parkland County is providing opportunities for producers to implement sustainable agricultural practices – this includes practices that both consider ecosystem function, as well as the longevity of farming operations. The number of participants and acres enrolled in ALUS has risen increasingly over the past three years. In combination, this indicates a strong

interest from producers to implement sustainable agricultural practices. Parkland County will monitor this trend in 2025.

B. Expressions of Interest in Sustainable Agriculture Programs



From January 1 to March 31, 2025, Parkland County received seven expressions of interest in ALUS and other sustainable agricultural programs. Expressions of interest in ALUS and other agriculture programs demonstrate the awareness and willingness of producers to participate in environmentally sustainable agricultural practices in

Parkland County, and that Parkland County provides producers with the resources necessary to explore these options. This is a new performance measure and data is available from Quarter 1 2025 onward.

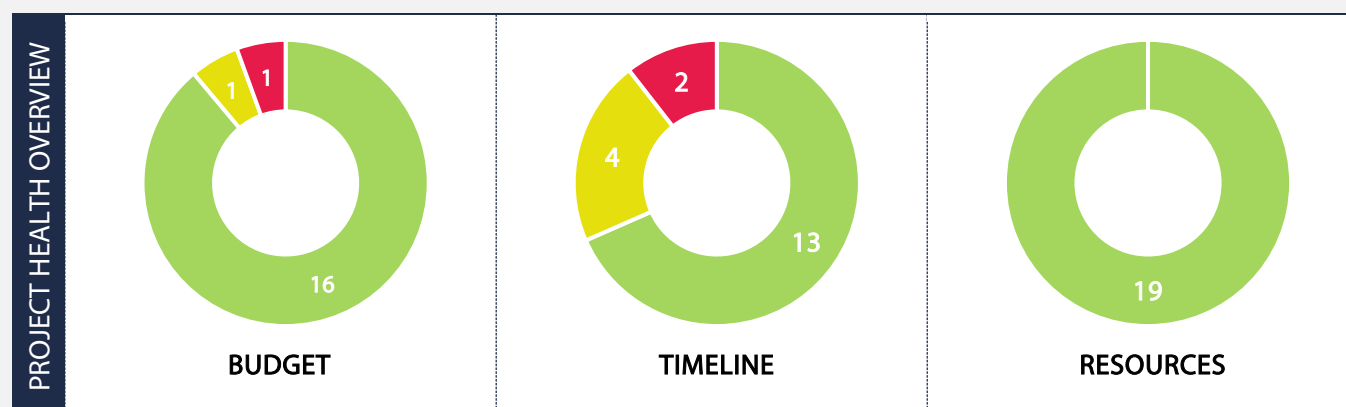
C. Producer Satisfaction with Agriculture Services

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

Conclusion

Overall, the performance measure results included in this report for Pillar C indicate Parkland County’s efforts to protect prime agricultural land and provide services that enable sustainable agricultural practices are raising the awareness of producers and increasing their participation in Parkland County’s agriculture and environment programming.

Corporate Priorities Summary



Project	Budget	Overall Progress	Project Health		
Pillar A – Complete Communities			Budget	Timeline	Resources
Rural Internet Initiatives	2024: \$186,250 2025: Carry Forward	Execution	●	●	●
Water & Wastewater Master Plan	2025: Per Budget Approval	5% Execution	●	●	●
Pillar B – Strategic Economic Diversification			Budget	Timeline	Resources
Acheson Intersection Improvements	2024: \$13,573,446 2025: Carry Forward	95% Execution	●	●	●
Acheson / Big Lake Transportation Impact Assessment Update	2024: \$75,000 2025: Carry Forward	5% Execution	●	●	●
Planning + Development Operational Process Review	2025: Per Budget Approval	25% Execution	●	●	●
Wabamun Waterfront Initiatives					
▪ Restoration of Wastewater Lagoon*	2024: \$4,811,972 2025: Carry Forward	95% Execution	●	●	●
▪ Wabamun Wastewater System Review and Rehabilitation *		80% Execution		●	●
▪ Waterfront Area Improvements	2024: \$8,662,707 2025: Per Budget Approval	35% Execution	●	●	●
Pillar C – Respected Environment and Agriculture			Budget	Timeline	Resources
Nature Policy Framework Development	2024: \$37,560 2025: Carry Forward & Operating Emergent	95% Execution	●	●	●

Project	Budget	Overall Progress	Project Health		
Natural Assets Management Project	2024: \$271,263 2025: Per Budget Approval	80% Execution	●	●	●
Agricultural Impact Assessment Guidelines	2024: \$18,141 2025: Carry Forward	7% Execution	●	●	●
Pillar D – Responsible Leadership			Budget	Timeline	Resources
Municipal Development Plan Update	2024: \$189,386	100% Complete			
Area Structure Plan (ASP) Program Review	2025: Per Budget Approval	25% Planning	●	●	●
Communication & Engagement Enhancements					
▪ Engagement Program Review	2025: Per Budget Approval	5% Planning	●	●	●
▪ E-Newsletter	Program Budget	100% Complete			
▪ Advertising Bylaw	Program Budget	100% Complete			
▪ Single Sign-On Web Portal	2024: \$54,650 2025: Carry Forward	75% Execution	●	●	●
Governing Document Data Repository	2024: \$57,200 2025: Carry Forward	15% Execution	●	●	●
Advocacy Plan	Program Budget	5% Planning	●	●	●
IT Optimization Playbook	2024: \$34,181 2025: Per Budget Approval	80% Execution	●	●	●
Land Use Bylaw ReDesign and Implementation	2024: \$38,712 2025: Per Budget Approval	95% Execution	●	●	●
Fire Master Plan	2024: \$90,000 2025: Carry Forward	80% Execution	●	●	●

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

Legend

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

Key Project Updates

From March 1 to April 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: Growth & Strategy, Communications & Customer Service, Executive Committee and Council	
DESCRIPTION:			
What: Rural internet initiatives aimed at challenges and opportunities with the County's internet infrastructure.			
Why: Improved rural internet connectivity will provide our residents more affordable and efficient access to basic amenities such as education, health care, public safety and government services.			
How: The County will continue to facilitate the installation of broadband and fibre optic infrastructure. This work includes advocacy at federal and provincial levels for investment in internet connectivity Parkland County. The initiatives will also seek to address other areas of need through satellite, other wireless, and additional fibre services, ensuring greater consistency of high-speed internet service.			
STATUS UPDATE:			
The Wireless Internet Rebate Program (WIRP) commenced on December 2, 2024, and concluded on February 28, 2025. Ongoing limitations in wireless service provider availability continue to be a factor. Currently, a final report for the WIRP program is being developed, which will include an evaluation of resident benefits and an assessment of remaining demand.			
Additionally, the Parkland County Broadband Strategy review remains in progress. As part of this review, efforts are underway to establish service concentration areas through discussions with service providers to gather information regarding existing services, planned expansions, and potential future opportunities. Parkland County has not yet 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			

WATER & WASTEWATER MASTER PLAN (2025-2026)

Strategic Plan Alignment: Goal A1

<div>OVERALL PROGRESS</div> <div>5%</div> <div>Status: Execution</div>	<div>Project Health</div> <div><div><div></div><div>Budget</div></div><div><div></div><div>Timeline</div></div><div><div></div><div>Resources</div></div></div>		
<div>Lead</div> <div>Engineering Services</div>	<div>Supporting Entities:</div> <div>Planning & Development Services, Public Works, Growth & Strategy, Agriculture & Environment Services</div>		
<div>DESCRIPTION:</div> <div><div>What:</div><div>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.</div></div> <div><div>Why:</div><div>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.</div></div> <div><div>How:</div><div>Development of a long-term strategic plan for water and wastewater water systems across the County.</div></div>			
<div>STATUS UPDATE:</div> <div>The project charter for the Water & Wastewater Master Plan is in the final review stages of the Project Charter. Engineering is planning a project introduction presentation to Mayor and Council to confirm the intended direction and to seek additional input before finalizing the project scope. Following which, Engineering will complete the procurement process to engage a consultant who will then commence execution of the approved scope of work.</div>			
<div>RECENT REPORTS TO COUNCIL:</div> <div>March 25, 2025 – March 2025 Project Update Report presentation to Council</div>			



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 95% Status: Execution	Project Health <div> ● Budget ● Timeline ● Resources </div>
Lead Engineering Services	Supporting Entities: Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Growth & Strategy DESCRIPTION: What: Improvements at two intersections along Highway 16A: <ol style="list-style-type: none"> 1. Spruce Valley Road and 2. Pinchbeck/Bevington Road. Why: This project supports economic growth, as the work will greatly improve traffic movement in the Acheson Industrial Area. Businesses operating in the area will benefit as efficient freight transport systems improve market access, resulting in lower operating costs. How: Widening of Highway 16A deceleration and acceleration lanes, installing traffic lights and realigning of Spruce Valley Road and Pinchbeck and Bevington Road. Project includes connecting water and wastewater line under Highway 16A to enable future connection between Acheson Zone 4 and Acheson Zone 6 services.
	STATUS UPDATE: The project is nearing full completion with a few remaining items to finalize. ATCO is scheduled to be on-site in May 2025 to undertake the replacement of a high-pressure gas line that crosses the new Bevington Road alignment. This work is anticipated to take between two and four weeks to complete. Additional remaining tasks include final topsoil grading, seeding, and minor site clean-up. The project is on track to be fully completed by the end of June 2025. 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

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 5% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
<p>Lead Engineering Services</p> <p>Supporting Entities: Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Growth & Strategy</p> <p>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.</p>			
<p>STATUS UPDATE: The project charter is complete, and the project scope has been drafted.</p> <p>A proposal call is currently in circulation with the aim of hiring an engineering consultant by May 2025. The execution of the work is anticipated to take between six and nine months. The project remains on schedule for completion by the end of 2025.</p> <p>RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council</p>			

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

Strategic Plan Alignment: Goal B1

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

<div>OVERALL PROGRESS</div> <div>25%</div> <div>Status: Execution</div>	Project Health		
	<div>● Budget</div>	<div>● Timeline</div>	<div>● Resources</div>
<div>Lead</div> <div>Planning & Development Services</div>	<div>Supporting Entities:</div> <div>Engineering Services, Agriculture & Environment Services, Technology & Digital Services, Community Services, Growth & Strategy, Communications & Customer Service</div>		
<div>DESCRIPTION:</div> <div>What: A review of land use planning permitting operations for efficiency and effectiveness.</div> <div>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.</div> <div>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.</div>			
<div>STATUS UPDATE:</div> <div>The Operational Process Review project has seen the completion of several key actions to date. This includes the hiring of individuals for key roles within the department to align with the new organizational structure, the creation of a transition plan for activities moving to newly formed teams, and the successful implementation of automation for booking safety codes inspections.</div> <div>A consultant is being hired to finalize a project plan and take actions to prioritize key actions and deliver on the project results.</div> <div>RECENT REPORTS TO COUNCIL:</div> <div>October 15, 2024 – A project update was provided to the Governance & Priorities Committee as part of the Operations Service Division Report.</div> <div>November 26, 2024 – Q3 Project Update Report presentation to Council</div> <div>February 4, 2025 – Update on the improvements occurring within the Planning and Development department was provided to Governance & Priorities Committee</div> <div>March 25, 2025 – March 2025 Project Update Report presentation to Council</div>			

WABAMUN WATERFRONT INITIATIVES

a. Restoration of Wastewater Lagoon (2024-2025)

Strategic Plan Alignment: Goal B1

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

<div>OVERALL PROGRESS</div> <div>95% complete</div> <div>Status: Execution</div>	Project Health		
	<div>● Budget</div>	<div>● Timeline</div>	<div>● Resources</div>
<div>Lead</div> <div>Engineering Services</div> <div>Supporting Entities:</div> <div>Planning & Development Services, Public Works, Growth & Strategy</div> <div>DESCRIPTION:</div> <div>What: Infrastructure project to rehabilitate the existing wastewater lagoon in Wabamun.</div> <div>Why: Wastewater utilities are an essential service, and wastewater lagoons offer a cost-effective and energy-efficient solution for wastewater management, particularly in communities where resources and infrastructure may be limited. The performance and efficiency of the lagoon system depend on routine maintenance and repair to provide wastewater service to Wabamun residents and businesses.</div> <div>How: The rehabilitation will address performance issues and create capacity for future growth.</div>			
<div>STATUS UPDATE:</div> <div>The restoration of the Wabamun wastewater lagoon project remains on hold, consistent with the previous report, pending favorable weather conditions and the thawing of the ground. The final work to be completed includes the installation of inlet and outlet structures and the final grading and seeding around the lagoon.</div> <div>RECENT REPORTS TO COUNCIL:</div> <div>October 15, 2024 – A project update was provided to the Governance & Priorities Committee as part of the Operations Service Division Report.</div> <div>November 26, 2024 – Q3 Project Update Report presentation to Council</div> <div>March 25, 2025 – March 2025 Project Update Report presentation to Council</div>			

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	Project Health		
80% complete Status: Execution	<div><div></div> Budget</div>	<div><div></div> Timeline</div>	<div><div></div> Resources</div>
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: The project update remains consistent with previous reports. The wastewater system, completed in 2024, has been monitored through the winter and into spring of 2025 and is functioning as intended. During the construction of the wastewater lines, additional issues were identified within the water system. Consequently, the project scope has been expanded to include the replacement and repair of water lines within the Osprey subdivision, with this work planned for the summer of 2025. The increased scope of work will be managed within the existing project funding, and no additional funding is anticipated at this time.			
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			

c. Waterfront Area Improvements (2024-2026)

Strategic Plan Alignment: Goal B1

OVERALL PROGRESS	Project Health		
35% complete Status: Execution	<div><div></div> Budget</div>	<div><div></div> Timeline</div>	<div><div></div> Resources</div>
Lead Community Services	Supporting Entities: Growth & Strategy, 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:			
The Wabamun Waterfront Park is currently under construction and is on track for completion and public opening by the end of Quarter 3 of 2025.			
The design for the marina and swim pond project is progressing from the 70% design drawing set to the 95% (Issued for Tender - IFT) stage. The project construction manager has finalized the budget, schedule, and constructability report, providing increased confidence in the total cost of the project.			
The First Nations consultation (FNC) is scheduled for completion by the end of April 2025. The Department of Fisheries and Oceans (DFO) application has been submitted, and a response is expected by the end of April 2025. A Memorandum of Understanding (MOU) regarding canal improvements has been sent to Trans Alta, and they have submitted their reclamation certificate to Alberta Environment and Parks (AEPA).			
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.			



PILLAR C

Respected Environment + Agriculture

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

GOALS

C1

To develop a policy framework that ensures the protection of environmentally significant areas

C2

To recognize the importance of preserving prime agricultural land available for production

C3

To support our agricultural community

NATURE POLICY FRAMEWORK DEVELOPMENT (2024-2025)

Strategic Plan Alignment: Goal C1

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

<div>OVERALL PROGRESS</div> <div>85% complete</div> <div>Status: Execution</div>	Project Health		
	<div><div></div>Budget</div>	<div><div></div>Timeline</div>	<div><div></div>Resources</div>
<div>Lead</div> <div>Agriculture & Environment Services</div>	<div>Supporting Entities:</div> <div>Planning & Development Services, Engineering Services, Communications & Customer Service</div>		
<div>DESCRIPTION:</div> <div>What: Development of the Nature Policy Framework with focus on Environmentally Significant Area (ESA) conservation.</div> <div>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.</div> <div>How: The framework will provide direction, ensure coordination between policies and provide options and clarity around ESAs and conservation.</div>			
<div>STATUS UPDATE:</div> <div>The project has seen the drafting and internal review of the Nature Policy Framework document and accompanying policies, which have also been presented to Council for information.</div> <div>The final step of the project will be to bring the finalized documents to Council for approval. This is anticipated to occur in early June 2025, contingent upon Council's direction.</div> <div>RECENT REPORTS TO COUNCIL:</div> <div>July 2, 2024 – Administration provided a Nature Policy Framework project update to Council.</div> <div>November 26, 2024 – Q3 Project Update Report presentation to Council</div> <div>March 25, 2025 – March 2025 Project Update Report presentation to Council</div> <div>April 15, 2025 - Draft Framework presented to GPC.</div> <div>April 22, 2025 – Draft policies presented to Council.</div>			

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 80% complete Status: Execution	Project Health <div> ● Budget ● Timeline ● Resources </div>
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. 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 22, 2025 – Natural Asset Inventory and Valuation Report Presented to Council.	

AGRICULTURAL IMPACT ASSESSMENT GUIDELINES (2025-2026)

Strategic Plan Alignment: Goal C2

OVERALL PROGRESS 7% Status: Planning	Project Health		
	● Budget	● Timeline	● Resources
Lead Agriculture & Environment Services			
Supporting Entities: Planning & Development Services, Growth & Strategy			
DESCRIPTION: What: Establish clear and consistent requirements for Agricultural Impact Assessments (AIAs) within Parkland County. Why: An Agricultural Impact Assessment is a technical report used to determine the level of impact a proposed non-agricultural development in a particular area may have on the agricultural production in that region. AIAs can help Administration have a clearer understanding of the impacts of a particular development and can assist with making well-informed land use decisions and providing recommended mitigation measures. As identified in Parkland County's updated Municipal Development Plan, AIAs are required when proposing to develop on prime agricultural lands. Currently, Parkland County does not have any established minimum requirements for an AIA, leading to unclear application standards and delays in decision-making processes. How: Administration will review regional requirements and best practices in order to document clear submission standards for AIAs and create guiding documents for development. .			
STATUS UPDATE: The Agricultural Impact Assessment Guidelines project has progressed with Administration finalizing the project scope. The procurement process for a consultant who will develop the guiding documents has commenced. As part of this process, research into existing Affordable and Inclusive Access (AIA) requirements from similar municipalities and within provincial regulations has been completed.			
RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation 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)

Strategic Plan Alignment: Goal D1

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

OVERALL PROGRESS 25% Status: Planning	Project Health		
	● Budget	● Timeline	● Resources
<div><div>Lead Planning & Development Services</div><div>Supporting Entities: Engineering Services, Agriculture & Environment, Community Services, Growth and Strategy, Communications & Customer Service, Assessment & Taxation</div></div>			
<div>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.</div>			
<div><div>STATUS UPDATE: The ASP Program Review project has reached the stage where the project plan is finalized, and the research component conducted by the University of Alberta (U of A) studio class has been completed.</div><div>RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report Presentation to Council</div></div>			

COMMUNICATION & ENGAGEMENT ENHANCEMENTS

a. Engagement Program Review (2024-2025)

Strategic Plan Alignment: Goal D2

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

OVERALL PROGRESS 5% Status: Planning	Project Health		
	<div><div></div> Budget</div>	<div><div></div> Timeline</div>	<div><div></div> Resources</div>
<div>Lead Growth & Strategy</div>	<div>Supporting Entities: Communications & Customer Service, Finance, Executive Committee, All departments</div>		
<div>DESCRIPTION:</div> <div><div>What:</div> A review of existing internal and external engagement practices resulting in organizational alignment through establishing standardized practices and relevant resources/tools.</div> <div><div>Why:</div> 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.</div> <div><div>How:</div> The review involves examining engagement best practices, establishing standard practices, and includes the consolidation and update to the County’s public consultation policies.</div>			
<div>STATUS UPDATE:</div> <div>The project planning phase has been initiated for the Engagement Program Review. The project plan is in the process of being completed and is anticipated to be approved by Administration by the end of Q2 2025.</div>			
<div>RECENT REPORTS TO COUNCIL:</div> <div>March 25, 2025 – March 2025 Project Update Report presentation to Council</div>			

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

Strategic Plan Alignment: Goal D2

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

OVERALL PROGRESS 75% Status: Execution	Project Health		
	● Budget	● Timeline	● Resources
<p>Lead Communications & Customer Service</p> <p>Supporting Entities: Technology & Digital Services</p> <p>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.</p>			
<p>STATUS UPDATE: The project has seen the successful setup and population of the portal with resident addresses. The widgets have been integrated and linked to various Parkland County applications, including PLANit, garbage collection schedules, and snowplow data. Preliminary work is currently underway to ensure seamless connectivity between the Project Nova (Sylogist) applications and the portal, enabling residents to access these services through the platform. A technical issue concerning the single sign-on capability was recently identified and is being addressed. While this issue has temporarily slowed progress on the portal's launch, it has not stalled the overall project. Efforts are ongoing to determine the financial impact of this issue, which involves multiple vendors and is taking time to assess. The initial assessment suggests a minimal budget impact, however this remains unconfirmed.</p> <p>RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council</p>			

GOVERNING DOCUMENT DATA REPOSITORY (2025)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 15% 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 Governing Document Data Repository project is underway through a collaborative effort between Legislative & Legal Services and Technology & Digital Services. The initial meeting has been held, and Technology & Digital Services is currently conducting a comprehensive review of the County's existing software programs. The goal of this review is to document current state processes for bylaw and policy management and to provide recommendations for potential workflow options and automated tracking of these governance documents.			
RECENT REPORTS TO COUNCIL: March 25, 2025 – March 2025 Project Update Report presentation to Council			

ADVOCACY PLAN (2025-2026)

Strategic Plan Alignment: Goal D4

OVERALL PROGRESS 5% Status: Planning	Project Health		
	● Budget	● Timeline	● Resources
Lead Growth & Strategy	Supporting Entities: Communications & Customer Service, Executive Committee, All departments		
	DESCRIPTION: What: Create an Advocacy Framework, formal Advocacy Plan, and Advocacy Schedule. Why: Establishing relationships in the community, with regional partners and all levels of government can better support Parkland County in achieving its goals through grant funding, access to opportunities, and collaborative efforts. Well-coordinated advocacy strategies will help the County focus its efforts on the issues that matter most to residents and align with Council's strategic vision. How: Establish the framework to support development and maintenance of an annual advocacy plan. The framework will be established through engagement with Council and development with internal staff. The framework will ensure that the advocacy plan and schedule will be supported by well-defined and efficient processes.		
	STATUS UPDATE: Strategy & Engagement is continuing to make progress on research and project planning for the Advocacy Plan. This work is anticipated to be completed in Q2 2025. Data collected will be used to develop an internal advocacy framework consisting of an advocacy activity schedule, established standards, processes and tools. The advocacy framework will support Administration in implementing Council's formal Advocacy Plan. Advocacy priorities will be identified 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		

IT OPTIMIZATION PLAYBOOK (2025-2028)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 80% 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: The IT Optimization Playbook project is nearing completion. The review and updates of job descriptions have been finalized, and recruitment for vacant positions is currently underway. The 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			

LAND USE BYLAW REDESIGN AND IMPLEMENTATION (2023-2025)

Strategic Plan Alignment: Goal D1

OVERALL PROGRESS 95% complete 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			
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 Land Use Bylaw is currently in the approvals phase. This includes the referral of the updated bylaw to relevant interest holders, a scheduled public hearing, and the second reading of the bylaw by Council on April 22, 2025. The third reading of the bylaw is scheduled on May 27, 2025. Preparatory actions for the implementation of the new bylaw are underway. These include the creation of a Land Use Bylaw user guide, the preparation of necessary technology changes to accommodate the new bylaw, and the initial development of a staff training plan.			
RECENT REPORTS TO COUNCIL: September 3, 2024 – A Land Use Bylaw Project update was provided to the Governance & Priorities Committee in a closed session. October 15, 2024 – A Land Use Bylaw project update was provided to the Governance & Priorities Committee in a closed session. November 26, 2024 – Q3 Project Update Report presentation to Council December 3, 2024 – A Land Use Bylaw project update was provided to the Governance & Priorities Committee. February 18, 2025 – Land Use Bylaw project and workshop to the Governance & Priorities Committee in a closed session. March 13, 2025 - Administration provided a project update to Council in a closed session. 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			

FIRE MASTER PLAN (2024-2025)

Strategic Plan Alignment: Goal D1

OVERALL PROGRESS 80% Status: Execution	Project Health		
	<div><div></div> Budget</div>	<div><div></div> Timeline</div>	<div><div></div> Resources</div>
<div>Lead Fire Services</div>	<div>Supporting Entities: Finance</div>		
<div>DESCRIPTION:</div> <div>What: Development of a new Fire Services Master Plan.</div> <div>Why: The County's Fire Master Plan ensures coordination and effective management of emergency services to meet the community's needs today and into the future. It defines the level of fire protection and emergency response services for the municipality and the resourcing required to meet those standards. The plan should be updated regularly to reflect any changing risks, Council's priorities and service level demands.</div> <div>How: Fire Services will hire a consulting company to complete a Fire Service Master Plan. This will be completed by reviewing Fire Service industry standards and the County's current Fire Service and provide a report with recommendations based on their findings.</div>			
<div>STATUS UPDATE:</div> <div>Parkland County Fire Services has received the second draft (V2) of the Master Plan - a milestone for the Fire Master Plan project. The project steering committee has completed a thorough review of the document, providing detailed corrections and comments for the consultants to incorporate into the final draft.</div> <div>Additionally, the committee held an in-person meeting to discuss the document ensuring accurate representation of Parkland County Fire Services' needs and perspectives. A high-level review of the Master Plan recommendations was presented to the Executive Committee on May 7, 2025. Following finalization, the consultants will present the complete Fire Services Master Plan to Council.</div>			
<div>RECENT REPORTS TO COUNCIL:</div> <div>October 1, 2024 – Administration introduced the Fire Services Master Plan project at the Governance & Priorities Committee meeting.</div> <div>November 26, 2024 – Q3 Project Update Report presentation to Council</div> <div>March 25, 2025 – March 2025 Project Update Report presentation to Council</div>			

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