PERFORMANCE & PROJECT UPDATE

Presented to Council February 2026

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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 a key component of the overall process, performance and project reporting provides insight into the organization's progress and helps determine whether the County is successfully achieving its goals or if adjustments are required.

Throughout the fiscal year, reporting on key projects has enabled Administration to communicate progress to Council and maintain a consistent feedback loop that links strategy, planning, and continuous improvement. This process ensures alignment between direction, action, and results.

With the ending of the fiscal year and the 2022-2025 Strategic Plan, the Performance & Project Update Report offers key insights into Parkland County's progress. Within this report, a summary of the corporate priorities, and a listing of each associated key project is provided, 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 conducted in 2025.

While the Performance & Project Update Report does not cover every project undertaken by the County, it provides a consolidated view of the key initiatives that shaped 2025, including those launched in 2025 and those carried forward from 2024. As the fiscal year concludes, this report reflects on achievements, challenges, and lessons learned, contributing to ongoing organizational improvement and future planning.

Information on reports to Council can be accessed on the Parkland County website.

Performance Measures Update

Administration has undertaken a project to review Parkland County's strategic performance measures also known as key performance indicators (KPIs). The project is focused on refreshing the County's performance measures and reporting processes to ensure meaningful and transparent oversight and monitoring the progress of strategic priorities, organizational efficiency and effectiveness.

Updated performance measures will be identified through this project in conjunction with a service level review that will be conducted in 2026. The updated measures will be aligned to Council's strategic plan and incorporated into the strategic planning process.

At this stage, performance measures have not been included within this report. They will be introduced into future reports as they are available.

Corporate Priorities Summary

PROJECT HEALTH OVERVIEW

BUDGET — 11 (green), 2 (yellow)

TIMELINE — 9 (green), 3 (yellow), 1 (red)

RESOURCES — 12 (green), 1 (yellow)
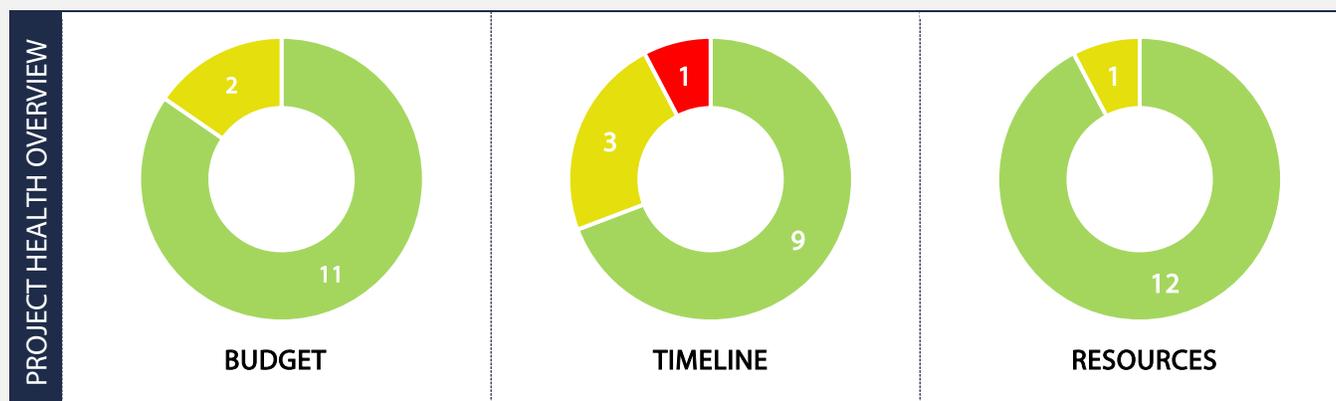
Project	Overall Progress	Project Health		
		Budget	Timeline	Resources
Pillar A – Complete Communities		Budget	Timeline	Resources
Rural Internet Initiatives	Execution	🟩	🟥	🟩
Water & Wastewater Master Plan	50% Execution	🟩	🟩	🟩
Pillar B – Strategic Economic Diversification		Budget	Timeline	Resources
Acheson Intersection Improvements	99% Execution	🟨	🟩	🟨
Acheson / Big Lake Transportation Impact Assessment Update	90% Execution	🟩	🟨	🟩
Planning + Development Operational Process Review	40% Execution	🟩	🟨	🟩
Wabamun Waterfront Initiatives				
▪ Restoration of Wastewater Lagoon	100% Complete			
▪ Wabamun Wastewater System Review and Rehabilitation	100% Complete			
▪ Wabamun – Waterfront Park	100% Complete			
▪ Wabamun Economic Development	35% Execution	🟨	🟨	🟩
Pillar C – Respected Environment and Agriculture		Budget	Timeline	Resources
Nature Policy Framework Development	100% Complete			
Natural Assets Management Project	87% Execution	🟩	🟩	🟩
Agricultural Impact Assessment Guidelines	50% Execution	🟩	🟩	🟩

Project	Overall Progress	Project Health		
		Budget	Timeline	Resources
Pillar D – Responsible Leadership				
Municipal Development Plan Update	100% Complete			
Area Structure Plan (ASP) Program Review	100% Complete			
Communication & Engagement Enhancements				
▪ Engagement Program Review	30% Execution	▪	▪	▪
▪ E-Newsletter	100% Complete			
▪ Advertising Bylaw	100% Complete			
▪ Single Sign-On Web Portal	90% Execution	▪	▪	▪
Governing Document Data Repository	60% Execution	▪	▪	▪
Government Engagement Plan	25% Execution	▪	▪	▪
IT Optimization Playbook	87% Execution	▪	▪	▪
Land Use Bylaw ReDesign	100% Complete			
Fire Master Plan	100% Complete			

Legend

▪ On hold - action or project is temporarily paused   ▪ Caution - some obstacles identified and slowing progress

▪ On Track - action or project is progressing well with little-to-no issues   ▪ Off Track - significant obstacle(s) blocking progress

Budget Health – is the project within budget   Timeline Health – how the project is proceeding to schedule

Resources Health – if the project has the people, supplies and materials required for project success

Key Project Updates

From October 1 – December 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:
Strategic Growth, Communications & Customer Service, Executive Committee and Council

DESCRIPTION:

What: Rural internet initiatives aimed at challenges and opportunities with the County's internet infrastructure.

Why: Improved rural internet connectivity will provide our residents more affordable and efficient access to basic amenities such as education, health care, public safety and government services.

How: The County will continue to facilitate the installation of broadband and fibre optic infrastructure. This work includes advocacy at federal and provincial levels for investment in internet connectivity Parkland County. The initiatives will also seek to address other areas of need through satellite, other wireless, and additional fibre services, ensuring greater consistency of high-speed internet service.

STATUS UPDATE:
Parkland County is developing a Broadband Program that outlines a strategic roadmap, enhanced partnership models, infrastructure planning, and funding strategies to expand highspeed internet access across strategic and underserved areas. The strategic roadmap is near completion. The Rural Internet Initiatives project is behind schedule because of delays in response to two rounds of grant funding applications. New program dates will be proposed through the strategic roadmap, which will be presented to Council upon completion.

RECENT REPORTS TO COUNCIL:
October 8, 2024 – Administration provided Council a program summary. Council approved motions to reinstate the program to supply a rebate for equipment and installation fees to enable access to high-speed wireless internet service for qualified ratepayers, and funding for up to $103,000 from the Rural Communications Network Lifecycle Restricted Surplus.

November 26, 2024 – Q3 Project Update Report presentation to Council

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

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

WATER & WASTEWATER MASTER PLAN (2025-2026)
Strategic Plan Alignment: Goal A1

OVERALL PROGRESS 50% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Engineering Services

Supporting Entities:
Planning & Development Services, Public Works, Strategic Growth, Agriculture & Environment Services

DESCRIPTION:

What: Comprehensive Water & Wastewater Master Plan which will inventory existing water and wastewater distribution systems, identify future needs, and present servicing concepts to maximize use of existing and future systems.

Why: Water and wastewater systems are vital to functioning communities. Residents rely on water and wastewater systems every day. A comprehensive assessment of current performance of the County's water and wastewater systems will identify improvements and long-term servicing strategies.

How: Development of a long-term strategic plan for water and wastewater water systems across the County.

STATUS UPDATE:

Work on Phase 1 is progressing. This phase includes documenting the County's current water and wastewater service areas and levels of service provided. Engineering Services will review usage rates for various land uses and begin to determine the County's long-term vision for water and wastewater servicing. A more detailed report will be brought forward in Q1 2026 to outline the project, highlight key directions and propose concepts and considerations for the Governance and Priorities Committee to consider.

RECENT REPORTS TO COUNCIL:

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

May 20, 2025 - A summary of the scope and project deliverables was presented to GPC on May 20, 2025.

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

PILLAR B
Strategic Economic Diversification

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

GOALS	
B1	**To explore strategies that encourage new businesses to locate in Parkland County, with strategic emphasis on Acheson and the Wabamun area**
B2	To add emphasis to recreation and rural tourism to diversify the County's economic opportunities
B3	To attract diversified energy investment in Parkland County
B4	To support existing and new businesses in Parkland County with a focus on micro and small businesses

ACHESON INTERSECTION IMPROVEMENTS (2024-2025)

Strategic Plan Alignment: Goal B1

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

OVERALL PROGRESS 99% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Engineering Services

Supporting Entities:
Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Strategic Growth

DESCRIPTION:

What: Improvements at two intersections along Highway 16A:

1. Spruce Valley Road and
2. Pinchbeck/Bevington Road.

Why: This project supports economic growth as the work will greatly improve traffic movement in the Acheson Industrial Area. Businesses operating in the area will benefit as efficient freight transport systems improve market access, resulting in lower operating costs.

How: Widening of Highway 16A deceleration and acceleration lanes, installing traffic lights and realigning of Spruce Valley Road and Pinchbeck and Bevington Road. Project includes connecting water and wastewater line under Highway 16A to enable future connection between Acheson Zone 4 and Acheson Zone 6 services.

STATUS UPDATE:

The project is complete and in the warranty stage. There are some seasonal deficiencies such as landscaping that will be completed in 2026. All work is considered minor.

Administration is working to resolve outstanding claims associated with construction activities prior to closing and reporting.

RECENT REPORTS TO COUNCIL:

October 15, 2024 – A project update was provided to the Governance & Priorities Committee as part of the Operations Services Division Report.

November 26, 2024 – Q3 Project Update Report presentation to Council

January 21, 2025 – Highway 16A Acheson Intersection Construction Update provided to Council

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

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

June 24, 2025 – Operations Service Division Report - Update and Overview June 2025

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

ACHESON / BIG LAKE TRANSPORTATION IMPACT ASSESSMENT UPDATE (2024-2025)

Strategic Plan Alignment: Goal B1

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

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

Lead	Supporting Entities:
Engineering Services	Planning & Development Services, Enforcement Services, Road Maintenance and Drainage Services, Public Works, Strategic Growth

DESCRIPTION:

What: A report to better understand, assess and mitigate any identified or potential traffic and transportation issues in the Acheson / Big Lake area.

Why: This action benefits residents and business owners, as it supports future growth and strategic expansion. A thriving industrial area contributes to economic stability.

How: Transportation Impact Assessments evaluate the current roadway network and highlight areas of constraint, if any. The report reviews anticipated growth patterns and will develop traffic generation expectations as growth occurs. This will guide road network improvements required to maintain an efficient and effective transportation system within Acheson and Big Lake area for existing and future road users. The report provides essential information for ongoing development approvals and ensures that the County is building appropriate infrastructure to accommodate growth.

STATUS UPDATE:

Timeline to complete was extended into Q1 2026 to ensure quality report and to make space for other competing priorities. Timeline to complete does not have any impacts to ongoing projects and/or operations.

RECENT REPORTS TO COUNCIL:

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

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

June 24, 2025 – Operations Service Division Report - Update and Overview June 2025

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

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

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

Strategic Plan Alignment: Goal B1

OVERALL PROGRESS 40% Status: Execution	Project Health
	■ Budget ■ Timeline ■ Resources

Lead
Planning & Development Services

Supporting Entities:
Engineering Services, Agriculture & Environment Services, Technology & Digital Services, Community Services, Strategic Growth, Communications & Customer Service

DESCRIPTION:

What: A review of land use planning permitting operations for efficiency and effectiveness.

Why: This review will assist the department to optimize permitting and approval processes which will benefit County businesses and residents. Faster, more efficient processing of applications and permits supports economic growth. In addition, the review will support resourcing future creation and revisions of statutory and governing land use planning documents.

How: The action will review the efficiency and effectiveness, and overall customer experience with existing permitting and approval processes, providing a roadmap of recommendations for continuous improvement.

STATUS UPDATE:

In November 2025, the Senior Planner of Liaison Services was hired and assigned the management and implementation of the Operational Process Review (OPR) project. The Senior Planner of Liaison Services has conducted several engagement exercises with department staff to identify OPR priorities. The OPR Project has since been renamed the Planning and Development Redesign (PDR) Project. A final workplan has been completed to establish the roadmap for the project and to establish the scope of departmental changes. Additionally, a recruitment is underway for a Planner I position, which will support the implementation of this project.

RECENT REPORTS TO COUNCIL:

October 15, 2024 – A project update was provided to the Governance & Priorities Committee as part of the Operations Service Division Report.

November 26, 2024 – Q3 Project Update Report presentation to Council

February 4, 2025 – Update on the improvements occurring within the Planning and Development department was provided to Governance & Priorities Committee

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

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

September 2, 2025 - Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

WABAMUN WATERFRONT INITIATIVES

c. Wabamun Economic Development (2024-2027)
Strategic Plan Alignment: Goal B1

OVERALL PROGRESS 35% Status: Execution	Project Health		
	■ Budget	■Timeline	■ Resources

Lead Strategic Growth	Supporting Entities: Community Services, Engineering Services, Executive Committee

DESCRIPTION:

What: Conducting improvements and attracting investment in Wabamun.

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

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

STATUS UPDATE:
Administration engaged with area residents and business owners in Q4 2025 to inform the creation of a draft Community Activation Strategy. The Community Activation Strategy outlines options for coordinated place-based initiatives in Wabamun for 2026 and beyond. In Q2 2026, the Community Activation Strategy will be reviewed alongside the 2026-29 Strategic Plan to align activities and action plans with Council's strategic priorities.

RECENT REPORTS TO COUNCIL:
May 21, 2024 – Administration provided a Waterfront Park Improvement project update to Council.
November 26, 2024 – Q3 Project Update Report presentation to Council
December 3, 2024 – A project update was provided to Council.
March 25, 2025 – March 2025 Project Update Report presentation to Council
June 17, 2025 – May 2025 Performance & Project Update Report to Council
September 2, 2025 – Q2 Performance & Project Update Report to Council
November 4, 2025 – Q3 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 87% Status: Execution	Project Health		
	▪ Budget	▪ Timeline	▪ Resources

Lead
Agriculture & Environment Services

Supporting Entities:
Planning & Development Services, Engineering Services, Technology & Digital Services

DESCRIPTION:

What: Completion of a natural asset inventory, condition assessment and ecosystem service valuation.

Why: Natural assets provide essential services to the community in an efficient and cost-effective way. They also require different types / levels of guidance to direct conservation and restoration efforts.

How: In 2025, there will be a focus on updating Engineering Standards to include nature-based solutions and integration of identified assets into the asset management system.

STATUS UPDATE:

The final Natural Asset Inventory and Valuation Report was presented to Council for information in April 2025.

Remaining tasks include drafting engineering standards for nature-based solutions, maintenance of installed bioengineering projects, one additional community workshop and incorporating the inventoried assets into the County's asset management system.

Procurement for the engineering design standards work was completed with Engineering Services. To date, we have established three bioengineering demonstration sites and have restored over 1100m^2 planting over 1400 plants which will provide protection to important roadways, trails and waterbodies. The final workshop is being planned for Spring 2026 and will focus on shoreline restoration at a new restoration site. These are the final deliverables associated with the Water Resource Resiliency Program (WRRP) grant funding which has provided over $293,000 to support natural asset management in Parkland County. Project completion is anticipated in Q2 2026, well within the grant agreement timelines, which end on March 31, 2028.

RECENT REPORTS TO COUNCIL:

April 16, 2024 – Administration provided an update to Council regarding the Natural Assets Management Project.

November 26, 2024 – Q3 Project Update Report presentation to Council

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

April 16, 2024 – Administration provided an update to Council regarding the Natural Assets Management Project.

April 22, 2025 – Natural Asset Inventory and Valuation Report Presented to Council.

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2024 – Q3 Performance & Project Update Report to Council

AGRICULTURAL IMPACT ASSESSMENT GUIDELINES (2025-2026)

Strategic Plan Alignment: Goal C2

OVERALL PROGRESS 50% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Agriculture & Environment Services

Supporting Entities:
Planning & Development Services, Strategic Growth

DESCRIPTION:

What: Establish clear and consistent requirements for Agricultural Impact Assessments (AIAs) within Parkland County.

Why: An Agricultural Impact Assessment is a technical report used to determine the level of impact a proposed non-agricultural development in a particular area may have on the agricultural production in that region. AIAs can help Administration have a clearer understanding of the impacts of a particular development and can assist with making well-informed land use decisions and providing recommended mitigation measures. As identified in Parkland County's updated Municipal Development Plan, AIAs are required when proposing to develop on prime agricultural lands. Currently, Parkland County does not have any established minimum requirements for an AIA, leading to unclear application standards and delays in decision-making processes.

How: Administration will review regional requirements and best practices in order to document clear submission standards for AIAs and create guiding documents for development.

STATUS UPDATE:
Guideline development is well underway with expected completion in Q1 2026. A best practices report was compiled which incorporates a review of requirements across our region, learnings from processing large development applications that included AIA requirements, and input from subject matter experts. As well, a guidelines document has been drafted and is being refined through internal interviews and a workshop with the Agricultural Service Board planned in early February.

RECENT REPORTS TO COUNCIL:

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

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

June 24, 2025 – Operations Service Division Report - Update and Overview June 2025

September 2, 2025 – Q2 Performance & Project Report Update to Council

November 4, 2025 – Q3 Performance & Project Update Report 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

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 30% Status: Execution	Project Health
	■ Budget ■ Timeline ■ Resources

Lead
Governance & Engagement

Supporting Entities:
Communications & Customer Service, Finance, Executive Committee, All departments

DESCRIPTION:
What: A review of existing internal and external engagement practices resulting in organizational alignment through establishing standardized practices and relevant resources/tools.

Why: The intent of this review is to standardize the public engagement process to ensure meaningful public engagement and enabling more informed decisions and greater public understanding.

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

STATUS UPDATE:
Through the Engagement Program Review, the County is developing a Public Engagement Framework and an updated Public Participation Policy. To guide this work, the project team conducted meaningful engagement with residents, businesses, elected officials, and Administration from October to January. These conversations helped identify what is working well, where improvements can be made, preferred communication methods, and how people want to participate in County decision-making. The next steps in the project include:

- Analyzing the engagement results.
- Reviewing and assessing the current Public Engagement Policy.
- Examining comparator municipalities, relevant data, best practices and applicable legislation.

The project is anticipated to be completed by Summer 2026.

RECENT REPORTS TO COUNCIL:
March 25, 2025 – March 2025 Project Update Report presentation to Council

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 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 90% 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 Parkland portal is now live and is currently in the user-testing phase. The public launch to residents is pending additional third-party application integration.

RECENT REPORTS TO COUNCIL:
March 25, 2025 – March 2025 Project Update Report presentation to Council

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

GOVERNING DOCUMENT DATA REPOSITORY (2025)

Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 60% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Governance and Engagement

Supporting Entities:
Technology & Digital Services

DESCRIPTION:

What: A new tool to enhance the way governance documents are tracked and managed.

Why: Maintaining and updating policies and procedures that are in line with ever-changing regulatory standards is now critical for most organizations. Ensuring compliance in the County's governing documents helps to reduce financial and reputational risks for the County.

How: Implement a system to automate the review of County governance documents. The document repository will catalogue and maintain a listing of all governance documents, and track interdependencies. The system will automatically prompt the organization when governance documents are due for review, allowing for timely evaluation and congruency between policies.

STATUS UPDATE:
Legislative & Legal Services workspaces have been developed. Working with Technology & Digital Services, the department has mapped and documented the migration of documents from their current location to the department's new workspaces. The migration is scheduled to be completed in January. Governance Central has been created and will go live for Legislative & Legal Services in January. Technology & Digital Services will continue to develop Governance Central to prepare for deployment of this tool to the rest of the organization.

RECENT REPORTS TO COUNCIL:

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

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

GOVERNMENT ENGAGEMENT PLAN (2025-2026)

Strategic Plan Alignment: Goal D4

OVERALL PROGRESS 25% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Governance & Engagement

Supporting Entities:
Communications & Customer Service, Executive Committee, All departments

DESCRIPTION:

What: Create a Government Engagement Framework, formal Government Engagement Plan, and Government Engagement 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 government engagement 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 government engagement plan. The framework will be established through engagement with Council and developed with internal staff. The framework will ensure that the government engagement plan and schedule will be supported by well-defined and efficient processes.

STATUS UPDATE:

Research and project planning for the Government Engagement Plan were completed in Q4 2025.

A consultant has been onboarded to support the project, and development of an internal government engagement framework is underway. This framework will include a government engagement activity schedule along with standardized processes, tools, and guidelines designed to support Administration in delivering Council's formal Government Engagement Plan.

Governance & Engagement will conduct government engagement priorities discussions with Council during the 2026 Strategic Planning Session to support the development of the Government Engagement Plan.

RECENT REPORTS TO COUNCIL:

January 30, 2025 – Advocacy Plan project outlined at Council's Strategic Planning Session

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

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report to Council

IT OPTIMIZATION PLAYBOOK (2025-2028)
Strategic Plan Alignment: Goal D2

OVERALL PROGRESS 87% Status: Execution	Project Health		
	■ Budget	■ Timeline	■ Resources

Lead
Technology & Digital Services

Supporting Entities:
All departments

DESCRIPTION:

What: Phased improvements to the County's internal information technology services.

Why: The Technology and Digital Services department provides the necessary information technology and support required to assist County staff to efficiently deliver services to County residents. The County recently undertook a comprehensive review of how the County's internal information system operates, which resulted in recommendations, known as the IT Optimization Playbook. The completion of the recommendations will enhance the overall efficiency and effectiveness of the organization.

How: Administration will complete the recommendations found within the IT Optimization Playbook to continuously improve service and delivery.

STATUS UPDATE:
Work is still underway to finalize the IT Optimization Playbook. Recruitment to vacant positions is 100% complete. Training to address identified skill gaps related to advanced technologies and professional practices within the department is underway.

RECENT REPORTS TO COUNCIL:
March 25, 2025 – March 2025 Project Update Report presentation to Council

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

September 2, 2025 – Q2 Performance & Project Update Report to Council

November 4, 2025 – Q3 Performance & Project Update Report

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