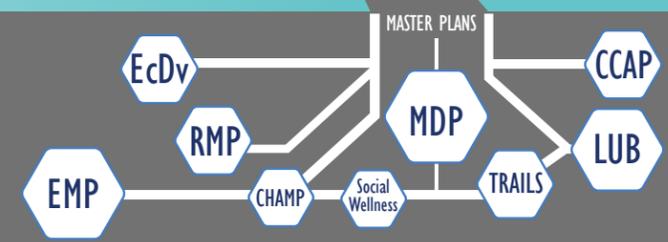


2018-2021

STRATEGIC PLAN

growing up from strong roots



	PROVIDE Quality Infrastructure	FOSTER Economic Vitality	MANAGE Community Growth	PROMOTE Environmental Excellence	PROVIDE Strong Governance	STRENGTHEN Healthy and Safe Community	ENHANCE Organizational Excellence
Key Result Areas	<ol style="list-style-type: none"> Secure water and wastewater upgrades to meet community growth needs. Okotoks is a regional hub that helps the community to flourish. We engage, promote and assist in seeking alternate infrastructure funding to meet the needs of arts, culture, recreation, sports and non-profits. 	<ol style="list-style-type: none"> Contribute to an environment necessary for business community to grow at a rate that is faster than residential growth. Improve ease of doing business in Okotoks with progressive policies, demonstrating a can do attitude with alternative solutions, and streamlined processes. Downtown is a destination used by a wide range of people and for increased range of activities. 	<ol style="list-style-type: none"> Innovative neighbourhoods that embrace complete design, including diversified housing options for all lifestyles at all stages of life. Mobility options that include active transportation and local transit. Distinctive character and identity that is identified in Okotoks' built form. 	<ol style="list-style-type: none"> New bold, innovative initiatives demonstrating we are the leaders in environmental stewardship. Provide incentives for environmental related businesses to move and/or locate pilot projects in Okotoks Provide incentives for new environmental initiatives for both residential and commercial. 	<ol style="list-style-type: none"> Ensure the Town's fiscal health is defined and communicated. Increase understanding of various diverse Okotokian issues and adjust practices to ensure Okotoks is known as a respectful, inclusive community. Active participants in regional governance, planning and partnership opportunities. Clear understanding of Strategic Plan and vision for future; promote/inspire actions that contribute to/enhance vision throughout the community. 	<ol style="list-style-type: none"> Promote community accountability where residents actively contribute to safety, health and wellbeing within their neighbourhood and community. Develop strategies to incorporate legalization of cannabis into policies and practices to ensure a continued healthy and safe community. 	<ol style="list-style-type: none"> Regularly review services and delivery options to determine sustainable community delivery and understand needs vs wants. Review internal sustainability to develop staffing and resourcing plan that meets the vision, while creating an Administration that anticipates and responds to a rapidly changing environment. Expand strategic conversations between Council, Administration and community to ensure we continue to work together to advance quality of life for both residential and commercial.
Initiatives	<ol style="list-style-type: none"> Interim water solutions are secured to meet current growth needs Long term water solutions are secured and implemented Wastewater upgrades are implemented Partner and/or assist our regional neighbours with servicing gaps when feasible and seek partnerships with neighbours as required Create long term facilities needs assessment and corporate land strategy that balances needs, funding availability, emerging trends and operating efficiencies Develop a partnership framework/model where users are partners as active community infrastructure contributors Build community pride and opportunities for philanthropic investment in the community Develop financing framework (including third party stakeholders), responsibilities (grants for public, private, non-profit) and link to the community accountability work 	<ol style="list-style-type: none"> Determine what is most important for economic development success; adjust systems and actions Determine most appropriate Ec Dev model for success, including partnerships with other economic providers, clarify roles and responsibilities Align education, labour force, business, environment, innovation/technology, recreation/entertainment, health/social initiatives to achieve economic success Capitalize on regional opportunities to strengthen local/regional economic vibrancy Complete two comprehensive system/process reviews per year Streamline processes required to align with new MDP and LUB, making it easier for businesses to locate Develop strategies to attract businesses that make downtown a destination more than once Begin to implement elements of the Urban Design Master Plan Downtown and its activities reflect our identity and distinctive character Develop events strategy that balances tourism and bringing the community together 	<ol style="list-style-type: none"> MDP is innovative and reflective of strategic priorities New affordable housing options Complete neighbourhood principles are modelled within a new development Create a fiscal impact analysis framework to evaluate costs of all forms of development Pilot innovative development on underutilized sites Implement outstanding short term ATP recommendations to improve connectivity and access Align mobility under all Plans Develop local transit strategy that is accessible and considers evolving technologies Explore linkages of local and regional transit and pathways to provide multi-modal transportation options within region Complete Municipal Heritage Designation MDP captures a distinctive character/identity for Okotoks Ensure Culture, Arts & Heritage Master Plan and MDP are aligned Develop a Trails Master Plan Align all Master Plans with annexation area Evolve Downtown into a distinctive character while protecting heritage Several new and repurposed developments reflect distinct character 	<ol style="list-style-type: none"> Focus on our identity as environmental leaders, bringing bold initiatives to Okotoks Complete Environmental Master Plan Complete Climate Change Action Plan (CCAP) Align the MDP with the EMP and CCAP to create synergy Align updated provincial flood mapping Partner with energy providers, explore long term energy generation options to increase self-sufficiency and reduce costs Reduce energy consumption in Town buildings and fleet Develop an aggressive strategy to attract environmental businesses Make strategic capital investment in infrastructure to incent innovative green businesses Pilot environmental projects with public, private and non-profit partnerships Capitalize on public, private and non-profit relationships to increase environmental business identity Create annual environmental initiatives to attract and reward residential/commercial businesses for environmental excellence 	<ol style="list-style-type: none"> Create Financial Policy Framework including Reserves, Debt, Investment and Utility Policies; use to drive updated budget process Conduct a comprehensive Utility Rate Review Review and align offsite levies with new financial framework Introduce asset management framework Annual budget offers public participation that educates on services and costs & gains insight into community priorities Understand Okotokian audiences through various sources to better understand sociodemographic groups Align services and programs with best practices for Welcoming and Inclusive Communities and the Truth & Reconciliation document Actively participate in Calgary Metropolitan Regional Growth Management Board Seek opportunities for partnerships with public, private, non-profit organizations to deliver services Assist Council in developing an ownership linkage strategy (i.e. a community charter including vision check in) Review Strategic Plan in early 2020 to adjust strategies and actions after all Master Plans have been created 	<ol style="list-style-type: none"> Evaluate progress towards community Social Wellness Framework to identify gaps and adjust actions accordingly Create opportunities for community members to actively participate in their community, to enhance governance, safety, social connections and overall health and wellness Strengthen emergency management by updating our Emergency Management Plan, Flood Action Plan and Business Continuity Plan Update policies and bylaws to incorporate cannabis legalization plans at the local level Develop a holistic community wide approach to the legalization of cannabis, ensuring community safety is maintained Develop a communications plan for residents, visitors and businesses on the Okotoks cannabis model 	<ol style="list-style-type: none"> Develop and implement a multi-year schedule to review service and delivery options, prioritized based on cost, impact and regional growth plans along with identified areas of interest for residents. Research 'smart city' initiatives Document core service levels and create resourcing strategy to meet required levels Review strategic and master plans to determine resourcing needs to achieve prioritized outcomes Monitor and maintain a high level of customer satisfaction Research emerging trends and implement best practices to secure Okotoks as a leader in public service Regular strategic conversations are held between Council and Administration to ensure alignment, Provide public participation opportunities that engage the public in strategic conversations, including introducing focused task forces Develop a process for amending the Strategic Plan Demonstrate achievement of all strategic and master plans through accomplishments and corporate performance measures Develop performance measures for core services and publish