



CORPORATE PROGRESS REPORT

October 1 to December 31, 2022




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LAND ACKNOWLEDGEMENT

The Town of Okotoks would like to acknowledge the traditional territories of the people of the Treaty 7 region in Southern Alberta, which includes Blackfoot Confederacy members Siksika, Piikani and the Kainai First Nations, the Stoney Nakoda of Bearspaw, Chiniki and Goodstoney First Nations, the Dene of Tsuut'ina First Nations, and the Metis Nation Region 3 and all those who make Treaty 7 lands their home.



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Town Vision, Mission and Background

Town Vision

A vibrant, resilient, and connected community that fosters the wellbeing of land and people; a community to call 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.

Town Values

- A Citizen Focus
- A Committed Town Team
- A Regional Focus
- Partnering for Success
- Transparency & Accountability
- Financial Responsibility
- Excellence and Prosperity
- Respect for the Planet
- Diversity, Equity, Inclusiveness and Accessibility



Town of Okotoks Background

The Town provides a large array of services directly and indirectly to our community. We serve the community directly through services such as:

- Policing and municipal enforcement
- Fire & Rescue
- Delivery of safe drinking water
- Streets, roads & sidewalks
- Parks and pathways
- Recreation and social programs
- Culture and heritage
- Community events
- Snow removal
- Waste collection and recycling
- Wastewater and storm water collection
- Building permits
- Business licenses
- Environmental and sustainable initiatives
- Business attraction and retention
- Development and planning
- Public engagement and communication
- Community development and engineering
- Economic Development

We also serve the community indirectly through services including:

- Maintenance of facilities and fleet
- Secure information technology
- Stewardship and sustainability of financial assets
- Legal and legislative support
- Payroll and human resources
- Procurement of commodities



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Strategic Planning

Roles of Council and Administration What and Why vs. How

The hourglass is a visual representation of the connected, but distinct functions of Council and Administration: the “what” and the “how.” Council’s focus is reflective in the top half of the hourglass, or the “what”; Administration is focused on the bottom half, or the “how.”



Figure 2: Roles of Council vs Administration



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Strategic Planning process

Council has 3 roles that can not be delegated:

1. Establish the policy & governance framework for the Town;
2. Be the informed voice of the owners; and
3. Assure organizational performance

Roles of Council and Administration



Figure 3: Roles within the Strategic Planning Cycle



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Corporate Progress Report – What is it?

Overview and Purpose

One of the roles of Council that cannot be delegated is to assure organizational performance. As per the Council's Roles and Responsibilities Policy - GP-B-2.0, Council has a role in monitoring results and determining/establishing service delivery. Twice a year the Corporate Progress Report provides the opportunity for Council to review progress on priorities and service level performance for the municipality where applicable.

Corporate Progress Report Content

The Corporate Progress Report contains the initiatives the organization is working on from the Council's Strategic Plan, internal long term plans, and organizational improvement initiatives. While the 2022-2025 Okotoks Strategic Plan establishes Council priorities for the Town, the Corporate Progress Report provides clarity and further detail on the outcomes we aim to achieve overall, and how progress is measured.



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Report Status



62 projects



for future planning



challenges are limiting or blocking progress



due to issues outside municipal influence

** Note – Monitoring means that changes to the project may be required and that work is being done to address and mitigate risks. This is a normal part of project management it should not be interpreted as an indicator of poor project management.*



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Outcome: Responsibly Managed Growth

We have flourishing spaces for all

Initiatives in this area support how the Town manages land use change, density and development patterns to respond to the pressure of a growing population, housing and a desire for new and expanded businesses.

As stated in the Okotoks Municipal Development Plan, Okotoks is “expected to reach a population of about 44,000 by 2041, and a population of about 75,000 by 2076”. As Okotoks continues to grow, Council wants to facilitate this growth in a thoughtful manner that recognizes residents’ current needs, but also anticipates the future needs and vision of the community. Through partnerships locally and regionally Okotoks looks to balance growth financially, socially, and environmentally.

Ongoing operations that particularly impact this outcome are services for current and future land development, issuance of development and building permits, work done through the Calgary Metropolitan Region Board and other external partnerships; and implementation of infrastructure for growth and accessibility so the Town thrives.

Measures (Under Development)

Measures the organization looks to monitor and/or impact through activity / policy

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Improve diverse housing options for individuals and families			
✓	Housing for All	<ul style="list-style-type: none"> Facilitate the diversification of housing based on need, and Municipal Development Plan targets, such as population density and residential unit density. 	<p>Development permit application received for a second stage shelter housing project at the D'Arcy Affordable Housing Site.</p> <p>Work will continue to complete a standardized provincial housing needs assessment; research and make recommendations to Council on additional options to enhance municipal support for homelessness strategies and affordable housing projects; implement grant programs; and, explore affordable housing opportunities.</p>

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Improve diverse housing options for individuals and families (continued)			
✓	289 - Land Service Development Site (Housing Diversity)	<ul style="list-style-type: none"> To provide grading and servicing to the affordable housing development. 	Base grading and site servicing is expected to be complete for the project in 2023.
Achieve a supplemental water supply			
✓	298 - Supplemental Water Supply	<ul style="list-style-type: none"> This project will secure a long term sustainable water supply for the community and potentially the region. 	Design-build solicitation is expected to be posted in the first quarter 2023.
✓	14 - Zone 2S-3S SW Reservoir (W4)	<ul style="list-style-type: none"> Construction of the first phase of additional treated water storage in south west Okotoks, and provide additional treated water storage and distribution resilience for south Okotoks. 	Draft Feasibility Study is complete and location identified within Tillotson Neighbourhood Area Structure Plan.
Additional funding to meet the needs of a growing community			
✓	Alternate Funding Strategy / Review opportunities for additional revenue generation	<ul style="list-style-type: none"> Investigate opportunities for alternate funding. 	Options for additional funding opportunities are currently under review. This review work will continue through 2023.

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
▲	Fiscal Impact Model	Develop and implement a Fiscal Impact Model to understand the impact of land use decisions for municipal services and sustainability.	Work continues on the Fiscal Impact Model into 2023.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Area Structure Plan – North Point	Create an Area Structure Plan to support business growth in north east Okotoks.	Work continues on this Area Structure Plan. Currently scheduled for completion in 2023.
✓	5 - North Rail Sanitary Upgrade (SAN 9A-10) / Twinning or upsizing the North Railway Sanitary Main from the bend in North Railway Street to the Waste Water Treatment Plant	To support continued growth.	Project to be included in regional water pipeline design build for construction efficiency. This project is with the same roadway.
▲	260 - 32nd St / 338th Functional Plan & Detailed Design	Provide critical information to understand the long-term vision for 338 Avenue.	The draft functional study and concept design are expected to be received by March 2023, with project completion by end of 2023.
✓	32027 – Highway 2/338 interchange functional plan	To improve transportation safety within the region.	Providing support to Alberta Transportation project. Results of the October 2022 public participation will be used by Alberta Transportation for future planning.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Strong Local Economy

We are the easiest place to do business in Alberta

Okotoks is supported by a diverse and thriving economy that supports Okotoks, driven by equitable opportunities for all to live, work, and thrive. Council wants to facilitate growth in this area to see our local economy become diverse and continue to thrive.

Initiatives in this area support how the Town can encourage business growth, employment opportunities, and community and social gathering. Council wants to facilitate growth in this area to see our local economy diversify and thrive.

Ongoing operations that impact work in this area include encouraging business investment, expansion, attraction; and tourism. Gathering people through events, programs and services to create community and a flourishing economy.

Measures (Under Development)

Measures the organization looks to monitor and/or impact through activity / policy

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Arts and Culture as Economic Drivers			
✓	Arts and Culture as Economic Drivers	Enhance Okotoks' identity and local economy through activation of public facilities, parks and gathering spaces.	Art policy and program report was provided to the Governance and Priorities Committee on November 21, 2022. A draft arts policy is to be provided for consideration in June 2023. Work to continue on activation of the downtown in 2023.
Review and update processes that may be barriers to businesses choosing Okotoks			
✓	Simplify and Clarify Systems for Business	Our culture, systems and processes facilitate ease of doing business and decision making.	Access to online payment for businesses and internal permitting systems are currently being developed. The anticipated completion for both is the end of March 2023.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Develop the downtown to attract new business			
▲	61 – Downtown Plan (Conceptual designs for Main Street, Elma Street, and Riverside Drive/South Railway Street)	Design of downtown enhancements deep utility replacement and street improvement, including sidewalk widening and landscaping.	In progress.
▲	261 – Downtown Art Gallery Parking Lot Upgrades / Design and construction of downtown enhancements	Additional parking options for the downtown.	Land negotiations are in progress with CP rail.
▲	262 – Daggett Street Parking Upgrades / Design and construction of downtown enhancements	Additional parking options for the downtown.	Land negotiations are in progress with CP rail. Design scope expected to be awarded to a vendor early in 2023 with the start of construction planned for August 2023.
●	117 - Downtown Parking Facility	Additional parking options for the downtown.	Additional work deferred pending outcomes of Downtown plan.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
★	273 - Arts and Learning Campus Parking	Parking for the Arts and Learning Campus.	Complete.
✓	73008 - 2023 Alberta Summer Games (ASG) / Host the Alberta 2023 Summer Games in partnership with Black Diamond	Engage our community in support of youth and promote Okotoks as a place to visit and support the local economy.	Providing support to Host Committee for 2023 Alberta Summer Games. Progress is on schedule. DAWGS stadium confirmed as the location for the Opening Ceremonies. All but one sporting event to take place in Okotoks.
★	42 - Wayfinding Implementation (Signage Update)	Update Signage to provide better access to amenities in Okotoks.	Phase 2 design and construction of select park identifiers and information signs and trail markers are complete, with minor deficiencies to be done in early 2023. Additional new and replacement signage to continue as an asset initiative.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
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Status October 1, 2022 to December 31, 2022



Outcome: Enhanced Culture & Community Health

We are ready to welcome everyone

Okotoks recognizes the past, present, and future of our town, families and communities. Okotoks is a place to connect, play, socialize, feel safe and involved with the community. Where people live happy, healthy lives.

Healthy People make Healthy Communities. Council's wants to facilitate the renewing of community through our values of diversity, equity, inclusiveness, and accessibility. Initiatives in this area look at ways to support mental and physical wellness for residents and increase community and neighbourhood connections. Residents don't just live in Okotoks, they are proud to call themselves Okotokians. As part of the community, residents and businesses are involved in the community and have a voice at the municipality.

Ongoing Operations examples for this area include two way communication between the municipality and community and gathering feedback for decision making; providing opportunities for healthy, active, and creative lifestyles for residents through a broad range of programs, recreation, culture and heritage activities and events; support for long term positive effects on community and addressing the needs of vulnerable populations; and protective services of fire and rescue, municipal enforcement and the Royal Canadian Mounted Police.

Measures (Under Development)

Measures the organization looks to monitor and/or impact through activity / policy

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Enhance community dialogue and engagement with residents and organizations			
✓	Community Dialogue and Engagement / Strengthen the Town's systems, processes and tools to help enhance the way we engage and have meaningful dialogue with our community.	Enhance community dialogue and engagement with residents and organizations.	To assist with opportunities for Council and the community to connect; several events were held including the Mayor's Town Update, Mayor's Facebook live on the budget and "live on air" with members of Council. Evaluation of past Town of Okotoks public engagements has been completed. Work continues on updating the public participation toolkit, additional engagement tools and public participation training (IAP2).

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Take meaningful steps to address the Truth and Reconciliation Commission's Calls to Action			
✓	Building Indigenous connections through ReconciliACTION / In partnership with our local Indigenous Communities, use the Calls to Action as a guideline for implementation	Establish authentic relationships and understand the cultural significance and connection to this land.	<p>Work continues on relationship development with Indigenous elders; a Tipi Transfer is scheduled for June 2023; and, a new employee on-boarding process scheduled for completion in 2023.</p> <p>Under Development - Implementation of the Traditional Knowledge and Land Use Assessment; A comprehensive plan that addresses the municipal Truth and Reconciliation Commission Calls to Action; Schedule of noted Indigenous occasions; Town of Okotoks Indigenous content for the website.</p>
Increase sport and recreational opportunities and timely access to relevant programs and services that support health and well-being			
✓	Programs and Recreation opportunities to support a healthy community	Provide timely access to relevant programs and services that support health and well-being.	<p>The Recreation, Parks and Leisure Master Plan (RPLMP) public engagement for feedback is now complete and there were a total of 898 responses from the community.</p> <p>The updated RPLMP is scheduled to be provided as information to Council early in the second quarter of 2023. Work on reviewing recreation facility usage data has started and will continue in 2023, along with the review of the RPLMP feedback and program information that will help inform recommendations.</p>

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
<i>Increase sport and recreational opportunities and timely access to relevant programs and services that support health and well-being</i>			
▲	279 - Outdoor Ice Rink Development	Additional Recreation Opportunities.	The request for proposals for construction have been issued. As St. John Paul II site is also identified for use during the Alberta Summer Games, the bulk of construction will be planned for August 2023 before students return to school.
▲	230 - Pump Track Riverside Park	Additional Recreation Opportunities - increase cycling infrastructure.	Construction is planned for spring 2023.

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Urban Deer Action Plan and Strategy / Implementation of the Urban Deer Action Plan and Strategy	To improve citizen interactions with urban deer.	A citizen survey is planned for February 2023 to gauge if interactions with urban deer have changed since the last survey in 2018. The annual deer count is planned to take place in February 2023. Targeted education on incidents of deer feeding will be the focus for the remainder of 2023.
★	65 - Veteran's Way Pedestrian Corridor Phase C (T 4B)	New sidewalk between Elizabeth and South Railway Street.	Complete.
★	189 - Municipal Facility Enhancements and Playground - (Ethel Tucker Centennial Park Play Space and Peace Poles)	To replace and improve existing playground.	Construction and installation of the peace poles and play space is now complete.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	206 - Riverfront Lands Development: litopatopa	Provide additional public space for enjoyment by all.	A volunteer committee has been assembled to design the disc golf course. A request for expression of interest for occupancy of the building on site has been issued. Detailed design for general sites improvements is underway.
●	229 - Rowles Park (49 South Railway St) Development	Improve access to the river valley.	Deferred for future planning with the downtown.
✓	268 - D'Arcy Campus (Homestead Site) / Development of the 10 acre homestead site within D'Arcy Ranch, this parcel is to be dedicated to the Town for a municipal purpose	Define the use and purpose of these lands through concept plan, including grading and basic landscaping.	In progress.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Demonstrated Environmental Leadership

We do things differently to thrive tomorrow

Okotoks is supported by infrastructure, buildings, ecological systems and community networks that can withstand and adapt to change in climate and extreme weather, and contribute to community sustainability and resilience.

Initiatives in this area work towards achieving Municipal Development and Climate Action Plan targets for; Climate Change Resilience, Greenhouse Gas Emissions, Water Conservation, Energy Efficiency, Land and Biodiversity.

Our value to Respect the Planet means we look to be innovative so we can have a bright future, but we cannot do it alone. Community support and involvement is key to reaching our goals. It is about stewardship of water, land, air and energy resources now and regenerative solutions going forward. Although an environmental lens is applied to corporate decision-making, the Environmental Sustainability team further advises and educates the municipality and the community on how we can do things differently to thrive tomorrow.

Measures (Under Development)

Measures the organization looks to monitor and/or impact through activity / policy

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Work towards achieving Municipal Development and Climate Action Plan targets for: Climate Change Resilience, Greenhouse Gas Emissions, Water Conservation, Energy Efficiency, Land and Biodiversity			
✓	Land and Biodiversity - Sustainability Checklist / To guide developers to follow Municipal Development Plan and related Plans and bylaws on sustainability	Climate Resilient Infrastructure that can better cope with severe weather conditions produced by climate change.	The Sustainability Scorecard is scheduled to be piloted by the end of March 2023 in the next ASP/NASP review.
▲	91 – Interim Raw Water Capacity	Improve utilization and water capacity of existing infrastructure.	Well installation is scheduled to be complete by the end of March 2023. Next steps include tiering and approvals. Expected to be operational by 2024.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Work towards achieving Municipal Development and Climate Action Plan targets for: Climate Change Resilience, Greenhouse Gas Emissions, Water Conservation, Energy Efficiency, Land and Biodiversity			
✓	133 - Water efficiency program - Storm Water Irrigation Pilot	Water conservation and pilot project at Laudan Park to inform requirements for new development.	An irrigation design for storm water reuse, in alignment with Alberta Environment and Parks approvals, to occur in 2023, followed by installation.
✓	263 – Water efficiency program - Water reuse & efficiency	Reduce the reliance on potable water and peak water demands in alignment with the Municipal Development Plan principles.	Effluent Reuse Study underway.
✓	264 - Water efficiency program - Water Treatment Plant Backwash Optimization	Reduce the reliance on potable water and peak water demands in alignment with the Municipal Development Plan principles.	Construction is underway, with completion expected in the first quarter of 2023.
✓	Energy Efficiency and Emissions	Improve Energy Efficiency and Emissions targets as per Municipal Development Plan and Climate Action Plan.	Energy scans to continue at municipal facilities. Transit electrification feasibility final report is scheduled to be complete in second quarter of 2023.
▲	238 - Solar PRV Roof Installations Operations Centre Administration Building	Reduction in Green House Gas Emissions and Utility cost savings.	Project installation was complicated by roof condition and supply chain issues. Reviewing feasibility to deliver this project.
★	Waste Management Process for Events	Waste/recycling process to be established to be used at all Town events.	Complete.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Outcome: Integrated & Accessible Transportation

Okotoks is a community with integrated, connected, multimodal, sustainable transportation options

Okotoks is a community with integrated, connected, multi-modal, sustainable transportation options to better support those walking and rolling, people on bicycles and transit-riders, while still facilitating automobile access, for the benefit of our residents and the environment.

The Town can foster a switch to more sustainable, active transportation through land use and transportation options. By also creating an environment where our community can support all modes of transportation so all residents can easily access community amenities and events. Active transportation infrastructure upgrades and service levels become more inclusive and barrier free.

Ongoing Operations services provided in this area include transit, maintenance of roads, sidewalks and paths.

Measures (Under Development)

Measures the organization looks to monitor and/or impact through activity / policy

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	193 - Northridge Drive Urbanization (T 7c) Phase 3	Support the current and upcoming phases of development in D'Arcy by providing key active transportation and storm water infrastructure.	Construction request for proposal expected to be released by the end of March 2023, with construction to be completed by end of 2023.
✓	258 - Northridge Drive Urbanization Phase 4	To create a more continuous corridor experience and limit disruption to Northridge drive users.	Construction request for proposal expected to be released by the end of March 2023, with construction to be completed by end of 2023.
▲	220 - Southridge (Pavement, Pathways and Pedestrian Improvements)	Maintenance and improvements.	Minor crossing remaining from larger project. Project size, complexity and contractor availability impacted completion. Options for completing this work under review.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Corporate Outcome: Organizational Excellence

We lead with passion and are focused on multidisciplinary collaboration, fostering creativity and innovation, allowing us to be agile and creative in serving our vibrant Town.

Okotoks is led by a strong governance model where Council, Administration and the community work together to create a municipality where people want to live work and play. We achieve this through a strong organizational culture to enable our people to do their best work. It provides a clear line of sight from the work they do to the impact it has on the Town and our residents. This fosters a sense of shared purpose and community which, when supported by strong leadership and communication, creates an environment where people flourish.

Initiatives in this area work towards achieving Organizational Excellence through healthy and resilient people, governance, processes and systems. Operational improvements look to improve service delivery and customer service looking through a lens of diversity, equity, inclusiveness and accessibility.

Organizational Excellence is supported through ongoing operations with all of the corporate process and activities that support and are essential to day-to-day management and execution of the work we do in our community. These include customer service; internal communications; collaboration across initiatives and programs; and shared corporate services including communication, information technology, human resources, financial services, facilities and fleet management, legislative and policy services, and many others.

Measures (Under Development)

Measures the organization looks to monitor and/or impact through activity / policy

	Work is on schedule and progress is being made		Complete
	Experiencing some challenges or delays but progress still being made		Initiative has been deferred for future planning
	Challenges are limiting or blocking progress.		Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022



Corporate Outcome: Organizational Excellence (continued)

We lead with passion and are focused on multidisciplinary collaboration, fostering creativity and innovation, allowing us to be agile and creative in serving our vibrant Town.

Progress – Organizational Excellence

Status	Initiatives	Outcome	Progress Update
✓	Become the Employer of Choice	To update how the Town of Okotoks is unique in what it offers employees as part of our employee value proposition to recruit and retain top talent.	Work continues in 2023 on the employee value proposition.
✓	Operationalize Asset Management / To establish a framework to improve asset management practices.	Municipal assets meet expected performance levels and deliver desired service levels in the most cost efficient and effective manner.	Municipal Asset details continue to be entered into the system. (This is the allocation of historical summary totals to detail costs.) Work continues on completing and recording condition assessments.
✓	Information Technology Strategic Plan	Create a technology road map to advance access to data and information, improve client experience and decision-making.	Work being completed on the current state analysis regarding technology at the Town. This work also helps inform the needs for the future and the strategic roadmap.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022

Assets

Status	Initiatives	Outcome	Progress Update
Asset Improvements			
●	86 - Operations Shop - Phase 2 - Shop Modernization	Update and expand the future long term plan for the Operations site.	Deferred to future planning - requires a capital project.
★	138 - Riverside Parking Lot	Expansion and Improvement.	Complete.
★	148 - New Entry Signage (Town Boundaries)	Update Town of Okotoks entry signage to align with current corporate branding and identity.	Complete.
✓	177, 178, 179, 278 - Waste Water Treatment Plant Upgrades	Upgrades will provide energy efficiencies, process redundancy, improve reliability, and improve the quality, safety, and efficiency of the working areas for the operators.	Screw pump replacements and dewatering upgrades complete. Headworks upgrades are under construction.
▲	181, 182 - Waste Water Treatment Plant Upgrades	Upgrades will provide energy efficiencies, process redundancy, improve reliability, and improve the quality, safety, and efficiency of the working areas for the operators.	Procuring construction manager services and engineering consultant services. Construction to begin in 2023.
★	243 - Seaman Stadium Expansion	Facilities to meet occupancy and Alberta Building code requirements.	Completed washroom installation.
★	257 - Fire Training Structure	Local training structure.	Complete.
●	277 - Waste Water Treatment Plant Filter and - UV (SAN 39)	Upgrades to waste water treatment plant.	Deferred. Waste water treatment plant upgrade strategy under review.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022

Assets

Status	Initiatives	Outcome/Deliverables	Progress Update
Asset Improvements (continued)			
★	290 – Waste Water Treatment Plant Sanitary Services Multi Use Vehicle New	Allow operations to maintain waste water treatment plant yard in winter and move parts and equipment safely.	Complete.
OH	291 - Champion Park Icehouse	To provide an additional feature to Champion Park.	Under review.
Lifecycle Replacements			
★	187 - Okotoks Recreation Centre Ice Plant Replacement	Lifecycle replacement.	System was operational for the start of ice season in September 2022. Contract completion in October 2022.
★	225 - Waste Collection Truck Replacement	Lifecycle replacement.	Vehicle arrived.
⬢	234 – Waste Water Treatment Plant Roof Replacement	Lifecycle replacement.	Tender completed, which was over budget. Options are under review to complete this project.
▲	283 - Water Services Distribution & Collection Service Vehicle Replacement	Lifecycle replacement.	Quotes in progress; vehicle anticipated in 2023.
✓	285 - Waste Services Forklift Replacement	Lifecycle replacement.	Forklift ordered with delivery expected in 2023 due to supply chain issues. Charging station installed.
▲	14000 – Telephone System	Replacement of aging assets and infrastructure.	Telephone system replacement request for proposal has been awarded; with implementation planned by the end of March 2023.
★	72047 - Aquatics - Mechanical Area Maintenance	Lifecycle maintenance.	Complete.
★	72053 - Okotoks Recreation Centre Dry Fire System Replacement	Lifecycle replacement.	Complete.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		



Status October 1, 2022 to December 31, 2022

Service Levels

Service Levels for the Town of Okotoks are tracked and provided as part of the Governance Framework purpose statement policies. As service levels with data are being established, changed or added, this list will be revised. Note some Service Levels are only provided once a year and will not change when reporting in the same calendar year.

Sustainable Okotoks

Establishing updated service baselines

Community Life

There are six service levels being tracked and presented in this purpose statement policy area including:

Service Level
Fire & Rescue Response September 1, 2022 to December 31, 2022
Snow Clearing Service September 1, 2022 to December 31, 2022
Waste Collection
Property Assessment as per the Municipal Government Act Requirements
Property Tax Notices as per the Municipal Government Act
Freedom of Information and Privacy Act (FOIP) as per the Alberta FOIP Act requirements

One service is below service level limits.

Service	Service Level	Analysis	Action Plan
Fire & Rescue Response	September 1, 2022 - December 31, 2022		
Fire & Rescue respond to the location within 10 minutes of the call 90% of the time within the Town of Okotoks; with service availability 24/7/365	▲ 83.1%	<ol style="list-style-type: none"> Competing demands. (Vacation time etc.) Two firefighter vacancies, recruitment in progress. High Regional demand for Full Time and Part Time firefighters is impacting recruitment and availability. Medical co-response continues to impact available resources. 	<ol style="list-style-type: none"> Fire Master Plan; determine current and future needs of the department including infrastructure, location and staffing. Review of the Community Fire Fighter model of responding, pay and benefits to increase recruitment.

✓	Work is on schedule and progress is being made	★	Complete
▲	Experiencing some challenges or delays but progress still being made	●	Initiative has been deferred for future planning
⬢	Challenges are limiting or blocking progress.	■	Not Started
OH	On-Hold at this time due to issues outside municipal influence		









Status October 1, 2022 to December 31, 2022

Service Levels

Strong Local Economy

Establishing updated service baselines

	Work is on schedule and progress is being made		Complete
	Experiencing some challenges or delays but progress still being made		Initiative has been deferred for future planning
	Challenges are limiting or blocking progress.		Not Started
OH	On-Hold at this time due to issues outside municipal influence		