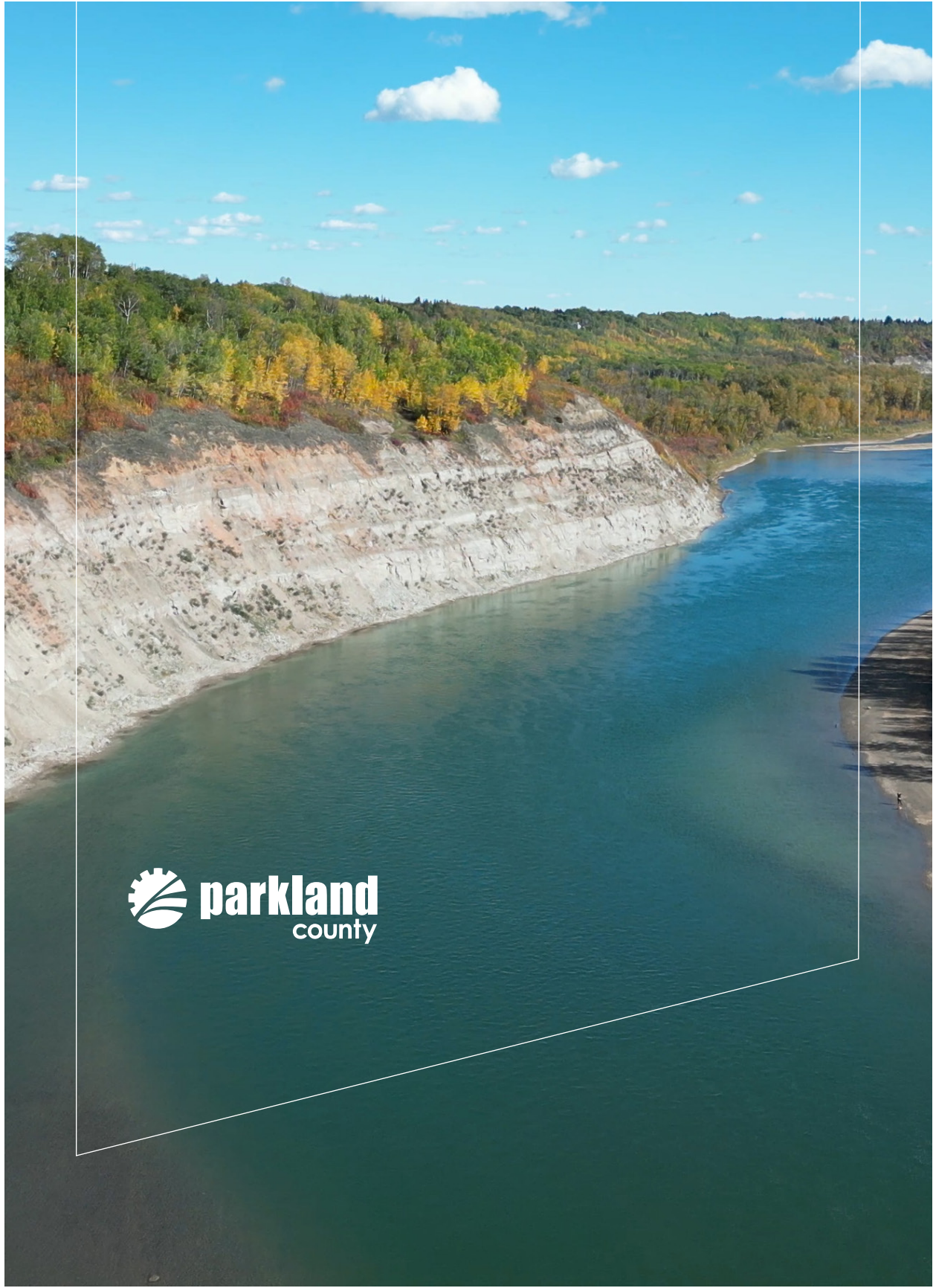


A scenic landscape photograph of a calm lake or pond. The water is still, reflecting the sky and the surrounding forest. In the foreground, there are green lily pads and tall grasses. The background is a dense forest of evergreen trees under a bright blue sky with scattered white clouds.

2026 – 2029 STRATEGIC PLAN



 **parkland**
county

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We acknowledge that we are located on the lands of Treaty 6 which is the traditional home of the Cree, Dene, Saulteaux, Blackfoot, Nakota Sioux nations, members of the Metis nations of Alberta, Inuit and all First Nations sharing this land for generations. We recognize the long history and contributions of Indigenous peoples who've cared for this land from time immemorial to the present. We acknowledge that we are all treaty people bound to one another by the spirit and intent of treaty as long as the sun shines, the grass grows, and the river flows.



MESSAGE FROM THE MAYOR

Parkland County is a proud community built on hard work, compassion and cooperation. We are defined by our people, our landscapes, and our proud agricultural and industrial heritage. For generations, Parkland County has brought people together to work and care for the land, build businesses, and raise families. As we look ahead to the next four years, Council is proud to present the 2026–2029 Strategic Plan — our shared roadmap for continuing to build a strong, sustainable, and forward-thinking County, informed by the values and priorities that make us who we are.

This plan reflects what we heard from residents, businesses and community partners: that Parkland County is a place where people value rural character, economic opportunity, and a high quality of life. It recognizes the opportunities presented by the County's strategic position along key trade corridors, the importance of preserving our natural environment, and the need to support services and infrastructure that help our communities and businesses thrive.

Our Strategic Plan is built around four interconnected drivers — **responsive services, land & legacy, community impact, and sustainable growth**. Together, they express our commitment to delivering reliable municipal services, honouring and safeguarding the land we call home, strengthening connections among neighbours, and ensuring that Parkland County remains a place where businesses invest and families choose to build their futures.

This plan is intentionally aligned with our long term vision: **to be responsive, resilient, and ready for tomorrow**. By grounding our actions in this vision, we ensure that the decisions we make today support long term prosperity and meaningful opportunities for everyone who lives and works here.



Rod Shaigec
Mayor

Council is grateful for the insight and engagement that shaped this plan, and for the dedicated work of Administration as they bring its collective goals to life. We know that strong communities are built and nurtured through partnership. Together — with residents, organizations, industry, and regional neighbours — we will continue to build on our existing strengths, pursue new opportunities, address challenges with creativity and determination, and protect the qualities that make Parkland County such a unique and valued place.

Thank you for your continued trust and support. We look forward to working together as we build a future that is vibrant, responsible, and full of promise.

A handwritten signature in black ink that reads "Rod Shaigec". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

MAYOR ROD SHAIGEC
Parkland County



UNDERSTANDING THE STRATEGIC PLAN

WHAT IS THE STRATEGIC PLAN?

The strategic plan is Parkland County's guiding document for its purpose, vision and goals. It establishes clear priorities for the duration of the plan and ensures alignment with the needs of our community. It defines where we are going and how we plan to get there. Ultimately, it provides a framework for decision-making and resource allocation, helping the County stay focused on what matters most.

WHAT IS THE STRATEGIC PLAN USED FOR?

Covering 2026 to 2029, Parkland County's Strategic Plan gives Council a clear roadmap and sets the County's strategic priorities. Sharing this direction openly strengthens accountability and transparency for the community.

The Strategic Plan sets the overall direction for the County, shaping how Administration approaches service delivery, budgeting, and policy development. It forms the basis of the Corporate Plan, which turns those strategic priorities into concrete actions and projects. Administration also uses the Strategic Plan to guide day-to-day decisions, so they consistently align with Council's long-term priorities.

HOW OFTEN IS THE STRATEGIC PLAN REVIEWED?

The Strategic Plan is a living document. Parkland County Council reviews it each year to ensure it continues to reflect the priorities of both Council and the community, and updates are made to the plan as needed.



PARKLAND COUNTY PROFILE

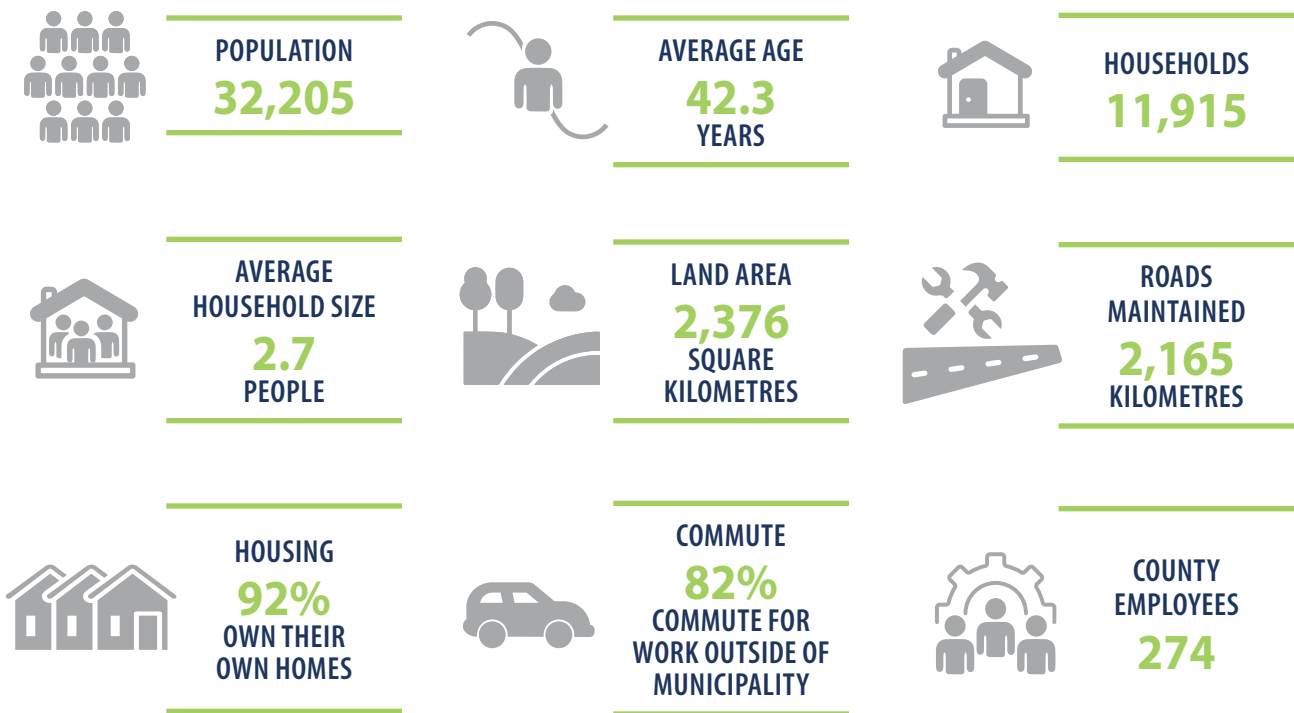
Spanning from Edmonton's western boundary to Entwistle and the Pembina River, Parkland County combines authentic rural living and economic strength. Its proximity to the greater Edmonton region provides convenient access to major urban amenities while preserving its unique rural character.

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

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

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

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



Sources:

2021 Statistics Canada Census. Percentage of those who commute for work outside the community is based on a 25% data sample from the 2022 Statistics Canada Census.

Municipal employees is the amount of full-time equivalent employee as reported in the Parkland County 2024 Annual Financial Report.

PROGRAMS & SERVICES

The County's programs and services are our commitment to residents, businesses, and community needs. The items listed below represent our ongoing service offerings, while the goals and outcomes in this plan highlight our areas of priority focus for the period spanning 2026 to 2029.

PLANNING & DEVELOPMENT

- Subdivision Planning & Coordination
- Development Planning & Safety Codes

STRATEGIC GROWTH

- Economic Growth
- Corporate Strategic Projects
- Municipal Land Management

ENGINEERING

- Engineering Projects
- Land Development
- Capital Construction
- Transit

PUBLIC WORKS

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

ROAD MAINTENANCE

- Aggregate
- Drainage
- Road Maintenance

COMMUNITY SERVICES

- Family & Community Support
- Parks
- Recreation & Culture

AGRICULTURE & ENVIRONMENT

- Agricultural Operations
- Agronomics
- Environmental Services

PROTECTIVE SERVICES

- Enforcement Operations
- Animal Shelter Operations
- Police Services

FIRE SERVICES

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

COMMUNICATIONS & CUSTOMER SERVICE

- Communication Services
- Customer Service

EMPLOYEE SERVICES

- Health & Safety
- Human Resources
- Total Reward

FINANCE

- Financial Planning and Analysis
- Financial Reporting
- Procurement

ASSESSMENT & TAX

- Assessment & Tax

TECHNOLOGY & DIGITAL

- Technology Operations & Cybersecurity
- Business Value Delivery
- Programs and Services
- Connected Communities

GOVERNANCE & ENGAGEMENT

- Strategy & Engagement
- Legislative Services
- Legal Services



STRATEGIC PLANNING FOUNDATIONAL ELEMENTS

Parkland County follows a robust strategic planning process that combines strategic and corporate planning with budgeting, departmental goals, and performance reporting.



Together, these interrelated plans form the foundation of a dynamic, responsive strategic planning process that aligns community priorities, strategy, and actions, and ensures resources are used effectively and efficiently to achieve our goals.



OUR PURPOSE & VISION

Looking ahead, it is important to share a common understanding of our destination and what guides us. Council has defined a vision and purpose for the County — statements that reflect who we are today and who we aspire to become. These statements clarify why we do what we do.

OUR PURPOSE — WHO WE ARE TODAY

We enrich lives, care for the land, and build lasting value through sustainable growth and long-term prosperity.

OUR VISION — WHO WE ASPIRE TO BECOME

Responsive, Resilient and Ready for Tomorrow

We are building a community where people can shape the future.



Parkland County Mayor and Council (L – R): Mayor – Rod Shaigec, Division 1 Councillor – Sally Kucher Johnson, Division 2 Councillor – Jason Doucette, Division 3 Councillor – Ben Jespersen, Division 4 Councillor – Corey Kyle, Division 5 Councillor – Kristine Olson, Division 6 Councillor – John McNab.

OUR STRATEGIC DRIVERS

The 2026–2029 Strategic Plan is centered on four interconnected drivers that reflect Parkland County's long-term vision to be responsive, resilient and ready for tomorrow. These drivers highlight focus areas where coordinated action will deliver the greatest benefits for residents, businesses, and our future growth.

RESPONSIVE SERVICES	LAND & LEGACY	COMMUNITY IMPACT	SUSTAINABLE GROWTH
We continuously improve service delivery to meet the evolving needs of our community.	We value our rural character, natural landscapes, and sustainable agriculture.	We build connections to community to foster well-being and a sense of belonging.	We cultivate a vibrant economy so communities can thrive.



OUR GOALS & DESIRED OUTCOMES

Each driver includes a set of goals and desired outcomes, ranging from immediate priorities to those that will take longer, to guide progress over Council's term. The goals and outcomes focus efforts across the organization, describe what success looks like and outline the tangible results we aim to deliver to the community.

GOALS

A strategic goal is a long-term objective that guides what an organization focuses on and works toward.

DESIRED OUTCOMES

Desired outcomes are the specific results you want to achieve through a goal. They describe what success looks like and help guide decisions and actions.



A. Responsive Services

We continuously improve service delivery to meet the evolving needs of our community.

GOAL		DESIRED OUTCOME	2026	2027	2028	2029
1.	Continue to improve customer experience by reviewing and modernizing municipal service levels to ensure responsive and reliable support for residents and businesses.	Residents and businesses experience reliable and responsive municipal services, supported by clearly defined service levels that improve satisfaction and trust.	●	●	●	●
2.	Strengthen community safety by exploring how policing services can best meet the needs of the County.	Residents experience improved policing services.		●	●	
3.	Integrate modern technologies and diversified service delivery methods that enhance accessibility, efficiency, and overall customer experience.	Residents and businesses experience more accessible, efficient, and user-friendly services through modern digital tools and a variety of delivery options.	●	●	●	●



B. Land & Legacy

We value our rural character, natural landscapes, and sustainable agriculture.

GOAL		DESIRED OUTCOME	2026	2027	2028	2029
1.	Advance sustainable development that preserves Parkland County's natural assets and rural character.	Residents experience growth that preserves the County's natural assets and rural character, ensuring the community they value is sustained as it evolves.		●	●	●
2.	Preserve the County's natural areas through responsible land management and safeguarding of biodiversity and environmental health.	Natural areas are effectively protected, restored, and sustainably managed.		●	●	●
3.	Support agricultural producers to thrive and adapt.	Agricultural producers have the knowledge, support and resilience needed to maintain and grow their operations.		●	●	
4.	Strengthen identity by celebrating stories, and historic places, ensuring people of all ages can connect with and contribute to the preservation of the County's heritage.	Community members of all ages participate in heritage activities, contribute their own histories, and feel connected to the shared identity of the County.			●	●



C. Community Impact

We build connections to community to foster well-being and a sense of belonging.

GOAL		DESIRED OUTCOME	2026	2027	2028	2029
1.	Enhance community engagement by strengthening communication with residents.	Residents are well-informed, connected, and involved in County life.	●	●	●	
2.	Promote and support Parkland County's community halls and community leagues through increased awareness, strengthened partnerships, and improved access to resources.	Community halls and community leagues across Parkland County are vibrant, well-used hubs that are financially sustainable, actively supported, and widely promoted.	●	●	●	●
3.	Create opportunities for recreation that supports active, connected, year-round living.	Residents enjoy County offered recreation options that support wellbeing, connection, and an active lifestyle across all seasons.		●	●	●
4.	Optimize community supports that improve residents' well-being, strengthen social connection, and ensure individuals and families can access the services and resources they need to thrive.	Residents have improved access to community supports that strengthen well-being, encourage connection, and ensure individuals and families can navigate services with confidence and ease.			●	●



D. Sustainable Growth

We cultivate a vibrant economy so communities can thrive.

GOAL		DESIRED OUTCOME	2026	2027	2028	2029
1.	Advance community economic development by attracting new investment and promoting the community's unique assets to strengthen long-term economic growth.	A resilient local economy that attracts sustainable investment and enhances the overall quality of life for residents through increased opportunities, services, and community vibrancy.	●	●	●	
2.	Enhance Parkland County's investment ready conditions by improving planning and development processes, encouraging investment, and supporting sustainable industrial and commercial growth.	Residents and businesses experience clear, efficient development processes that attract investment and support business growth, strengthening the local economy and creating opportunities for residents.	●	●		
3.	Strengthen Parkland County's economy by supporting small business growth and providing meaningful experiences that showcases the County's natural and cultural assets.	Residents and businesses benefit from a thriving local economy where small businesses can grow and Parkland County's natural and cultural assets attract visitors, create jobs, and strengthen local services.		●	●	●
4.	Ensure the County's budget is aligned with defined service levels and evolving economic conditions, supporting responsible financial management.	A sustainable and transparent budget that reflects organizational priorities, adapts to economic conditions, and supports responsible long-term fiscal stewardship.	●	●	●	●



STRATEGIC PLAN IN ACTION

With Council's direction now established through the Strategic Plan, Administration will translate that direction into specific actions and projects. The next step is to develop the Corporate Plan that will outline the actions Administration will undertake to achieve the goals and desired outcomes identified in the Strategic Plan. This Corporate Plan will guide Administration in prioritizing initiatives and continuing to deliver the services the community depends on.

Once developed, the Corporate Plan will be provided to Council to ensure alignment with their strategic direction and ultimately drive the 2027 budget process.

MONITORING SUCCESS

Progress on the Strategic Plan will be reported to Council quarterly through the Performance & Project Update reports.

Between 2024 and 2026, Administration is undertaking a comprehensive review of its key performance measures and project reporting practices. This work is intended to strengthen transparency, improve oversight of strategic priorities, and enhance overall organizational efficiency and effectiveness. As new measures are finalized, they will be incorporated in 2026 into the quarterly updates to Council and once finalized will be included in the next version of the Strategic Plan available in 2027.







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