



2023 - 2026

# CORPORATE BUSINESS PLAN

Using the challenges of today to  
create opportunities to thrive  
tomorrow





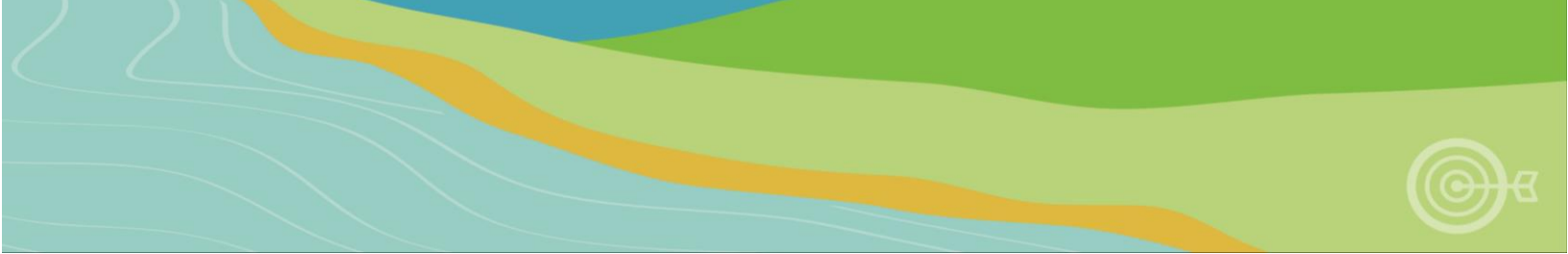
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## LAND ACKNOWLEDGEMENT

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.



## Town Vision, Mission, Values 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 and rescue
- Delivery of safe drinking water
- Streets and Roads
- Parks and Pathways
- Recreation and social programs
- Culture and heritage
- Community events
- Snow removal
- Waste collection and recycling
- Wastewater collection
- Building permits
- Business licenses
- Environmental and sustainable initiatives
- Business attraction and retention
- Planning and development
- Public engagement and communication
- Community development and engineering

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



## 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



## 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**



## Corporate Business Plan – What is it?



### Overview and Purpose

A Corporate Business Plan bridges the high-level results outlined in Council's Strategic Plan, the Municipal Development Plan and the organization's master plans and frameworks, with the short- to medium-term strategic and improvement initiatives of the organization.

The Corporate Business Plan is a rolling four-year plan that addresses priorities within the timeline and the resources available to the organization.

### Corporate Business Plan Contents

The Corporate Business Plan contains the initiatives the organization is working on from the Council's Strategic Plan, the Municipal Development Plan, internal long term plans, and organizational improvement initiatives. While these plans establish priorities for the organization at a high level, the Corporate Business Plan provides clarity and further detail on the outcomes we aim to achieve overall, and how progress is measured.

The Corporate Business Plan will also be updated upon approval of budget decisions made by Council, as required. Budget decisions can impact initiative deliverables and/or timelines.





### **What information is provided for each initiative?**

Where applicable, each initiative provides information on where and how it fits in Council's Strategic Plan, what is to be accomplished, how it aligns to other plans in the organization, the outcome/deliverables from this work, and the scheduled timeline.

Note: Deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.).

### **When do you report on the Corporate Business Plan?**

Initiative updates are provided:

- Twice per year through the Corporate Progress Report on Council Strategic, Municipal Development Plan and other strategies; and corporate priority initiatives.
- Four times a year to Council through the Financial Variance Report on capital and one-time operating funded initiatives.

Ongoing updates are provided on initiatives that directly affect our community through a variety of methods. This includes items such as construction notifications, public participation opportunities, and the Annual Report.



## Outcome: Responsibly Managed Growth

We have flourishing spaces for all

Initiatives in this area address how the Town manages land use change and density and development patterns in order to respond to the pressures of a growing population, housing needs, 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 local and regional partnerships, 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.

Measures <i>Measures the organization wants to change through activity / policy</i>	2021 Baseline	2022	Jan 1 to Jun 30 2023	Total Units	Target
<b>NEW</b> Purpose Built Market Rental Units <sup>1</sup> <ul style="list-style-type: none"> <li>Development Permit Approved</li> <li>Constructed</li> </ul>	48 0	54 0	102 48	204 48	Increase
<b>NEW</b> Below Market Rental Units <sup>2</sup> <ul style="list-style-type: none"> <li>Proposed Units<sup>3</sup></li> <li>Development did not continue (outside of Municipal Control)<sup>4</sup></li> <li>Constructed</li> </ul>	112 <sup>5</sup> 0 0	42 37 0	25 0 22 <sup>6</sup>	179 37 22	Increase
Secondary/Accessory Suite Grant Units <ul style="list-style-type: none"> <li>Prequalified Grant Unit(s)</li> <li>Development did not continue (outside of Municipal Control)</li> <li>Constructed</li> </ul>	3 0 3	7 0 7	15 0 4	25 0 14	Increase

<sup>1</sup> Purpose-built rental is a building that is purposely designed and built to provide a rental form of accommodation and not be individually sold or transferred.

<sup>2</sup> Includes Okotoks Below Market Housing Grant. Below Market Rental Housing is a dwelling unit in a purpose-built rental for which rent charged is below market rent

<sup>3</sup> Proposed units that the Town has supported via letters of support for need, Memorandum of Understanding, and expediting the development process

<sup>4</sup> Note: In addition to municipal support, proposed subsidized units are often dependent on grants and financing from other levels of government. When grants and financing applications are unsuccessful, below market units are often lost

<sup>5</sup> Includes 10 units of Okotoks Below Marketing Housing Grant prequalified MOU units

<sup>6</sup> Includes 10 units of Okotoks Below Marketing Housing Grant Units



## Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Measures (Continued) <i>Measures the organization wants to change through activity / policy</i>	2022	2023	Target
<b>NEW</b> Percentage of multi-residential units in Okotoks (MDP 2.5.1) <sup>7</sup>	21.7%	2 <sup>nd</sup> Progress Report 2023	40% multi-residential in Okotoks by 2080
Under Development Residential Unit Density (MDP 2.1.3) <sup>8</sup>			25 units per gross hectare by 2080
Under Development - Population Density (MDP 2.1.2) <sup>9</sup>			32 People per gross hectare by 2080
<b>Additional Measures under review</b>			

Indicators <i>Indicators that the organization monitors that can influence outcomes</i>	2021	2022	2023
Town of Okotoks population <sup>10</sup>	30,405	N/A	Next report 2026
Percentage of Okotokian owner household's spending 30% or more of income on shelter costs only <sup>11</sup>	14.2%	N/A	Next report 2026
Percentage of Okotokian rental household's spending 30% or more of income on shelter costs only <sup>12</sup>	35.7%	N/A	Next report 2026
<b>NEW</b> Total number of Okotoks Family Support Centre unique requests for emergency housing shelter		22 <sup>13</sup> Jul-Dec	2 <sup>nd</sup> Progress Report 2023
<b>Additional Indicators under review</b>			

<sup>7</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan. Multi-residential housing is any housing with two or more attached units (no single-detached housing or single-detached housing with secondary suites or accessory dwellings on the same parcel)

<sup>8</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan

<sup>9</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan

<sup>10</sup> 2021 Statistics Canada for Okotoks

<sup>11</sup> 2021 Statistics Canada for Okotoks Owner Households - Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released Feb. 8, 2023. - NOTE: 25% sample data; Shelter-cost-to-income ratio - Refers to the proportion of average total income of household that is spent on shelter costs. For more information on household total income or shelter costs, refer to the Census Dictionary: Total income and Shelter cost.

<sup>12</sup> 2021 Statistics Canada for Okotoks Rental Households - Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released Feb. 8, 2023. - NOTE: 25% sample data; Shelter-cost-to-income ratio - Refers to the proportion of average total income of household that is spent on shelter costs. For more information on household total income or shelter costs, refer to the Census Dictionary: Total income and Shelter cost.

<sup>13</sup> First collection of Measures – partial year only for July to December 2022



## Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Improve diverse housing options for individuals and families</b>	Understand current housing needs for Okotoks and implement options for diverse housing	<ul style="list-style-type: none"> <li>CSP, MDP, SWF, CSS, Affordable Housing Strategy, AFP</li> </ul>	<b>Housing for All</b>	<ul style="list-style-type: none"> <li>A community-wide approach to data gathering and analytics is developed, allowing a resolution to Canada Mortgage and Housing Corporation data challenges</li> <li>Working through partnerships and data, explore and understand the housing needs of the Town of Okotoks</li> <li>An advocacy strategy is implemented to advance our affordable housing priorities and have key projects in Okotoks funded through provincial and federal programs</li> </ul>	In Progress to 2023
				<ul style="list-style-type: none"> <li>The function, roles and costs for a housing authority and the appropriate role of the municipality and regional partners commences, with the framework and the processes established in 2023 and the final review completed in 2024</li> <li>Facilitate the diversification of housing based on need and Municipal Development Plan targets, such as population density and residential unit density</li> </ul>	In Progress to 2024
				<ul style="list-style-type: none"> <li><b>NEW Age Friendly Action Plan</b> - Consider feedback and suggestions received for different housing models and align them with the existing recommendations of the Town of Okotoks 2020 Affordable Housing Strategy &amp; Action Plan</li> </ul>	2024
			<b>289 – Land Service Development Site (Housing Diversity)</b>	<ul style="list-style-type: none"> <li>To provide grading and servicing to an affordable housing development</li> </ul>	In Progress to 2023



## Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Achieve a supplemental water supply</b>	Secure a long-term sustainable water supply for the community and potentially the region	• CSP, MDP	<b>298 – Subregional Water Project (Supplemental Water Supply)</b>	Construction of a sub-regional water pipeline to deliver raw water from the Bow River to the Town of Okotoks Water Treatment Plant by having: <ul style="list-style-type: none"> <li>• A finalized operating agreement with Foothills County that is endorsed by the Intermunicipal Committee and both Councils</li> <li>• All required land for the pipeline and water storage is with the required stakeholders and/or bound by agreement to allow construction to commence</li> <li>• Regulatory approval of all elements of the water pipeline, including water transfers</li> <li>• Procurement process complete, including prequalification of eligible contractors and final selection of contractor</li> <li>• An operating plan is developed for use of the new pipeline, and the utility costing model is in the process of being updated to reflect this new delivery model</li> </ul>	In Progress to 2023
				• Water pipeline construction commences in 2023 (or an alternate date to meet operational requirements by August 2025)	2023 to August 2025
		• CSP, MDP, WMP	<b>13, 14 - Zone 2S-3S Southwest Reservoir and Dedicated Mains</b>	• Establish a plan to build a water reservoir	In Progress to 2023
				<ul style="list-style-type: none"> <li>• Complete land decision, design and construction of the first phase of an additional treated water storage in southwest Okotoks</li> <li>• Construct dedicated mains and connect the reservoir to the water distribution system</li> </ul>	In Progress to 2027





## Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Additional funding to meet the needs of a growing community</b>	Investigate opportunities for alternate funding	• CSP, MDP, LTFHF	<b>Alternate Funding Strategy</b>	• Review and report on additional revenue generation opportunities to Council; implement decision of Council	In Progress to 2024
			<b>Offsite Levy Community Amenities</b>	• Commence future funding for community amenities, upon approval of the updated bylaw	In Progress to 2023

### Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Planning for Growth</b>	• MDP	<b>Growth Management Strategy</b>	<ul style="list-style-type: none"> <li>• Create a decision making tool that informs the Town on land supply and balances the demands of growth with Okotokians' quality of life</li> <li>• Update storm water, sanitary, and water master plans</li> </ul>	2023 to 2024
		<b>Fiscal Impact Model</b>	• Develop and implement a Fiscal Impact Model that will provide analysis on impacts of land use decisions for municipal services and sustainability	In Progress to 2023
		<b>Municipal Land Strategy</b>	• Build off the new land inventory and decision making tools to develop a strategy to acquire lands for future municipal purposes	2023 to 2025
<b>Master Plans and Neighbourhood Plans for Growth</b>	• MDP	<b>Area Structure Plan - North Point</b>	• Create an area structure plan to support business growth in northeast Okotoks	In Progress to 2023
		<b>Area Structure Plan South of Highway 7</b>	• Create an area structure plan to support business growth in south Okotoks	2024 to 2025



## Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

### Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Master Plans and Neighbourhood Plans for growth</b>	• MDP, TMP	<b>Functional Plan and Detailed Design 338 Avenue</b>	To provide critical information necessary to understand the long-term vision for 338 Avenue: <ul style="list-style-type: none"> <li>• Prepare the functional design of 338 Avenue from Northridge Drive to Highway 2</li> <li>• Create the detailed design for 338 Avenue from Northridge Drive to 32 Street</li> </ul>	In Progress to 2023
	• MDP	<b>D'Arcy Campus</b>	• Provide a decision on land use through a business model and a concept plan, including grading and basic landscaping	In Progress to 2024
	• MDP	<b>Fire - Emergency Services Master Plan</b>	• Develop an Emergency Services Master Plan to optimize fire hall locations and staffing service levels	2023
	• MDP, Cemetery Land Needs Assessment	<b>Cemetery Design Plans</b>	• Introduce a design phasing plan for the development of the new cemetery lands (not including purchase of land)	2023
<b>Quality Infrastructure to meet future needs</b>	• MDP	<b>Community Campus Land Development 32 Street</b>	• Dependent on provincial capital planning decisions for school sites, the Town will facilitate servicing the balance of the Community Campus Site	2024
	• MDP, SSMP	<b>Sanitary Upgrades</b> <i>* Subject to change with downtown planning</i>	• North Railway Sanitary Upgrade - Twinning or upsizing the North Railway Sanitary Main from the bend in North Railway Street to the Waste Water Treatment Plant	In Progress to 2024
			• Riverside Drive Sanitary Upgrade - Capacity upgrades to the sanitary mains from Northridge Drive to Veterans Way	2024
			• South Railway Street Sanitary Upgrade - Capacity upgrades to sanitary mains from Center Avenue to Lineham Drive	2024
			• 32 Street Sanitary Upgrades - Upsizing of sanitary trunks	2026



## Outcome: Strong Local Economy

We are the easiest place to do business in Alberta

Okotoks is supported by a diverse and thriving economy where there is equitable opportunities for all to live and work. Council wants to facilitate change in this area to see our local economy become more diverse and continue to thrive.

Initiatives in this area support the Town's approach to promoting Okotoks and making it easier to do business with the Town.

Ongoing operations that impact work in this area include encouraging business investment, expansion, attraction and tourism; gathering people through events, programs and services; and providing business services for permitting and development.

Measures	2021	2022	2023	Target
<i>Measures the organization wants to change through activity / policy</i>				
Ratio of Residential to Non-Residential Assessment Value (MDP 2.1.5) <sup>14</sup>	86.8/13.2	86.5/13.5	1 <sup>st</sup> Progress Report 2024	80/20 by 2033
<b>NEW</b> Total number of new downtown evening and weekend events		0	2 <sup>nd</sup> Progress Report 2023	6 in 2023
Under Development - Number of downtown events hosted by external groups (non-Town organized) (MDP 2.8.6) <sup>15</sup>				45 events/year by 2033
<b>Additional Measures from new economic development business strategy and business survey</b>				

Indicators	2021	2022	2023
<i>Indicators that the organization monitors that can influence outcomes</i>			
Total Number of Business Licenses (including non-resident licenses)	2018	2004	2 <sup>nd</sup> Progress Report 2023
Total New Housing Starts (excluding secondary suites)	184	284	2 <sup>nd</sup> Progress Report 2023
Estimated Residential Construction (\$Millions)	47	65	2 <sup>nd</sup> Progress Report 2023
Total Industrial, Commercial and Institutional (ICI) Permits	49	39	2 <sup>nd</sup> Progress Report 2023
Estimated Industrial, Commercial and Institutional (ICI) Construction (\$Millions)	19	17.6	2 <sup>nd</sup> Progress Report 2023

<sup>14</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan

<sup>15</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan



## Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

Note – Outcomes/Deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Arts and Culture as Economic Drivers</b>	Enhance Okotoks' identity and local economy	• CSP, MDP, CHAMPS II, RPLMP	<b>Arts, Culture and Education as Economic Drivers</b>	• Conduct Public Participation on Culture, Heritage, Arts and Education as Economic Drivers	2023
				• Explore options to incorporate arts into the Arts and Learning Campus including potential operating models	
				• Develop a Public Art Program	2023 to 2024
			<b>Entertainment District<sup>16</sup></b>	• Activate facilities and amenities, including public facilities, parks and gathering spaces including institutional spaces such as schools and religious institutions	2023 to 2025
				• Grow the number of downtown special events on evenings and weekends	
<b>Develop Downtown to attract new business</b>	The downtown will become a vibrant hub for economic, social and cultural activity	• CSP, MDP, UDMP	<b>Enhance Downtown Okotoks - Planning &amp; Design</b>	• Complete a Downtown Area Redevelopment Plan, with public participation, and a long-term strategy for implementing enhancements	2023 to 2024
				• 61 – Create conceptual designs for Main Street, Elma Street, and Riverside Drive/South Railway Street	In Progress to 2023

<sup>16</sup> Entertainment District - as per Government of Alberta - The Red Tape Reduction Implementation Act, 2021 (No. 2) (formerly Bill 80)



## Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Develop Downtown to attract new business</b>	The downtown will become a vibrant hub for economic, social and cultural activity	• CSP, MDP, UDMP	<b>Enhance Downtown Okotoks - Construction</b> <i>* Subject to change with downtown planning</i>	• 261 -Downtown Art Gallery Parking Lot Upgrades • 262- Daggett Street Parking Upgrades	In Progress to 2023
				• 266 - Enhance North Railway Street between McRae Street and Poplar Avenue	In Progress to 2024
				• 269 - Enhance the streetscape of Riverside Drive between Northridge Drive and Veterans Way	2025
				• Start additional construction of downtown enhancements identified in the established long-term strategy	Starting in 2024
		• CSP, MDP	<b>Arts and Learning Campus Plaza Splash Pad</b>	• Design and construct a fountain style splash pad in the centre of the Arts and Learning Campus plaza so people can socialize, enjoy the splash pad, and other nearby amenities of the Arts and Learning Campus and Ethel Tucker Park	2023 to 2024
<b>Review and update processes that may be barriers to businesses choosing Okotoks</b>	Facilitate ease of doing business with the Town	• CSP	<b>Simplify and Clarify Systems for Business</b>	• Enable online payment for business transactions	In Progress to 2023
				• Understand the needs of business stakeholders through community outreach and dialogue • Continue to move from manual to electronic processes • Develop internal process improvements that are measureable • Improve one-stop-shop experience by internally centralizing tools and online resources • Work towards providing more options to doing business with the municipality through 24/7 online access	In Progress to 2025





## Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Diversification of the Tax base</b>	Diversification of tax base while increasing business	• CSP, MDP	<b>Diversification of Industry</b>	<ul style="list-style-type: none"> <li>• Business feedback through the first annual survey on business needs and satisfaction level of services provided by the Town</li> <li>• Develop a five-year Economic Development Strategy, including identification of key sectors to assist with investment attraction</li> <li>• Improved data for reporting/measures of success</li> <li>• Business Bylaw review and update</li> </ul>	2023
				<ul style="list-style-type: none"> <li>• Create a value proposition to market Okotoks' competitive advantage for new or secondary business locations</li> </ul>	2023 to 2024
				<ul style="list-style-type: none"> <li>• Strengthen relationships with local, regional and provincial partners to create further awareness of identified diversification sectors</li> <li>• Provide improved access to information to generate interest in vacant sites within market-identified targets</li> <li>• Review opportunities for businesses to co-locate and increase customer visits</li> <li>• Facilitate increased opportunity for small/medium-sized businesses through planning and subdivision design, provision of information, and facilitation of connection and education</li> </ul>	2023 to 2025
		• MDP, RPLMP	<b>73008 - 2023 Alberta Summer Games</b>	<ul style="list-style-type: none"> <li>• Host the Alberta 2023 Summer Games in partnership with Black Diamond</li> </ul>	In Progress to 2023



## Outcome: Enhanced Culture and 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. The Town facilitates strengthening the community 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.

Operational examples in this area include two-way communication (i.e. public participation) between the municipality and community to help gather 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, the protective services offered by fire and rescue, municipal enforcement and the Royal Canadian Mounted Police.

Measures	2022	2023	Target
<i>Measures the organization looks to impact through activity / policy</i>			
Satisfaction with Municipal Communications <sup>17</sup>	77%	Next survey 2025	Increase
Satisfaction with the level of engagement the Town has offered <sup>18</sup>	57%	Next survey 2025	Increase
Total amount of manicured, publicly accessible parks and open spaces (MDP 2.7.4) <sup>19</sup>	176 ha	2 <sup>nd</sup> Progress Report 2023	250 hectares by 2076
Total number of community gardens (MDP 2.4.13) <sup>20</sup>	2	2 <sup>nd</sup> Progress Report 2023	4 by 2033
Under Development - Total number of sport and recreational opportunities created		2 <sup>nd</sup> Progress Report 2023	Increase
Under Development - Percentage of homes within walking distance (400m) to a recreation facility, park or cultural facility (MDP 2.7.6) <sup>21</sup>			100% by 2080
<b>Additional Measures are under review</b>			

<sup>17</sup> Okotoks Satisfaction Survey completed every four years - next survey 2025

<sup>18</sup> Okotoks Satisfaction Survey completed every four years - next survey 2025

<sup>19</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan

<sup>20</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan

<sup>21</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan



## Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Indicators <i>Indicators the organization monitors which can influence outcomes</i>	2018	2019	2020	2021	2022	2023
Perception of Quality of Life in Okotoks <sup>22</sup>	98%	N/A	N/A	N/A	98%	Next survey 2025
Okotoks Municipal Crime Severity Index <sup>23</sup>		41.94	35.67	31.59	2 <sup>nd</sup> Progress Report 2023	2 <sup>nd</sup> Progress Report 2024
Perception of Safety & Security <sup>24</sup> How safe do you feel: <ul style="list-style-type: none"> <li>In your residence/on your property?</li> <li>In your neighbourhood?</li> <li>In Town parks, playgrounds, and amenities?</li> </ul>					96% 95% 92%	Next survey 2025
Under Development – Number of visits to Okotoks Family Resource Centre						

Note – Outcomes/Deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Enhance community dialogue and engagement with residents and organizations</b>	Strengthen the Town's systems, processes and tools to enhance the way we engage and have meaningful dialogue	• CSP	<b>Community Dialogue and Engagement</b>	<ul style="list-style-type: none"> <li>Review and update public participation policy and toolkit</li> <li>Communications review and strategy</li> </ul>	In Progress to 2023
			<b>Strengthen Communication Systems and Tools</b>	<ul style="list-style-type: none"> <li>Introduce a Style Guideline; Social Media Policy, Guidelines and Standards</li> <li>Implement new participation software</li> </ul>	2023 to 2024

<sup>22</sup> Okotoks Satisfaction Survey completed every four years - next survey 2025

<sup>23</sup> Statistics Canada - Statistics Canada. [Table 35-10-0190-01 Crime severity index and weighted clearance rates, police services in Alberta](#) Custom Report - Okotoks, Alberta Royal Canadian Mounted Police, Municipal [48906]. The crime severity index includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes. The Crime Severity Index (CSI) measures changes in the level of severity of crime in Canada from year to year. In the index, all crimes are assigned a weight based on their seriousness. Index is out of 100. Note: Population figures only include permanent or resident population – not "Part-time" populations such as tourist, commuters etc.

<sup>24</sup> Okotoks Satisfaction Survey completed every four years - next survey 2025



## Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Enhance community dialogue and engagement with residents and organizations</b>	<b>NEW</b> Engage older adults where they are at	• CSP, AFP	<b>NEW Age Friendly Community Engagement</b>	• Administer surveys and host focus groups in person where older adults are	2024
<b>Take meaningful steps to address the Truth and Reconciliation Commission's calls to action</b>	Honour the past and embrace the future to build community	• CSP	<b>Building Indigenous connections through ReconciliACTION</b>	• Develop internal training for Administration and Council, and incorporate into onboarding new staff • A Tipi is transferred to the people of Okotoks as a symbol of the Town's commitment to understand and honour Indigenous Peoples	In Progress to 2023
				• Honour and educate in the Indigenous ways, through integration of our parallel systems to collaboratively work together moving forward • A Framework is developed to address Truth and Reconciliation Commission's calls to action • Investigate implementation of the UN declaration of Rights of Indigenous Peoples • Establish naming protocols to honour Indigenous history	In Progress to 2024
				• Expand consultation and establish relationships with Elders and Knowledge Keepers	In Progress to 2025



## Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Increase sport and recreational opportunities, and provide timely access to relevant programs and services that support health and well-being</b>	Public access to facilities and participation in beneficial programs, services and recreation, including options that are inclusive, diverse, accessible and equitable	• CSP, MDP, RPLMP	<b>Programs and Recreation opportunities to support a healthy community</b>	<ul style="list-style-type: none"><li>• Updated Recreation Parks and Leisure Master Plan to understand community needs and requests</li><li>• Explore regionalization of recreation assets</li></ul>	In Progress to 2023
				<ul style="list-style-type: none"><li>• Review and develop recommendations for relevant programs, services and related facilities to:<ul style="list-style-type: none"><li>○ Reduce barriers to accessing recreation opportunities;</li><li>○ More residents can participate in recreation opportunities of their choice</li></ul></li><li>• Okotoks has diversified options for recreation, sport and wellness opportunities with appropriate balance between structured (programmed) versus unstructured (drop-in), and free/subsidized versus fee-for-service</li></ul>	2023 to 2024





## Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
<b>Increase sport and recreational opportunities, and provide timely access to relevant programs and services that support health and well-being</b>	Public access to facilities and participation in beneficial programs, services and recreation, including options that are inclusive, diverse, accessible and equitable	• CSP, MDP, RPLMP	<b>Construction of additional recreation and leisure opportunities</b>	• Outdoor Ice Rink • Pump Track at Riverside Park	In Progress to 2023
				• Riverfront Lands Development (Litopatoa)	In Progress to 2024
				• Sheep River Heights Play Space	2023
				• Tennis & Pickleball Facility • Skate Park Development • Upgrade Howard Park Play Space	2024 to 2025
				• Preparation for expansion of Aquatics Facility	2024 to 2026
				• 32nd Street Campus Sports Field Construction - Dependent on provincial capital planning decisions for school sites, the Town will construct a sports field to support a school and to become part of the general sports field inventory	2025



## Outcome: Enhanced Culture and Community Health (continued)

We are ready to welcome everyone

### Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Improve citizen interactions with urban deer</b>	<ul style="list-style-type: none"><li>Urban Deer Action Plan and Strategy</li></ul>	<b>Implement the Urban Deer Action Plan and Strategy</b>	<ul style="list-style-type: none"><li>Conduct a public participation survey in 2023 to understand the effectiveness of tools and education implemented to date through the Urban Deer Action Plan and Strategy, such as deer fencing</li></ul>	2023
			<ul style="list-style-type: none"><li>Review and implement tools and tactics from the strategy to improve citizen interactions with urban deer</li></ul>	In Progress to 2025
<b>Increase community and neighbourhood connections</b>	<ul style="list-style-type: none"><li>MDP</li></ul>	<b>Neighbourhood Led Community Garden Program</b>	<ul style="list-style-type: none"><li>Add community gardens through neighbourhood requests</li></ul>	In Progress to 2033
<b>Define the role of the municipality in the town's social priorities</b>	<ul style="list-style-type: none"><li>MDP, SWF</li></ul>	<b>Social Priorities Support</b>	<ul style="list-style-type: none"><li>Creation of formal policy outlining requirements expected of the municipality in support of social priorities</li><li>Complete a mandate review of the Town of Okotoks' role in supporting community health and wellness including financial supports, mental health, and gaps in the provincial service delivery model</li><li>Review of Town's financial assistance models to determine whether service level adjustments are required</li></ul>	2023
			<ul style="list-style-type: none"><li>Conduct a social needs assessment to understand service needs</li></ul>	2023 to 2024



## Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

### Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>NEW Age Friendly Community</b>	AFP	<b>NEW Age Friendly Community - Respect and Inclusion</b>	<ul style="list-style-type: none"><li>• Offer information sessions for families of older adults to help them better understand the aging process and changing needs of their aging family member. (Example dementia and memory loss)</li><li>• Provide awareness and community-based learning opportunities and provide education on ageism and elder abuse awareness, through presentations, workshops and events</li><li>• Ensure that in person program delivery options are available and prioritized</li></ul>	2024
		<b>NEW Age Friendly Community - Social Participation and Social Connection</b>	<ul style="list-style-type: none"><li>• Ensure the provision of opportunities and space for social gathering after older adult recreational programs</li><li>• Increase communication and advertising about supports that are available to support low-income older adults access recreational programs (Fee Assistance Subsidy)</li><li>• Increase variety and availability of educational and winter recreational activities for older adults and persons with disabilities</li><li>• Create opportunities for older adults to share their skills and experiences and for attendees to "Learn from a pro"</li></ul>	2024
			<ul style="list-style-type: none"><li>• Facilitate opportunities for more community-based options for social connection and groups that align with individual interest</li></ul>	2024 to 2025
			<ul style="list-style-type: none"><li>• Explore neighbourhood-based programs that help to build the natural supports of residents and integrate elements that encourage intergenerational relationships</li></ul>	2025



## Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

### Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>NEW Age Friendly Community</b>	AFP	<b>NEW Age Friendly Community – Outdoor Spaces and Buildings</b>	<ul style="list-style-type: none"><li>• Ensure timely snow removal from curb, pathways and in parking stalls to increase safety when getting in and out of vehicles</li><li>• Create an age-friendly and public safety focused communication strategy around the importance of private snow removal that also promotes available snow removal programs</li><li>• Ensure Town of Okotoks trail maps capture current location of benches and public washrooms</li><li>• Enhance safety education through signage on pathways with multiple user types</li><li>• Create an accessibility audit program that engages older adults and persons with disabilities that include simple, low cost solutions to common barriers</li></ul>	2024
		<b>NEW Age Friendly Community – Communication and Information</b>	<ul style="list-style-type: none"><li>• Increase the provide and awareness of the Okotoks Family Resource Centre as a central hub for information, referral, and help with documents and forms, and connection to supports</li><li>• Have community information available in a printed version such as community resource guides and recreation information</li><li>• Printed community information should be available in Town facilities and distributed throughout the community.</li><li>• Review all language used in program descriptions to ensure clarity</li><li>• Provide in person community-based information sessions and overviews on benefits and supports available for older adults that are interactive and allow for questions</li><li>• Utilize local advertising avenues to highlight services, programs and events of interest to older adults and persons with disabilities including stories, interview and editorials as well as advertising</li></ul>	2024



## Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

### Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>NEW Age Friendly Community</b>	AFP	<b>NEW Age Friendly Community – Housing</b>	<ul style="list-style-type: none"><li>• Encourage the addition, development and use of shared spaces and amenities in condominium buildings</li></ul>	2024 to 2025
		<b>NEW Age Friendly Community – Transportation</b>	<ul style="list-style-type: none"><li>• Create and distribute a wallet card with key contact information to access Town of Okotoks Transit, Volunteer Driver Program and Community Access Program</li><li>• Regularly review service levels of programs that offer transport for adults to ensure accessibility and affordability of services, that considers the needs of low-income individuals</li><li>• Ensure that crosswalk crossings are accessible with audible prompts, longer crossing times on main roads and priority snow removal</li></ul>	2024





## 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 Plan and Climate Action Plan targets for: Climate Change Resilience, Greenhouse Gas Emissions, Water Conservation, Energy Efficiency, and Land and Biodiversity.

The Town's commitment 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. An environmental lens is applied to corporate decision-making, and the Environmental Sustainability team further advise and educate staff and the community on how we can do things differently to thrive tomorrow.

Measures <i>Measures the organization wants to change through activity / policy</i>	Baseline 2018	2021	2022	2023	Target
Greenhouse Gas Emissions (tonnes CO <sub>2</sub> e) - Municipally produced	24,381	18,805	21,574	2 <sup>nd</sup> Progress Report 2023	Carbon neutrality by 2050
Community Greenhouse Gas Emissions (tonnes CO <sub>2</sub> e) produced	379,785	326,219	345,490	2 <sup>nd</sup> Progress Report 2023	Carbon neutrality by 2050
Percentage of waste diverted from the landfill per year		61%	59%	2 <sup>nd</sup> Progress Report 2023	80%
<b>NEW</b> Summer Peak Water Usage Day - liters per capita per day (lpcd) <sup>25</sup>		391	373	2 <sup>nd</sup> Progress Report 2023	Average 20% reduction per capita per day usage by 2034
Total residential potable water usage: litres per capita per day (lpcd)		178	165	2 <sup>nd</sup> Progress Report 2023	To be determined

<sup>25</sup> Measure and target from Climate Action Plan pg. 23



## Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

Measures (continued) <i>Measures the organization wants to change through activity / policy</i>	2022	2023	Target
Utilization of Water Conservation Incentive Programs (new methodology for 2022)	98%	2 <sup>nd</sup> Progress Report 2023	100% grant funds used annually
Percentage coverage by urban forest canopy (MDP 2.7.1) <sup>26</sup> (measured every 5 to 10 years)	6% <sup>27</sup>	2 <sup>nd</sup> Progress Report 2023	No net loss by 2050
<b>NEW</b> Percentage of energy used by Municipal facilities that is renewable <sup>28</sup>	7.5%	2 <sup>nd</sup> Progress Report 2023	100% by 2050
Under Development - Number of publicly accessible electric vehicle charging stations in Okotoks (MDP D.2.4.9) <sup>29</sup>			20 by 2033
Under Development - Percentage of non-potable water used for public parks and landscaping (MDP 2.7.3) <sup>30</sup>			25% of total irrigation water used is non-potable water

### Indicators

*Indicators that the organization monitors that can influence outcomes*

**Additional items are under review**

<sup>26</sup> Measure from Uniquely Okotoks, Municipal Development Plan

<sup>27</sup> Updated the estimated baseline in MDP with measure from Natural Asset Inventory

<sup>28</sup> Measure and target from Climate Action Plan pg. 23

<sup>29</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan

<sup>30</sup> Measure and target from Uniquely Okotoks, Municipal Development Plan



## Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Work towards achieving Municipal Development Plan and Climate Action Plan targets for:</b> <ul style="list-style-type: none"><li>• Climate Change Resilience</li><li>• Greenhouse Gas Emissions</li><li>• Water Conservation</li><li>• Energy Efficiency</li><li>• Land and Biodiversity</li></ul>	Achieve environmental leadership through innovative projects	<ul style="list-style-type: none"><li>• CSP, MDP, EMP, CAP</li></ul>	<b>Waste Reduction</b>	<ul style="list-style-type: none"><li>• Pilot an Industrial, Commercial and Industrial (ICI) organic waste reduction program using a dehydrator to manage food waste</li><li>• Find the best option for dehydrated material such as soil amendment, animal food, and/or fuel source</li></ul>	2023
				<ul style="list-style-type: none"><li>• Provide a review and recommendation to Council on the results of the ICI organic waste reduction pilot and a potential new program</li></ul>	2024



## Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Work towards achieving Municipal Development Plan and Climate Action Plan targets for:</b> <ul style="list-style-type: none"> <li>• <b>Climate Change Resilience</b></li> <li>• <b>Greenhouse Gas Emissions</b></li> <li>• <b>Water Conservation</b></li> <li>• <b>Energy Efficiency</b></li> <li>• <b>Land and Biodiversity</b></li> </ul>	Achieve environmental leadership through innovative projects	<ul style="list-style-type: none"> <li>• CSP, MDP, EMP, CAP</li> </ul>	<b>Innovative Water Environmental Leadership</b>	<ul style="list-style-type: none"> <li>• Interim Raw Water Capacity - Introduce an innovative horizontal well system that will significantly improve efficiency and performance on water withdrawals (over traditional vertical wells) and reduce the amount of infrastructure required to meet Okotoks' water demands, thereby reducing power consumption, pump requirements, and disturbance of environmentally-sensitive lands</li> <li>• Storm Water Irrigation Pilot - Explore and collaborate with Alberta Environment on their "Reclaimed Water" strategy for greywater and stormwater reuse, which will reduce potable water requirements for sport field irrigation (water treatment and distribution); and, if successful, evaluate this method for use elsewhere in Okotoks</li> <li>• Effluent Reuse Study - Explore the feasibility and regulatory requirements for the reuse of wastewater effluent for irrigation in order to reduce the Town's usage of fresh water, which will improve the aquatic health of the Sheep River; reduce power consumption requirements to withdraw; treat and distribute potable water; and, reduce the Town's water licensing needs               <ul style="list-style-type: none"> <li>○ Explore the feasibility, cost and regulatory requirements to expand the infrastructure to new developments</li> </ul> </li> </ul>	In Progress to 2023



## Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Work towards achieving Municipal Development Plan and Climate Action Plan targets for:</b> <ul style="list-style-type: none"> <li>• Climate Change Resilience</li> <li>• Greenhouse Gas Emissions</li> <li>• Water Conservation</li> <li>• Energy Efficiency</li> <li>• Land and Biodiversity</li> </ul>	Operational efficiencies that lower water consumption to help reduce potable water consumption 20% by 2033	<ul style="list-style-type: none"> <li>• CSP, MDP, EMP, CAP</li> </ul>	<b>Water Conservation</b>	<ul style="list-style-type: none"> <li>• Water Treatment Plant Backwash Optimization – optimize water treatment processes to reduce the amount of water used in the filter backwash cycle, improve the efficiency, and reduce the frequency of the backwash process, which is estimated to save approximately 50-70 m<sup>3</sup>/day                             <ul style="list-style-type: none"> <li>○ Explore the regulatory and technical feasibility of eliminating all water treatment losses</li> </ul> </li> </ul>	In Progress to 2023
	Organizations, businesses and households will have access to tools that lower water consumption to help reduce potable water consumption 20% by 2033			<ul style="list-style-type: none"> <li>• Pilot Industrial, Commercial and Institutional (ICI) Water Audits – provide ICI businesses access to water audits and recommendations for water conservation upgrades or practices</li> </ul>	2023 to 2024
				<ul style="list-style-type: none"> <li>• Provide leadership and improve systems and tools to minimize water usage in new homes, through energy building code updates, drought-tolerant landscaping, as well as updates to the Land Use and Grading Bylaws</li> </ul>	



## Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Deliverables	Scheduled Timeline
<b>Work towards achieving Municipal Development Plan and Climate Action Plan targets for:</b> <ul style="list-style-type: none"> <li>• Climate Change Resilience</li> <li>• Greenhouse Gas Emissions</li> <li>• Water Conservation</li> <li>• Energy Efficiency</li> <li>• Land and Biodiversity</li> </ul>	Town facilities and equipment will produce less Green House Gas emissions	• CSP, MDP, EMP, CAP	<b>Town Facility Green Standards - Energy &amp; Emissions</b>	<ul style="list-style-type: none"> <li>• Conduct energy scans on municipal buildings to identify energy-efficiency upgrades and utilize for future implementations</li> </ul>	In Progress to 2023
				<ul style="list-style-type: none"> <li>• Investigate creating a guideline to have all municipal buildings constructed or retrofit to the top level of the new National Building Code</li> </ul>	In Progress to 2025
				<ul style="list-style-type: none"> <li>• Energy Efficiency Upgrades – Recreation Facilities - Upgrades to reduce electrical and natural gas energy consumption</li> </ul>	2024 to 2025
	Support municipal and residential use of renewable energy sources to create a more resilient and flexible electricity grid by 2029	• CSP, MDP, EMP, CAP	<b>Renewable Energy use - Energy &amp; Emissions</b>	<ul style="list-style-type: none"> <li>• Transit Electrification Feasibility Study</li> </ul>	In Progress to 2023
				<ul style="list-style-type: none"> <li>• Renewable energy considered for all of fleet</li> <li>• Clean Energy Improvement Toolbox – Evaluate and implement the Clean Energy Improvement Toolbox for community use</li> </ul>	In Progress to 2024
				<ul style="list-style-type: none"> <li>• A comprehensive Charging Station Strategy that guides installation of Town-managed charging stations</li> </ul>	2024 to 2025
				<ul style="list-style-type: none"> <li>• Solar PRV Roof Installation – Southridge Emergency Services Building</li> </ul>	2023
				<ul style="list-style-type: none"> <li>• Solar PRV Roof Installations – Operations Centre (Administration Building)</li> <li>• Solar PRV Roof Installations – Okotoks Municipal Centre</li> </ul>	2024
				<ul style="list-style-type: none"> <li>• Solar PRV Roof Installation – Fire Hall #1</li> </ul>	2025



## Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

### Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Deliverables	Scheduled Timeline
<b>Work towards achieving Municipal Development Plan and Climate Action Plan targets for:</b> <ul style="list-style-type: none"> <li>• <b>Climate Change Resilience</b></li> <li>• <b>Greenhouse Gas Emissions</b></li> <li>• <b>Water Conservation</b></li> <li>• <b>Energy Efficiency</b></li> <li>• <b>Land and Biodiversity</b></li> </ul>	Sharing and Circular Economies will be a significant part of how residents manage their waste by 2029	• CSP, MDP, EMP, CAP, WP	<b>Waste Reduction</b>	<ul style="list-style-type: none"> <li>• Conduct a Circular Economy Reuse Study that investigates ways to implement new, or improve existing, reuse programs (e.g. organics recycling, remanufacturing opportunities) including: <ul style="list-style-type: none"> <li>○ Listing opportunities and challenges with implementing circularity in the community</li> <li>○ Potential initiatives the Town could execute</li> </ul> </li> </ul>	2025
	Enhanced, healthy green spaces and sustainably-built communities will be a priority in all new development by 2030	• CSP, MDP, EMP, CAP	<b>Land and Biodiversity</b>	• Develop and pilot a sustainability checklist that helps developers prioritize sustainability options from Town municipal plans and policies	In Progress to 2023
				• Introduce Tree Bylaw and determine financial reserve/management strategy to protect and preserve natural assets	2023 to 2024
				<ul style="list-style-type: none"> <li>• Wetland Enhancement - Identify and enhance a wetland and review wetlands in new development areas</li> <li>• Natural Asset Inventory updates and integration for use in development planning</li> </ul>	2024 to 2025
	Climate Resilient Infrastructure that can better cope with severe weather conditions and protection of land and biodiversity	• CSP, MDP, EMP, CAP	<b>Climate Resilient Infrastructure</b>	• Conduct an Infrastructure Vulnerability Assessment to identify and prioritize risks and hazards posed by changing weather patterns on Town-owned and/or managed facilities	In Progress to 2023
			<b>Flood Protection Program</b>	• Complete a River Flood Vulnerability Assessment to identify and prioritize flood resiliency projects	2026





## 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, cycling and riding transit, while also 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 strategic land use and transportation options. This will create 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 operational services provided in this area include transit, maintenance of roads, sidewalks and paths.

Measures	2021	2022	2023	Target
<i>Measures the organization wants to change through activity / policy</i>				
Number of trips made using Okotoks Public Transit System (MDP 2.3.2) <sup>31</sup>	42,739	62,241	2 <sup>nd</sup> Progress Report	New target to be determined
Percentage of shared rides (passengers/hour) - Transit - (MDP 2.3.3) <sup>32</sup>	47%	53%	2 <sup>nd</sup> Progress Report	50% by 2026
Average passengers per vehicle hour – Transit - (MDP 2.3.4) <sup>33</sup>	3.5	3.9	2 <sup>nd</sup> Progress Report	5 passengers per hour by 2026
<b>NEW</b> Length of pathway system m/ha of primary, not secondary pathway (MDP 2.7.5) <sup>34</sup>		39.8 m/ha	2 <sup>nd</sup> Progress Report	40m/ha of primary, not secondary pathway
<b>Additional Measures are under review</b>				

## Indicators

*Indicators that the organization monitors that can influence outcomes*

Under Development - Pathway Usage

**Additional items are under review**

<sup>31</sup> Measure from Uniquely Okotoks, Municipal Development Plan

<sup>32</sup> Measure from Uniquely Okotoks, Municipal Development Plan

<sup>33</sup> Measure from Uniquely Okotoks, Municipal Development Plan

<sup>34</sup> Measure from Uniquely Okotoks, Municipal Development Plan



## Outcome: Integrated & Accessible Transportation (continued)

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

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

### Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Integrated, connected, multi-modal, sustainable transportation options</b>	• MDP	<b>Transit Review</b>	• Conduct a review of current transit service to address service availability and service levels, as current transit cannot meet service demand	2023
	• MDP, ATS	<b>Active Transportation Implementation &amp; Accessibility Strategy</b>	• Report to Council on implementation deficiencies in the Active Transportation Policy	2023
			• Update the Active Transportation Implementation & Accessibility Strategy	2023 to 2024
		<b>Urbanization - Rural Road to Urban Road Update - Phase 1</b>	• 338 <sup>th</sup> Avenue – Northridge Drive to Highway 2 – Design Phase 1	2025
		<b>193 – Northridge Drive Urbanization Phase 3</b>	• Construction of key active transportation and stormwater infrastructure, creating pedestrian access from the surrounding established areas	In Progress to 2023
		<b>258 – Northridge Drive Urbanization Phase 4</b>	• Construction of key active transportation and stormwater infrastructure	
		<b>304 – Woodbend Way</b>	• Complete the missing link of a north-south pedestrian spine, constructed from D'Arcy commercial area to the Southridge Drive commercial area, via Veterans Way and Laurie Boyd Bridge	2023



## Corporate Priority: 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 that enables 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, while looking through a lens of diversity, equity, inclusiveness and accessibility.

Organizational Excellence is supported through ongoing operations with all of the corporate processes 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	2018	2020	2021	2022	2023	Target
<i>Measures the organization wants to change through activity / policy</i>						
Satisfaction with Service Experience – Interactions with Town of Okotoks Employees <sup>35</sup>					Next Survey 2025	To be determined
• Helpfulness & courtesy of employees	72%	N/A	N/A	84%		
• Knowledge about the services they provide	69%	N/A	N/A	72%		
• Speed of response to inquiries & requests	64%	N/A	N/A	67%		
Permanent Employee Turnover Rate <sup>36</sup>		5%	10% <sup>37</sup>	9% <sup>38</sup>	2 <sup>nd</sup> Progress Report 2023	To be determined

<sup>35</sup> Okotoks Satisfaction Survey completed every four years - next survey 2025

<sup>36</sup> Source(s): Avanti Payroll System Reporting; Effective March 4th, 2023 - All turnover data provided assumes a 5% margin of error with reporting figured based on veracity of current available data. This is expected to reduce in future reporting periods

<sup>37</sup> Reduced hiring due to COVID and reorganization in 2021

<sup>38</sup> Turnover in 2022 matched the prior 7 year average turnover rate for the Town of Okotoks at 9%



## Corporate Priority: 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

Measures (continued) <i>Measures the organization wants to change through activity / policy</i>	2022	2023	Target
Likelihood to recommend Town of Okotoks as a good employer <sup>39</sup>	88%	Next Employee Survey	>85%
Under Development – Employee Retention Rate			
Under Development – Safety Incident Frequency			

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

## Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Become the Employer of Choice</b>	Town of Okotoks is an employer of choice, attracting and retaining the best people in all aspects of municipal service delivery	• CSP	<b>Workforce Planning</b>	• Align the needs and priorities of the organization with its workforce, inclusive of a full administrative review	In Progress to 2023
			<b>Employee Value Proposition</b>	• A defined employee value proposition that shows how the Town of Okotoks is unique in what it offers employees	
			<b>Compensation Redesign &amp; Philosophy</b>	• Update the compensation philosophy, revise the Corporate Compensation Policy and introduce a compensation guideline	
			<b>Succession Planning Framework</b>	• Develop a succession planning framework, including a succession plan and guideline	2024
			<b>Learning and Professional Development</b>	• Create a multifaceted learning and professional development program for all areas of the organization	2024 to 2025

<sup>39</sup> Okotoks Employee Survey



## Corporate Priority: Organizational Excellence (Continued)

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### Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Become the Employer of Choice</b>	Enable and support healthy and resilient employees	• CSP	<b>Employee Survey Rollout</b>	• Use results of the 2022 Employee Survey to inform future planning	In Progress to 2023
			<b>Benefits Redesign</b>	• Benefit Plan redesign to enhance benefits for all aspects of health, inclusive of mental health	
			<b>HR Modernization</b>	• Create Terms of Employment Guideline, Policy and Program • Develop a Flexible Work Guideline • Update the disability program	
				• Redesign the rewards and recognition program	2023 to 2024



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### Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Technology</b>	Modernize the delivery of programs and services through technology	• CSP	<b>IT Strategic Plan</b>	• Create a technology road map and implement supporting governance changes to advance access to data and information, improve client experience and decision-making	In Progress to 2023
		• CSP, LTFHF	<b>Operationalize Asset Management</b>	• Completion of the initial loading/recording of municipal assets in the software	In Progress to 2023
				• Pilot Project – water and sanitary assets information, including condition and replacement values, is ready for use in Capital planning and budgeting	2023 to 2024
				• Depending on the pilot project – storm and waste utilities will be piloted next	
				• All major Town assets, including condition and replacement values, are entered in the software	2024 to 2025
				• Use asset management software in capital planning and budgeting for all major Town assets • Identify the infrastructure gap to quantify requirements for responsible asset management • Achieve an organizational asset management maturity level to move into a sustainment phase	Starting in 2025
		• CSP	<b>Geographic Information System (GIS) for Operations</b>	• Create a development environment that uses mapping to improve decision making for planning and service delivery	In Progress to 2025



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### Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Technology</b>	Modernize the delivery of programs and services through technology	• CSP	<b>26 – Multi Municipal Financial ERP Replacement</b>	• Develop and provide an Enterprise Resource Planning (ERP) Readiness Report	2023 to 2024
				• Depending on the ERP Readiness Report and other municipality participation, replace the financial ERP system	2024 to 2026
			<b>Microsoft 365</b>	• Implement Microsoft 365 to provide better collaboration with other Microsoft products, such as One Drive, for improved integration and sharing of information	2023
				• Implement SharePoint to better integrate information and access to decision making tools	2023 to 2024
<b>Systems &amp; Processes</b>	Municipal excellence through continuous improvement, innovation, mature business practices and service optimization	• CSP, CSS	<b>Customer Service Review</b>	• Identify ways to improve customer service delivery through system enhancements, process efficiencies and public accessibility	2023 to 2024
		• CSP	<b>Records Management Improvement Strategy</b>	• Develop and implement a Records Management Liaison Program	In Progress to 2023
				• Update Email Archive to improve accessibility to records	2023
			<b>Budget Process Update</b>	• Update guidelines for multi-year cycle with mid-cycle adjustments; mid-year amendments and human resources and financial role clarity	2023
			<b>Employee Performance</b>	• Update the performance appraisal process	2024
			<b>Corporate Planning Review</b>	• Corporate planning review of fleet and facilities	2024 to 2025
		• CSP, LTFHF	<b>Service Level Inventory</b>	• Update and include the service level inventory as part of the Governance Policy Framework	In Progress to 2024





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### Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
<b>Governance</b>	Apply an environmental, social, and governance lens to decision making	<ul style="list-style-type: none"><li>• CSP, EMP, CAP</li></ul>	<b>Corporate Sustainability</b>	<ul style="list-style-type: none"><li>• Create a strategy to incorporate an environmental, social, and governance lens to decision making that includes:<ul style="list-style-type: none"><li>◦ Investigating the application of the international Greenhouse Gas (GHG) Protocol to report on the Town's scope 3 emissions (imported emissions through supply chain and procurement)</li><li>◦ Review the potential application of a triple bottom line methodology to capital projects to consider their social and environmental impact in addition to their financial performance</li></ul></li></ul>	2025 to 2026



## Upcoming Council Strategic Plan Touchpoints

Agenda of Council Strategic Plan Priority updates, workshops and decisions

Priority	What	Where	Scheduled Date
Improve diverse housing options for individuals and families	Housing for All - Update	Regular Council Meeting	Sep 25, 2023
Focus on arts and culture as economic drivers	Public Art Policy	Governance & Priorities Committee	Sep 18, 2023
Enhance the diversification of the tax base	Economic Development Business Survey Results	Regular Council Meeting	Aug 21, 2023
	Economic Development Strategic Plan	Regular Council Meeting	Q2 2024
Review and update processes that may be barriers to businesses choosing Okotoks	Simplify and Clarify Systems for Business Report	Regular Council Meeting	Dec 2023
Enhance community dialogue and engagement with residents and organizations	Community Dialogue and Engagement - Update	Workshop	TBD Sep/Oct 2023
	Public Participation and Social Media policies	Regular Council Meeting	TBD Sep/Oct 2023
Increase sport and recreational opportunities and Provide timely access to relevant programs and services that support health and well-being	Parks, Fleet & Facilities Sponsorship Policy	Governance & Priorities Committee	Oct 16, 2023
Work towards achieving Municipal Development and Climate Action Plan targets	Drought Tolerant Landscaping and Grading Bylaw	Governance & Priorities Committee	Sep 18, 2023
		Regular Council Meeting	Oct 10, 2023
	Clean Energy Improvement Program Tax Bylaw and Borrowing Bylaw – Public Hearing and Final Reading	Regular Council Meeting	Sep 25, 2023
	Industrial, Commercial, Institutional (ICI) Organics Collection Pilot	Regular Council Meeting	Oct 23, 2023
Become the employer of choice	Update	Workshop	Sep 2023
Operationalize asset management	Update	Workshop	Sep 2023
Create a technology roadmap to enhance access to data and information, improve client experience and decision making	Update	Workshop	Sep 2023
	IT Strategic Plan Report	Regular Council Meeting	Oct 10, 2023



## Appendix A – Initiative Plan Alignment Explanations

### **Plan Alignment**

Council's Strategic Plan (CSP)

Municipal Development Plan (MDP)

Social Wellness Framework (SWF)

Sanitary Servicing Master Plan (SSMP)

Storm Water Servicing Master Plan (SWSMP)

Water Master Plan (WMP)

Waste Plan (WP)

Transportation Master Plan (TMP)

Active Transportation Strategy (ATS)

Recreation Parks and Leisure Master Plan (RPLMP)

Downtown Urban Design Master Plan (UDMP)

Environmental Master Plan (EMP)

Climate Action Plan (CAP)

Culture and Heritage Master Plan (CHAMP II)

Long Term Financial Health Framework (LTFHF)

Asset Management Policy

Age Friendly Action Plan (AFP)

Traditional Knowledge and Land Use Assessment Report (TKLUA)

Citizen Satisfaction Survey (CSS)