



2018-2021

STRATEGIC PLAN

JANUARY 2021
PROGRESS REPORT





► 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 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.





Progress **H**ighlights January 2021



Outdoor BMX Track



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 fulfillment 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.

Progress Highlights

January 2021

Strategic Directions





Arts & Learning Campus

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.

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, & public, private, and non-profit grants) & links to the community accountability work.
- Build Phase 1 of the Arts and Learning Campus.

2018	2019	2020	2021	Status
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Provide Quality Infrastructure



Progress Highlights

- ✓ Okotoks has partnered with Foothills County to design and construct a raw water supply from the Bow River. The municipal partners are working closely with Alberta Environment to obtain the necessary approvals and construction is anticipated to commence in 2022. Okotoks and its citizens have continued to decrease water consumption. This combined with infrastructure improvements have increased our short term water capacity to accommodate the next 9 years of growth.
- ✓ The second year of a four year project to upgrade the wastewater treatment plant is underway. Commissioning has commenced on the initial and most significant project, the Combined Treatment Unit (CTU). The pre-purchase of critical process equipment is underway for installation in early 2021. The Town was successful in obtaining \$4.8M in funding through the Alberta Municipal Water and Wastewater Partnership (AMWWP).
- ✓ Construction of phase one of the Okotoks Arts & Learning Campus project is in progress and on target to meet key opening timelines of fall 2021. This \$23.5M project is an exciting downtown initiative that will enhance learning, cultural & economic development opportunities and is funded through reserves, partnerships and \$18.3M in grants.
- ✓ The Government of Alberta approved \$3.45M in funding for Okotoks through their Municipal Stimulus Program (MSP) to help communities recover from the economic challenges posed by the pandemic and the downturn in energy prices. The grant will fund the following new infrastructure projects in 2021: Downtown parking facility \$0.767M; Recreation Facilities Retrofit and Environmental Upgrades \$0.2M; Operations Shop Modernization \$1.3M, and Southridge Drive Pavement Improvements \$1.18M.
- ✓ After a very successful regional waste collection pilot with the Towns of Black Diamond and Turner Valley, Okotoks has entered into a formal long-term, multi-year agreement to continue providing waste services.
- ✓ A long term public facilities needs assessment and corporate land strategy is underway to help plan for and balance needs, funding availability, emerging trends and operating efficiencies. The report will be presented to Council in 2021.
- ✓ An area re-development/preservation plan is underway for the river valley. This will be a statutory plan to guide the development and preservation of existing lands within the river valley areas. This plan will align in the MDP and provide more detailed policy direction to guide Council, while also aligning with the downtown area re-development plan.



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.

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.
- Prepare to host the 2022 Alberta Summer Games, should they be awarded to the Town, including engaging businesses and residents to showcase our community.

2018	2019	2020	2021	Status
On track	On track	On track	On track	▲
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- On track
- In progress
- Off target
- Future initiative

Foster Economic Vitality



Progress Highlights

- ✓ The Okotoks' Entrepreneurial Ecosystem has been formed and guidelines have been established to improve communication and collaboration between the Town and service providers in the business community.
- ✓ The Economic Development section of the Okotoks' website has been redeveloped with improved content and ease of navigation, complementing Business Disaster Recovery, Business Retention & Expansion, and Business Investment & Attraction initiatives.
- ✓ A bylaw to reinstate the fees for development applications and land use changes that were previously waived to provide financial relief to businesses and residents during the pandemic was passed.
- ✓ The Land Use Bylaw rewrite is in the final stages and will have the greatest impact on facilitating and encouraging business development in the downtown. The first reading is planned for spring of 2021.
- ✓ A shop local media campaign launched for four weeks during the holiday season. Economic Development continues to work with the new River District Business Association toward enhanced communication and collaboration between the Town and downtown businesses. A mobile vending pilot is planned for 2021.
- ✓ The Town is moving forward with the first steps of the next downtown revitalization project for North Railway Street. Streetscape enhancements will be included in the project. Overall, the project will improve the downtown, support economic recovery and growth, and ensure that infrastructure is reliable. Detailed design is planned for 2021 with construction anticipated for 2022. Stakeholder engagement will be a priority to guide the design and the construction impacts.
- ✓ The new online digital intake form is operational and allows customers to determine the permits, inspections and licenses needed to open a business in Okotoks. Members of the business community were invited to assist with external testing of the new application. Customer Relationship Management (CRM) software research is underway for 2021 and will be useful as a communications tool for the Development Services division's processes and functions.
- ✓ Physical distancing guidelines required community events to be re-imagined. As a result, "Light Up Okotoks" became a "Light Up Tour" of Okotoks. The Santa Claus parade proceeded, along with online components.
- ✓ Upon the closure of recreation facilities again in December, the focus shifted to providing increased outdoor opportunities for people to get outside and recreate. Redeployed recreation staff assisted Parks to provide enhanced maintenance to outdoor rinks, established a 460m ice skating pathway in Laudan Park, and the x-country ski trails and toboggans hills were promoted to encourage more use.

Manage Community Growth



Progress Highlights

- ✓ The on-demand transit service completed its first year of service. The six day per week service provides a customer-first mobility service, enabling residents and visitors to move around Okotoks without relying on a personal vehicle. Users are able to book the service through an online app or over the phone and receive curb-to-curb transportation within the town's urban boundary. New hybrid vehicles arrived in June with additional features including more seating and automatic doors. Two-thirds of the transit vehicle cost was funded by the Province. Ridership has been steadily increasing and now serves an average of 2000 rides each month.
- ✓ Council adopted its new Municipal Development Plan (MDP) in December 2020, a policy document that guides long-term growth and development to create more complete and distinctive communities. The development of the plan incorporated feedback from a two year extensive public participation strategy.
- ✓ The Town has formed a partnership with Westwinds Communities to create an affordable housing site on the publicly owned parcel in D'Arcy Ranch. Other partnerships are being developed and will be included in an Affordable Housing Action Plan submission to Council. A secondary suites program is also being developed to facilitate the integration of additional housing units in existing development.
- ✓ Okotoks continues to be an active participant in the Calgary Metropolitan Regional Growth Management Board to guide planning for the region. In November 2020, the board completed second round of broad public engagement. Policy writing and review is nearing completion to create a growth plan and a servicing plan.
- ✓ The Town of Okotoks, Foothills County and Alberta Transportation will be initiating functional design work in 2021 for an interchange at Highway #2 and 338 Avenue.
- ✓ The incorporation of community gardens into existing and new development is supported by the Town's Environmental Master Plan and the new Municipal Development Plan. Administration will provide options to Council in 2021 for new community gardens.



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 & non-profit partnerships.
- ★ Capitalize on public, private and non-profit relationships to increase business and/or employment opportunities that are aligned with environmental identity.

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 EMP and CCAP 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, & explore long-term energy generation options for Okotoks to increase self-sufficiency & 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.

2018	2019	2020	2021	Status
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- On track
- ▲ In progress
- Off target
- Future initiative



Promote Environmental Excellence

Progress Highlights

- ✓ The annual progress report on the Town's Environmental Master Plan (EMP) was presented to Council in February 2021 and is available on Okotoks.ca.
- ✓ Two major priorities within the EMP were completed in 2020. A Natural and Naturalized Asset Inventory Report was completed in September 2020. The objective of the report was to prioritize and protect the connectivity and integrity of local ecosystems, through the compilation of an inventory of natural and naturalized assets within the Town. The predominant services provided by natural assets in Okotoks were found to be water quality and quantity. Estimated values were placed on all assets.
- ✓ The second priority was to create a local action plan for climate change. Building on the GHG inventory report information, research on actions and benefits was completed. Public input was obtained through a Resilient Okotoks: Climate Action survey in late fall 2020 to gain feedback on where local efforts should be spent to respond to and mitigate climate change such as energy retrofits, waste diversion, etc. The input will contribute to the Climate Change Action Plan that will be presented to Council in February 2021.
- ✓ The newly updated and approved MDP contains bold policy related to Climate Change, Community Resilience, Environment, Parks, Recreation, and Natural Areas. Specific goals under the areas of Land and Nature, Sustainable Water, Local and Sustainable Food, Zero Waste, and Zero Carbon Energy are also included to guide the long-term outcomes of protecting the environment.
- ✓ With the installation of the 508 kw rooftop solar pv system at the Okotoks Operations Centre that came online in April 2020, the Town has moved closer to becoming carbon neutral by 2050. To date it has produced 385 Mw of energy to the wastewater treatment plant, saving over \$18,000 in electricity consumption costs as well as 15 tonnes of greenhouse gases, which is equivalent to planting 4500 trees.
- ✓ Interpretive signage, funded by the Province of Alberta, has been installed at the demonstration plots adjacent to the Environmental Education Centre. This display is to educate residents on alternative groundcovers that require less maintenance and water than traditional turf and enhanced environmental benefits.
- ✓ Environmental education, awareness, and sustainability initiatives are promoted through a wide variety of opportunities including Green Living Workshops, Environment Week, Water Conservation Rebate Program and at the Environmental Education Centre to name a few. While major events, business and household visits were not offered due to COVID, many of the usual workshops and events went online. The repair café and bike repair events continued with adjustments to meet COVID restrictions and remained popular with residents.
- ✓ The Town of Okotoks made some significant additions to the Water Conservation 2020 Rebate Program, increasing rebates for residential xeriscape projects. The rebate program was busy in 2020 – with many residents spending more time in their yards, landscaping projects were a popular activity.
- ✓ The province has released the draft flood inundation plans for public review. The Town has provided feedback and is working with the province to update the future mapping for Okotoks.



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.

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 & objectives.
- Review 2018-2020 Strategic Plan in early 2020 to adjust strategies and actions after all master plans have been created.

	2018	2019	2020	2021	Status
	On track	On track	On track	On track	In progress
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	On track	On track	On track	On track	On track
	On track	On track	On track	On track	In progress
	On track	On track	On track	On track	On track
				Future initiative	Future initiative
	On track	On track	On track	On track	In progress
			On track	On track	On track

● On track ● Off target
▲ In progress ■ Future initiative

Provide Strong Governance



Progress Highlights

- ✓ The Annual Community Report was completed in September and provides an overview of the Town's activities and accomplishments in 2019, including strategic priorities. The 2019 annual report includes the complete audited financial statements rather than having them published separately. This is the first time the Town has modeled the report based on the Canadian award for Financial Reporting Program (CANFR) and Okotoks' report received recognition from the Government Finance Officers Association (GFOA).
- ✓ The approved 2021 budget focuses on providing priority services to the community while mitigating the economic impacts from COVID-19. Although 68% of respondents supported a moderate increase to maintain priority services, Council opted for a 0% tax increase to navigate through the challenging economic times of COVID-19.
- ✓ Council endorsed citizen recommended service level reductions for 2021 only, such as maintaining a four-day per week schedule for the museum and art gallery, and decreasing service hours for municipal enforcement. Permanent changes to service levels were approved for a reduction in mowing cycles and the amount of printed material produced by the Town.
- ✓ Approximately \$6.3 million was approved for capital projects including, additional upgrades to the wastewater treatment plant and the addition of solar panels to recreation facilities. Capital projects previously approved includes the completion of the Arts and Learning Campus.
- ✓ Approximately \$58 million was approved for operating expenditures including one-time costs to upgrade health and safety measures at the aquatics centre, undertake a feasibility study for additional indoor recreation amenities to support future growth, and to implement an online permitting system that will simplify permitting information for the public, and streamline municipal approvals required for development.
- ✓ Funding was approved to implement elements in the Affordable Housing Strategy to advance efforts to create more diverse housing that meets the needs of all residents at all ages and stages of their lives.
- ✓ According to a 2020 report from the Canadian Federation of Independent Businesses, Okotoks continues to have one of the lowest spending per capita rates in the province, ranking fifth for medium-sized municipalities.
- ✓ An update of the offsite levies bylaw was completed as a result of a decrease in projected growth assumptions and policy shifts to better align with Council's strategic objectives and the updated Municipal Development Plan. Offsite levies are fees collected from the developers to fund community infrastructure.
- ✓ The Town continues to work on a Financial Policy Framework, focusing on off site levies, reserves, and library funding as priorities. The library funding framework has been completed and included in the 2021 budget.
- ✓ As part of finalizing the Okotoks' governance framework within this term of Council, work is underway to establish purpose statements that prescribe the fundamental reasons the organization exists through identifying the benefit the organization should produce, for whom, and at what cost/worth. These statements are the key missing component from Council's governance framework.
- ✓ Council business continues utilizing virtual meetings and increased online communication with residents and businesses. Administration is preparing for the fall 2021 municipal election.






Winning Gingerbread House at the Okotoks Art Gallery

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.

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.

2018	2019	2020	2021	Status
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-  On track
-  In progress
-  Off target
-  Future initiative

Strengthen Healthy and Safe Community



Progress Highlights

- ✓ Our emergency management processes have continue to serve us well during our response to the pandemic. Our Emergency Management Agency continues to meet as new public health orders and restrictions are put in place. Business continuity plans have been updated to consider needs during a pandemic environment.
- ✓ As the pandemic continues the Town has continued its efforts to provide services to the public by phone, email and online. No interruption to essential services occurred. Indoor Recreation reopening in the fall and was fully programmed and booked to the levels supported by provincial health guidelines. As ordered by the province, Recreation was closed again in mid December and staff were redeployed to other service areas such as Parks and Waste services.
- ✓ The Town's Social Wellness Framework 10 year update report was provided to Council in September. The framework has provided a way to connect and bring coherence to factors identified as playing a key role in social wellness in Okotoks. The new Municipal Development Plan has been incorporated and considered the principles and recommendations of the Social Wellness Framework.
- ✓ The Okotoks Family Resource Centre has worked with a number of partner agencies and facilitated a Rural Housing and Service Needs Estimation for the Foothills region. This comes at a time when communities are facing an economic downtown and the COVID-19 pandemic.
- ✓ To increase public participation, a citizen panel has been established through the Town's online engagement activities. Residents can subscribe to receive emails for public participation opportunities which has led to an increase in the number of participants who are providing feedback on Town initiatives.
- ✓ A volunteer survey was conducted in late 2020 to gain insights about volunteer engagement and satisfaction. Community volunteers are an integral part of a strong and connected community and the Town appreciates the commitment of residents who provide support to our business centres and public activities.



Outdoor Ice Skating Track

Enhance Organizational Excellence

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

Key result areas & initiatives

2018	2019	2020	2021	Status
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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.

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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 multi-year 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.

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

- ★ 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.

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- On track
- ▲ In progress
- ◆ Off target
- Future initiative

Enhance Organizational Excellence



Progress Highlights

- ✓ The Affordable Housing Task Force completed their work to create an Affordable Housing Strategy. The Town is now creating an action plan for implementation to be brought to Council in January of 2021.
- ✓ The Urban Deer Task Force resumed meetings in fall 2020 with their term extended to May 31, 2021. This task force is to bring forward recommendations to Council to support the creation of an urban deer strategy and action plan.
- ✓ The Town of Okotoks conducted a comprehensive public participation strategy to determine priorities for the 2021 budget, gaining broad input with two separate survey opportunities. The end result was Council reduced a few service levels in the 2021 budget that were most supported by public input and had lower impact.
- ✓ Administration has been working on numerous Town application processes with the direction to streamline and reduce “red tape” where reasonable and feasible to do so. Subdivision process changes have been implemented and associated bylaw changes have been reviewed with the development industry. The revised bylaw was approved in January 2021.
- ✓ The Town of Okotoks website refresh project is largely complete and was designed using best practices for accessibility. Both internal and external stakeholders were involved in feedback for the design and content and overall, feedback has been very positive regarding the new look and navigation features.
- ✓ With the changing service demands throughout the pandemic, the Town has been nimble to adjust staffing and service levels to meet public needs, including redeploying staff to priority service areas and temporarily laying off over 80 employees during facility shutdowns.

COVID-19 playground signage



Off-track initiatives AND Recovery Plans

The Town administration has put the following into place for off track initiatives.

Although excellent progress has been made on many Council strategic priorities, some initiatives have been delayed due to COVID-19. Since the onset of the pandemic, attention has shifted to top priority initiatives, as identified by Council, as well as business continuity and essential services. A couple examples of deferred strategic priorities includes the public facilities needs assessment and corporate land strategy and the integrated active transportation plan.

FUTURE INITIATIVES

Future initiatives will continue to prioritize progress on the regional water pipeline to secure long term water. Rebuilding the social fabric of our community will be necessary long after the pandemic is over to assist citizens re-connect with each other and the greater community. Ongoing focus to support business retention and economic recovery to help businesses adapt to the changing business landscape that has evolved during the pandemic. As the Town moves further towards priority-based budgeting principles, the publication of service levels will progress.





supporting the
2018-2021

STRATEGIC PLAN

growing up from strong roots

