

2018-2021

STRATEGIC PLAN

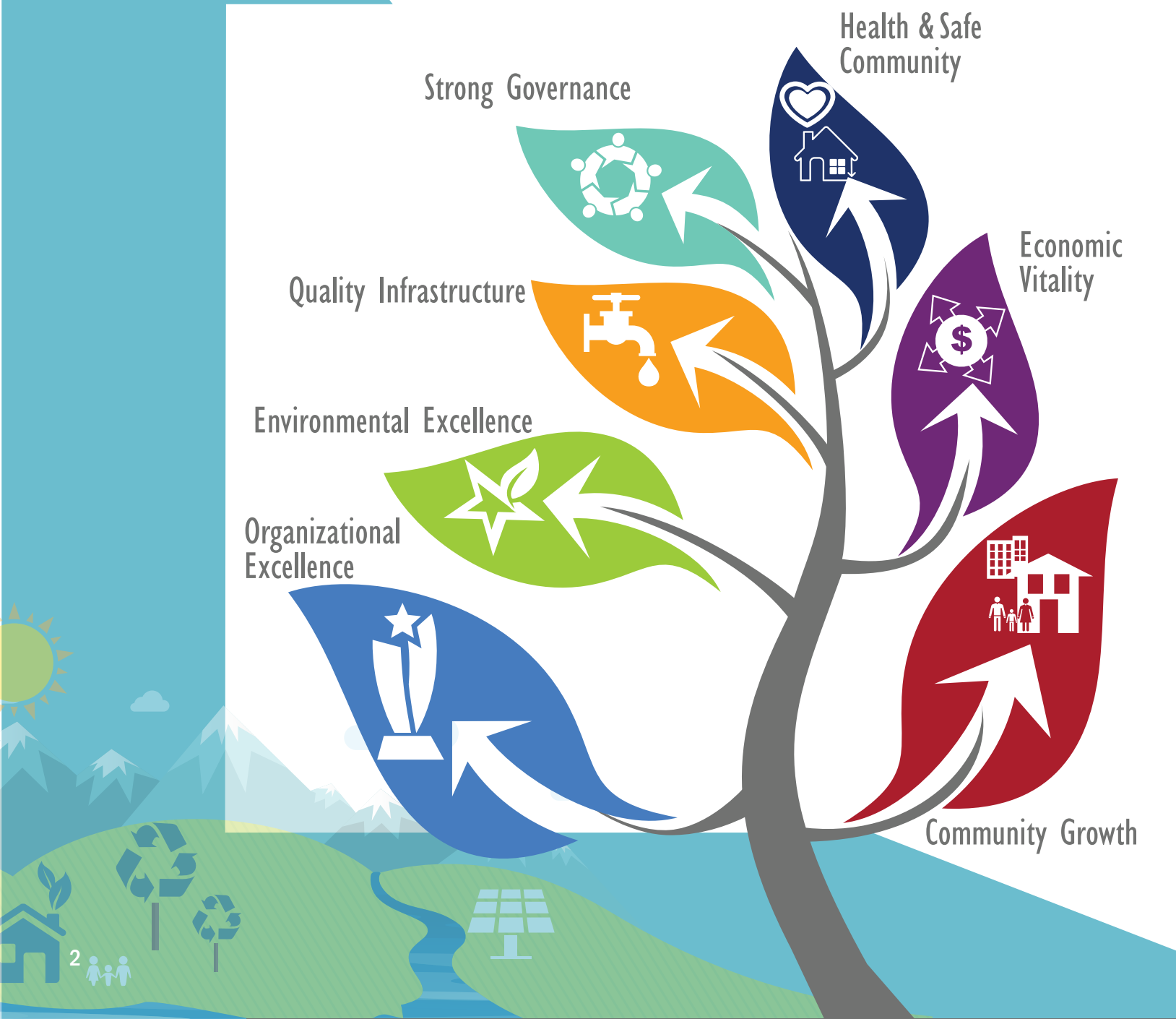
growing up from strong roots



2018-2021

STRATEGIC PLAN

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2018-2021 STRATEGIC PLAN



Introduction

The Town of Okotoks Strategic Plan (2018-2021) establishes the Corporation's strategic direction for the four-year elected term of Town Council. It describes the areas on which Council will focus and provides specific directions to Administration on what is important to Council for the continuous improvement of our community. This Plan sets out the Corporation's key result areas and initiatives, cites the Community Vision and Values, and Guiding Principles.

The Plan is based on strategic priorities, established by Council in January 2018. Creating the plan was a process where each member of Council reflected on the conversations with citizens through the electoral process, as well as considering what our citizens' indicated they wanted for our future through the Community Vision, including their values and guiding principles. Together, Town Council sifted through the possibilities and determined what was most important within their four-year, elected timeframe.



Implementation

Council determines the strategic directions and key result areas required to achieve them. The Strategic Plan is implemented through the initiatives described in this plan, which were developed by Administration and approved by Council. Administration, in addition to the priorities described in this Strategic Plan, will continue to deliver a wide range of core services to our citizens. The Plan also reflects Council's commitment to deliver services which are in the best interest of our citizens today and for our future citizens of tomorrow.



► Progress Reports

Town Administration monitors progress towards meeting the strategic goals, key result areas and initiatives, and provides regular reports to Council throughout the year, which are available to the public on the Town website. The annual Community Report, which is published and delivered to households in February, is another way that progress is reported to citizens. Reporting provides greater accountability, transparency and understanding of both the strategic goals, progress and accomplishments. Council and Administration's regular review allows us to evaluate how we are performing towards our strategic goals and to make adjustments as necessary to realign for success.



L to R: Matt Rockley, Tanya Thorn, Florence Christophers, Mayor Bill Robertson, Ed Sands, Ray Watrin, Ken Heemeryck

Message from Town Council

We chose the theme, 'growing up from strong roots' to describe the 2018-2021 Strategic Plan. Okotoks received approval from the Province of Alberta in July 2017 to annex a significant amount of land that will support growth for Okotoks over the next 60 years. This landmark decision provides us with an opportunity to ensure the future of Okotoks is as sustainable and successful as it currently is.

Our strong roots include the many master plans that provide vision and foundational guidance for our community's future. These plans were created when Okotoks had a finite growth model. The plans now need updating to capture changing expectations and community desires, and also to recognize the needs and identify opportunities for the newly annexed lands and projected future population.

We encourage our citizens, businesses and other stakeholders to get involved in the development of these master plans as they are the foundation for our community's future. Together we can create the kind of community that continues to offer a high quality of life for our families and future generations.

Town Vision

The Town of Okotoks fosters a culture of resiliency - where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, Okotoks offers exceptional quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home.

Town Mission

The Town of Okotoks strives to create and nurture an environment in which people are able to pursue the fulfilment of their values, in harmony with the community.

Guiding Principles

The following guiding principles are the basis for long-term planning for our community and were developed by citizens.



Livable Okotoks



Inclusive neighbourhoods



Sustainable design



Vibrant civic culture and heritage



Active lifestyle



Strong local economy

More details descriptions of the principles, themes and values can be found at okotoks.ca/community-vision.

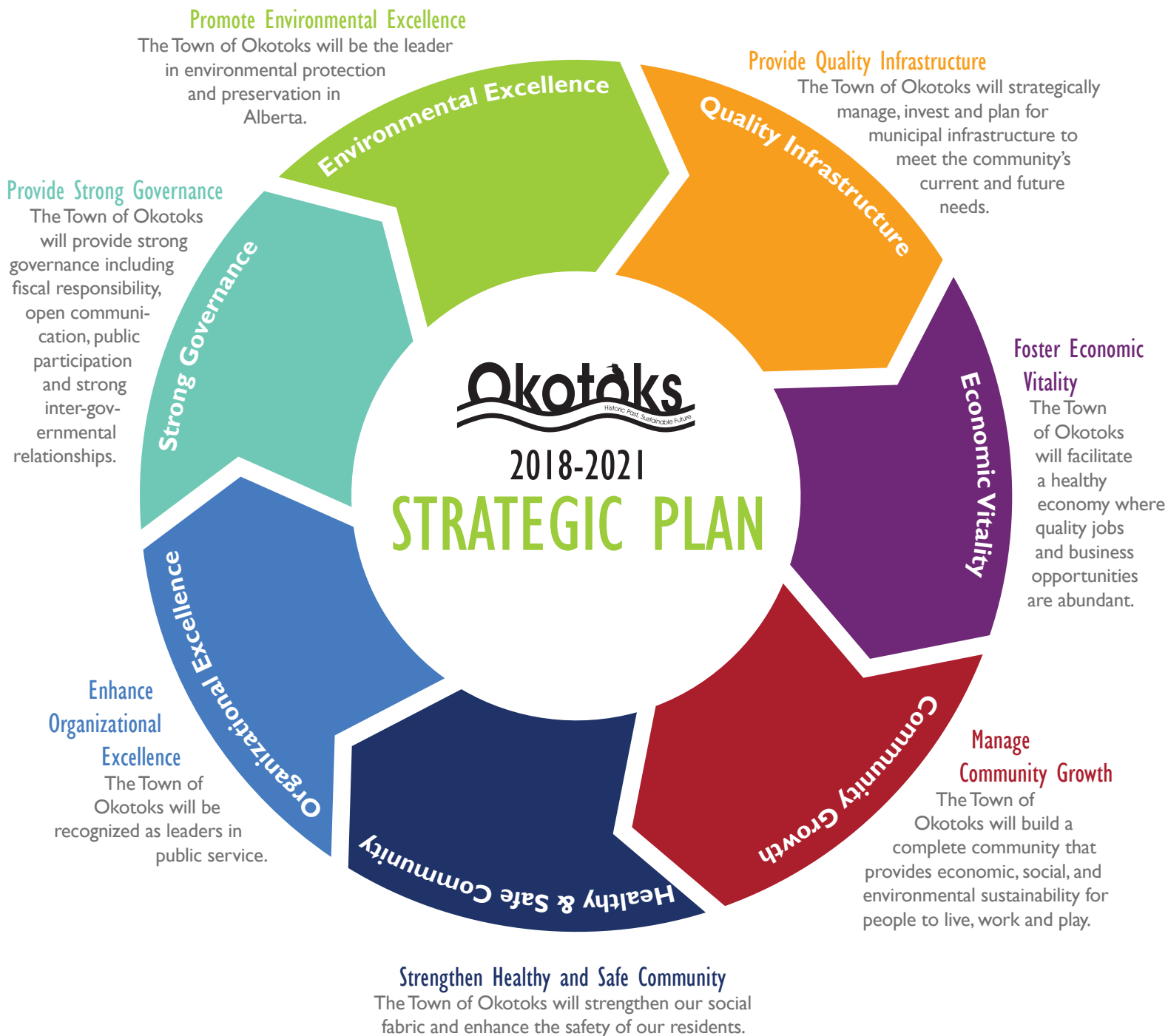


Pickleball and tennis courts



Off-leash dog park

Strategic Directions





Leisure Ice at Pason Centennial Arenas expansion

Provide Quality Infrastructure

The Town of Okotoks will strategically manage, invest and plan for municipal infrastructure to meet the community's current and future needs.

Key result areas & initiatives

Secure water and wastewater upgrades to meet community growth needs.

- 💧 Interim water solutions are secured to meet current growth needs.
- 💧 Long term water solutions are secured and implemented.
- 💧 Wastewater upgrades are implemented.

Okotoks is a regional hub that helps the community to flourish.

- 💧 Partner and/or assist our regional neighbours with servicing gaps when feasible and seek partnerships with neighbours as required.
- 💧 Create a long-term public facilities needs assessment and corporate land strategy that balances needs, funding availability, emerging trends and operating efficiencies.

Provide Quality Infrastructure

Key result areas & initiatives

We engage, promote and assist in seeking alternate infrastructure funding to meet the needs of arts, culture, recreation, sports and non-profits.

- ◆ Develop a partnership framework/model where users are partners as active community infrastructure contributors.
- ◆ Build community pride through and opportunities for philanthropic investment in the community.
- ◆ Develop a financing framework that clarifies shared responsibilities (including third-party stakeholders, and public, private, and non-profit grants) and links to the community accountability work.



Sewer main repairs



Laurie Boyd Bridge replacement

Downtown summer
community events



Foster Economic Vitality

The Town of Okotoks will facilitate a healthy economy where quality jobs and business opportunities are abundant.

Key result areas & initiatives

Contribute to an environment necessary for the business community to grow at a rate that is faster than residential growth.

- \$ Determine what is most important for economic development success for Okotoks as a whole and adjust systems and actions to achieve the new direction.
- \$ Determine the most appropriate economic development model for success, including partnerships with other economic providers (public, non-profit and private) and clarify roles and responsibilities for each partner to leverage opportunities.
- \$ Align education, labour force, business, environment, innovation and technology, recreation and entertainment, health and social initiatives to achieve economic success.
- \$ Capitalize on regional opportunities to strengthen the local/regional economic vibrancy, enabling the Foothills region to be more economically self-sufficient.

Foster Economic Vitality



Key result areas & initiatives

Improve the ease of doing business in the Town of Okotoks by progressive policies, demonstrating a can-do attitude with alternative solutions and streamlined processes.

- \$ Complete two comprehensive system and process reviews per year, prioritized by the largest potential impact and including both customer input and industry best practices.
- \$ Review, adjust and streamline the processes required to facilitate alignment with the new Municipal Development Plan and Land Use Bylaw, making it easier for businesses to locate in Okotoks and ultimately attract more investment.

The downtown is a destination used by a wide range of people and for an increasing range of activities.

- \$ Develop and implement strategies to attract the types of business that will make the downtown a repeat destination.
- \$ Begin to Implement elements of the Urban Design Master Plan and create an inspiring public realm to enhance quality of life and drive the investment that attracts people to the downtown core more often.
- \$ Promote how downtown and its activities reflect our identity and distinctive character.
- \$ Develop an events strategy that links to our identity and balances the need to facilitate tourism with opportunities for the community to come together.





Manage Community Growth

The Town of Okotoks will build a complete community that provides economic, social, and environmental sustainability for people to live work and play.

Key result areas & initiatives

Provide new innovative neighbourhoods that embrace complete neighbourhood design, including diversified housing options for all lifestyles at all stages of life.

- Ensure the Municipal Development Plan is innovative and reflective of strategic priorities.
- Offer new affordable housing options.
- Pilot innovative development on underutilized sites.
- Complete neighbourhood principles are modelled within a new development.
- Create a fiscal impact analysis framework to evaluate the costs of all forms of development.

Manage Community Growth

Key result areas & initiatives

Provide a variety of mobility options including active transportation and local transit that meet citizen's needs.

- Implement the outstanding short term Active Transportation Plan recommendations to improve connectivity and access.
- Align the mobility options currently under development in the EMP, CCAP, ATP with the MDP.
- Develop and implement a local transit strategy that is accessible while considering evolving technologies and their impact on traditional transit delivery models; monitor and adjust.
- Explore linkages of local and regional transit and pathways to provide multi-modal transportation options within the region.

Okotoks has distinctive character and identity that is identified in our built form.

- Complete and implement the Municipal Heritage Designation initiative.
- Ensure the MDP captures a distinctive character and identity for Okotoks.
- Ensure that the Culture, Arts & Heritage Master Plan and the MDP are aligned.
- Develop a Trails Master Plan and implement prioritized strategies.
- Align all Master Plans with the annexed area.
- Develop a distinct character for Downtown while also protecting its heritage.
- Incorporate a distinct character into several new and repurposed developments.





Solar panels on the Okotoks Public Library

EPCOR Environmental Education Centre

Promote Environmental Excellence

The Town of Okotoks will be the leader in environmental protection and preservation in the Province of Alberta.

Key result areas & initiatives

Promote and provide incentives for environmental related businesses to move and/or locate pilot projects in Okotoks.

- ★ Develop an aggressive strategy, including incentives, to attract environmental businesses to Okotoks.
- ★ Make strategic capital Investment in infrastructure to incent innovative green-business/light industrial development/ employment centres.
- ★ Create opportunities to pilot environmental projects with public, private and non-profitpartnerships.
- ★ Capitalize on public, private and non-profit relationships to increase business and/or employment opportunities that are aligned with environmental identity.

Promote Environmental Excellence



Key result areas & initiatives

Expand on Okotoks' identity/reputation with new bold, innovative initiatives that demonstrate we are the leaders in environmental stewardship.

- ★ Focus energy on our identity as environmental leaders, bringing bold initiatives to Okotoks.
- ★ Complete the Environmental Master Plan (EMP) and select the highest priority actions to implement.
- ★ Complete the Climate Change Action Plan (CCAP) and select the highest priority actions to implement.
- ★ Ensure that the Environmental Master Plan and Climate Change Action Plan are aligned with the MDP to create synergy and reinforce primary focus.
- ★ Align updated provincial flood mapping with all Master Plans.
- ★ Partner with energy providers, and explore long term energy generation options for Okotoks to increase self-sufficiency and reduce costs (e.g. solar, district energy, micro-generation, storage technologies).
- ★ Reduce energy consumption in Town buildings and fleet.

Promote and provide incentives for new environmental initiatives for both residential and commercial.

- ★ Create annual environmental initiatives to attract and reward residential and commercial businesses for environmental excellence.

Community Gardens



Provide Strong Governance

The Town of Okotoks will provide strong governance including fiscal responsibility, open communication, public participation and strong inter-governmental relationships.

Key result areas & initiatives

Ensure that the Town's fiscal health is defined and communicated.

- ✓ Create a Financial Policy Framework including Reserves, Debt, Investment and Utility Policies.
- ✓ Ensure the Financial Policy Framework drives the updated budget process; adjusting where necessary.
- ✓ Conduct a comprehensive Utility Rate Review.
- ✓ Review offsite levies and align them with the new financial framework.
- ✓ Introduce an asset management framework and align with the new financial framework.
- ✓ Include public participation as part of the annual budget process in order to educate on services and costs, and gain understanding of community priorities.

Increase understanding of the issues various diverse Okotokian audiences have and adjust practices to ensure that Okotoks is known as a respectful and inclusive community.

- ✓ Gain an understanding of Okotokian audiences through various sources to better understand sociodemographic groups.
- ✓ Align Town services and programs with best practices for the Welcoming and Inclusive Communities initiative and the Truth & Reconciliation document.

Provide Strong Governance



Key result areas & initiatives

Be active participants in regional governance, planning and partnership opportunities.

- ✓ Actively participate in Calgary Metropolitan Regional Growth Management Board to guide planning for the region, including opportunities for collaboration to meet the region's short and long term needs.
- ✓ Seek opportunities for partnerships with public, private, non-profit organizations to deliver services that align with our community vision and strategic directions.

Develop a clear understanding of the Town's Strategic plan and vision for the future; promote and inspire actions that contribute to, and enhance that vision throughout the community.

- ✓ Assist Council in developing an ownership linkage strategy (i.e. a community charter including vision check-in) to enhance alignment and provide clarity around responsibilities, accountabilities and objectives.
- ✓ Review 2018-2020 Strategic Plan in early 2020 to adjust strategies and actions after all Master Plans have been created.





Strengthen Healthy and Safe Community

The Town of Okotoks will strengthen our social fabric and enhance the health and safety of our residents.

Key result areas & initiatives

Promote community accountability where residents actively contribute to the safety, health and wellbeing within their neighbourhood and their community in a variety of ways.

- ♥ Evaluate progress towards the community Social Wellness Framework to identify successes and 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 our emergency management by updating our Emergency Management Plan, Flood Action Plan, and Business Continuity Plan to ensure the Town is adequately prepared to respond.

Strengthen Healthy and Safe Community

Key result areas & initiatives

Develop strategies to incorporate the legalization of cannabis into Okotoks' policies and practices to ensure a continued healthy and safe community.

- ♥ 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 business on the Okotoks cannabis model.



Water Spray Park



Town Operations Centre Living Wall

Enhance Organizational Excellence

The Town of Okotoks will be recognized as leaders in public service.

Key result areas & initiatives

Review internal sustainability to develop a staffing and resourcing plan that meets the vision, while creating a resilient and agile Administration that anticipates and responds to a rapidly changing environment.

- ★ Document core service levels and create a resourcing strategy to meet required service levels.
- ★ Review strategic and master plans to determine the resourcing needs necessary to achieve the prioritized outcomes.
- ★ Monitor and maintain a high level of customer satisfaction, obtaining third party verification and adjusting practices as necessary.
- ★ Research emerging trends and implement best practices to secure Okotoks as a leader in public service.

Enhance Organizational Excellence



Key result areas & initiatives

Regularly review Town services and service delivery options to determine sustainable community service delivery and gain a better understanding of needs versus wants.

- ★ Develop and implement a multiyear schedule to review service and service delivery options, prioritized based on cost, impact and regional growth plans, along with identified areas of interest for residents.
- ★ Research 'smart city' initiatives to determine opportunities and needs for Okotoks.

Continue to expand strategic conversations between Council, Administration and the community to ensure we continue to work together to advance the quality of life for all.

- ★ Regular strategic conversations are held between Council and Administration to ensure alignment, clarity and necessary adjustments are made, and a strong relationship is maintained.
- ★ Provide public participation opportunities that engage the public in strategic conversations, including introducing focused task forces with specific mandates and timelines.
- ★ Develop a process for amending the Strategic Plan.
- ★ Demonstrate achievement of all strategic and master plans through progress reporting of accomplishments and corporate performance measures.
- ★ Develop and publish performance measures for core services.

Have an idea for
how to improve
the area?

Write a comment on a Post-It
and place it on the map.





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