



CORPORATE PROGRESS REPORT

January 1 to June 30, 2023

August 14, 2023
Town of Okotoks



Organizational Excellence
responsible . agile . resilient . sustainable . efficient



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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.



Status: January 1-June 30, 2023

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



Status: January 1-June 30, 2023

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



Status: January 1-June 30, 2023

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



Status: January 1-June 30, 2023

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



Status: January 1-June 30, 2023

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.



Status: January 1-June 30, 2023

Report Status



71 projects



* 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.

Figure 4: Project Progress Report Dashboard



Status: January 1-June 30, 2023



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 <i>Measures the organization wants to change through activity / policy</i>	2021 Baseline	2022	Jan 1 to Jun 30 2023	Total Units	Target
NEW Purpose Built Market Rental Units ¹ <ul style="list-style-type: none"> Development Permit Approved Constructed 	48 0	54 0	102 48	204 48	Increase
NEW Below Market Rental Units ² <ul style="list-style-type: none"> Proposed Units³ Development did not continue (outside of Municipal Control)⁴ Constructed 	112 ⁵ 0 0	42 37 0	25 0 22 ⁶	179 37 22	Increase
Secondary/Accessory Suite Grant Units <ul style="list-style-type: none"> Prequalified Grant Unit(s) Development did not continue (outside of Municipal Control) Constructed 	3 0 3	7 0 7	15 0 4	25 0 14	Increase

¹ 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.

² 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

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

⁴ 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

⁵ Includes 10 units of Okotoks Below Marketing Housing Grant prequalified MOU units

⁶ Includes 10 units of Okotoks Below Marketing Housing Grant Units

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

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

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

⁷ 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)

⁸ Measure and target from Uniquely Okotoks, Municipal Development Plan

⁹ Measure and target from Uniquely Okotoks, Municipal Development Plan

¹⁰ 2021 Statistics Canada for Okotoks

¹¹ 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.

¹² 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.

¹³ First collection of Measures – partial year only for July to December 2022

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Status: January 1-June 30, 2023



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			
✓	Housing for All	<ul style="list-style-type: none"> A community-wide approach to data gathering and analytics is developed, allowing a resolution to Canada Mortgage and Housing Corporation data challenges Working through partnerships and data, explore and understand the housing needs of the Town of Okotoks An advocacy strategy is implemented to advance our affordable housing priorities and have key projects in Okotoks funded through provincial and federal programs 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 	<p>Construction is now complete on 10 Below Market Housing Grant units.</p> <p>Progress on a housing information database is proceeding.</p> <p>Work continues on lobby efforts with the Provincial and Federal Governments.</p> <p>Currently reviewing, as per the Affordable Housing Strategy, the creation of a Housing Authority.</p>
★	Land Service Development Site	<ul style="list-style-type: none"> To provide grading and servicing to an affordable housing development 	Site servicing is complete.

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Status: January 1-June 30, 2023



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Council Strategic Initiatives (continued)

Status	Initiatives	Outcome/Deliverables	Progress Update
<i>Achieve a supplemental water supply</i>			
▲	Supplemental Water Supply	<ul style="list-style-type: none"> • A finalized operating agreement with Foothills County that is endorsed by the Intermunicipal Committee and both Councils • All required land for the pipeline and water storage is with the required stakeholders and/or bound by agreement to allow construction to commence • Regulatory approval of all elements of the water pipeline, including water transfers • Procurement process complete, including prequalification of eligible contractors and final selection of contractor • 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 	<p>70% of the land for rights-of-way and construction access has been formally secured by agreement. Regulatory approval has been received for the majority of the water line including intake, water well, and water treatment plant upgrades.</p> <p>Work to continue on balance of regulatory approvals, lands for rights-of-way, securing a construction contractor and ongoing work with the Intermunicipal Committee and Foothills County.</p>
✓	Zone 2S-3S Southwest Reservoir and Dedicated Mains	<ul style="list-style-type: none"> • Complete land decision, design and construction of the first phase of reservoir in southwest Okotoks 	Final draft of the South Reservoir Feasibility Study is now complete.
<i>Additional funding to meet the needs of a growing community</i>			
✓	Alternate Funding Strategy	<ul style="list-style-type: none"> • Investigate opportunities for alternate funding 	Currently reviewing a housing agency concept that could generate the ability to construct new below market housing, using revenue generated from municipal asset valuation.
★	Offsite Levy Community Amenities	<ul style="list-style-type: none"> • Commence future funding for community amenities, upon approval of the updated bylaw 	Successful engagement with the development industry led to the passing of Bylaw 06-23, (Off-Site Levy with Schedules), on March 27, 2023 including recreation amenities. An Off-site Levy helps pay for infrastructure that supports growth and development.

✓	Work is on schedule and progress is being made	★	Complete
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Status: January 1-June 30, 2023



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Growth Management Strategy	<ul style="list-style-type: none"> • Create a decision making tool that informs the Town on land supply and balances the demands of growth with Okotokians' quality of life • Update storm water, sanitary, and water master plans 	A Project Charter was developed and approved. Work has started to contract a consultant to begin work on the strategy.
✓	Fiscal Impact Model	<ul style="list-style-type: none"> • Develop and implement a Fiscal Impact Model to understand the impact of land use decisions for municipal services and sustainability 	The Fiscal Impact Model has been built and delivered to the Town. Testing of the model is underway.
▲	Municipal Land Strategy	<ul style="list-style-type: none"> • Build off the new land inventory and decision making tools to develop a strategy to acquire lands for future municipal purposes 	The new land inventory and a guideline for use of lands has been established. A working committee is in place to develop a strategy.
▲	Area Structure Plan - North Point	<ul style="list-style-type: none"> • Create an area structure plan to support business growth in northeast Okotoks 	This project was delayed and has been integrated with other project work. It is scheduled for completion by December 31, 2023.
▲	Functional Plan and Detailed Design 338 Avenue	<p>To provide critical information necessary to understand the long-term vision for 338 Avenue:</p> <ul style="list-style-type: none"> • Prepare the functional design of 338 Avenue from Northridge Drive to Highway 2 • Create the detailed design for 338 Avenue from Northridge Drive to 32 Street 	The Town is providing support to an Alberta Transportation project. Some delays were experienced due to stakeholder concerns. This work is expected to be complete in the fall of 2023.
▲	D'Arcy Campus	<ul style="list-style-type: none"> • Provide a decision on land use through a business model and a concept plan, including grading and basic landscaping 	Title transfer of the land to the Town has been completed. Work to continue with the awarding of a contract for grading and basic landscaping.

✓	Work is on schedule and progress is being made	★	Complete
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Status: January 1-June 30, 2023



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Fire - Emergency Services Master Plan	<ul style="list-style-type: none"> Develop an Emergency Services Master Plan to optimize fire hall locations and staffing service levels 	A consultant was selected and work started in June. The plan is scheduled to be complete by the end of 2023.
●	Cemetery Design Plans	<ul style="list-style-type: none"> Introduce a design phasing plan for the development of the new cemetery lands (not including purchase of land) 	This project will start in 2024 to align with the subdivision of new lands in the Tillotson neighbourhood.
▲	North Rail Sanitary Upgrade	<ul style="list-style-type: none"> Twinning or upsizing the North Railway Sanitary Main from the bend in North Railway Street to the Waste Water Treatment Plant 	Project to be included in the regional water pipeline design build for construction efficiency. This project is with the same roadway.

✓	Work is on schedule and progress is being made	★	Complete
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Status: January 1-June 30, 2023



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 are equitable opportunities for all to live, work. Council wants to facilitate growth in this area to see the local economy become more 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 helps create community and a flourishing economy.

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) ¹⁴	86.8/13.2	86.5/13.5	1 st Progress Report 2024	80/20 by 2033
NEW Total number of new downtown evening and weekend events		0	2 nd Progress Report 2023	6 in 2023
Under Development - Number of downtown events hosted by external groups (non-Town organized) (MDP 2.8.6) ¹⁵				45 events/year by 2033
Additional Measures from new economic development business strategy and business survey				

¹⁴ Measure and target from Uniquely Okotoks, Municipal Development Plan

¹⁵ Measure and target from Uniquely Okotoks, Municipal Development 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 or cancelled
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Status: January 1-June 30, 2023



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

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 nd Progress Report 2023
Total New Housing Starts (excluding secondary suites)	184	284	2 nd Progress Report 2023
Estimated Residential Construction (\$Millions)	47	65	2 nd Progress Report 2023
Total Industrial, Commercial and Institutional (ICI) Permits	49	39	2 nd Progress Report 2023
Estimated Industrial, Commercial and Institutional (ICI) Construction (\$Millions)	19	17.6	2 nd Progress Report 2023

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Focus on arts and culture as economic drivers			
✓	Arts, Culture & Education as Economic Drivers	<ul style="list-style-type: none"> • Conduct Public Participation on Culture, Heritage, Arts and Education as Economic Drivers • Explore options to incorporate arts into the Arts and Learning Campus, including potential operating models • Develop a Public Art Program • Activate facilities and amenities, including public facilities, parks and gathering spaces including institutional spaces such as schools and religious institutions • Grow the number of downtown special events on evenings and weekends 	<p>Three new events held downtown.</p> <p>Council approved an Arts & Culture Activation Grant on June 12, 2023 to increase events in the downtown during evenings and weekends. This new grant is scheduled to start taking applications in the fall for 2024 events.</p> <p>The Public Art Program is in development and scheduled to come to Council by the end of 2023.</p> <p>Public participation is scheduled at the Face to Face conference in September, with additional community engagement with the upcoming Economic Development Strategy.</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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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
Focus on arts and culture as economic drivers (continued)			
●	Entertainment District¹⁶	<ul style="list-style-type: none"> Create opportunities to animate the downtown through development of an Entertainment District Bylaw 	The project was cancelled
Develop the downtown to attract new business			
✓	Enhance Downtown Okotoks - Planning & Design	<ul style="list-style-type: none"> Complete a Downtown Area Redevelopment Plan, with public participation, and a long-term strategy for implementing enhancements 	A Consultant has been hired and work will start on the Downtown Area Redevelopment Plan.
✓	Downtown Plan (Conceptual designs for Main Street, Elma Street, and Riverside Drive/South Railway Street)	<ul style="list-style-type: none"> Design of downtown enhancements deep utility replacement and street improvement, including sidewalk widening and landscaping 	Conceptual Designs for North Railway, South Railway and Riverside are complete. Work continues to incorporate the conceptual designs for all streets into the Downtown Area Redevelopment Plan.
✓	Downtown Art Gallery Parking Lot Upgrades	<ul style="list-style-type: none"> Additional parking options for the downtown 	Design work for upgrades to the Art Gallery Parking lot have started.
✓	Daggett Street Parking Upgrades	<ul style="list-style-type: none"> Additional parking options for the downtown 	Design Work for Daggett Street parking upgrades have started.

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

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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 (continued)			
▲	Downtown Enhancement (North Railway – McRae to Poplar)	<ul style="list-style-type: none"> Enhance North Railway Street between McRae Street and Poplar Avenue 	Conceptual and underground detailed designs are complete. Work to continue to finalize business engagement and schedule construction.
▲	Arts and Learning Campus Plaza Splash Pad	<ul style="list-style-type: none"> Design and construct a fountain-style splash pad in the centre of the Arts and Learning Campus plaza so people can socialize and enjoy the splash pad and other nearby amenities that are part of the Arts and Learning Campus and Ethel Tucker Centennial Park 	Request for Proposal was posted with no successful bids received. A revised Request for Proposal is being prepared and will be posted in August.
Review and update processes that may be barriers to businesses choosing Okotoks			
▲	Simplify and Clarify Systems for Business	<ul style="list-style-type: none"> Enable online payment for business transactions Understand the needs of business stakeholders through community outreach and dialogue 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 Continue to move from manual to electronic processes 	Work continues on this project, with local contractors testing the system. The online payment option for permits is scheduled to be available for the public later this fall.

✓	Work is on schedule and progress is being made	★	Complete
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OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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
Diversification of the Tax base			
✓	Diversification of Industry	<ul style="list-style-type: none"> • Business feedback through the first annual survey on business needs and satisfaction level of services provided by the Town • Develop a five-year Economic Development Strategy, including identification of key sectors to assist with investment attraction • Improved data for reporting/measures of success • Business Bylaw review and update 	<p>A Business survey has been completed, with presentation scheduled for Council in August. An updated Business Bylaw was passed on April 24, 2023.</p> <p>A search for a consultant through a Request for Proposal has been posted to complete the Economic Development Strategy. Work in the next six months will focus on the Economic Development Strategy.</p>

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	2023 Alberta Summer Games	<ul style="list-style-type: none"> • Engage our community in support of youth and promote Okotoks as a place to visit and support the local economy • Host the Alberta 2023 Summer Games in partnership with Diamond Valley. 	Games to take place July 20-23.

✓	Work is on schedule and progress is being made	★	Complete
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OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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

¹⁷ Okotoks Satisfaction Survey completed every four years - next survey 2025

¹⁸ Okotoks Satisfaction Survey completed every four years - next survey 2025

¹⁹ Measure and target from Uniquely Okotoks, Municipal Development Plan

²⁰ Measure and target from Uniquely Okotoks, Municipal Development Plan

²¹ Measure and target from Uniquely Okotoks, Municipal Development Plan

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OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

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

²² Okotoks Satisfaction Survey completed every four years - next survey 2025

²³ 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.

²⁴ Okotoks Satisfaction Survey completed every four years - next survey 2025

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
Enhance community dialogue and engagement with residents and organizations			
✓	Community Dialogue and Engagement	<ul style="list-style-type: none"> Enhance community dialogue and engagement with residents and organizations 	<p>An audit of three previous public engagement activities has been conducted. The public participation policy and toolkit have been reviewed. External consultants have been retained to update the toolkit and policy, reflective of current best public participation practices.</p> <p>The launch of the refreshed toolkit and policy is scheduled for this fall.</p>
✓	Strengthen Communication Systems and Tools	<ul style="list-style-type: none"> Introduce a Style Guideline; Social Media Policy, Guidelines and Standards Implement new participation software 	<p>The Style and Brand Guidelines have been developed along with a Social Media Policy. A community engagement online platform was purchased and will be rolled out in the fall. The Social Media Policy is scheduled to come to Council by November, 2023.</p>
Take meaningful steps to address the Truth and Reconciliation Commission's Calls to Action			
✓	Building Indigenous connections through ReconciliACTION	<ul style="list-style-type: none"> Establish authentic relationships and understand the cultural significance and connection to this land 	<p>Tipi Transfer ceremony from Blackfoot Nation to Mayor Thorn was conducted on June 3, 2023. Okotoks' Tipi has been on display at Town events since the ceremony. Indigenous education program has been developed and delivered to onboarding employees. A variety of educational material and opportunities have been developed and delivered to the public.</p> <p>A review of deliverables is currently taking place as a dedicated Indigenous Relations Advisor was hired after the project was developed.</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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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>			
✓	Programs and Recreation opportunities to support a healthy community	<ul style="list-style-type: none"> • Updated Recreation Parks and Leisure Master Plan to understand community needs and requests • Explore regionalization of recreation assets • Review and develop recommendations for relevant programs, services and related facilities to: <ul style="list-style-type: none"> ◦ Reduce barriers to accessing recreation opportunities; ◦ More residents can participate in recreation opportunities of their choice • Preparation for expansion of Aquatics Facility 	<p>The Recreation, Parks and Leisure Master Plan was endorsed by Council on July 17, 2023. The updated plan will inform future capital planning. Facilities, amenities and programs are being reviewed to maximize utilization and increase accessibility to residents.</p> <p>A utilization and allocation review is currently underway for the Cavalry Regional Fieldhouse, a joint partnership with Foothills County. Planning for public participation and design of aquatic facility expansion is also underway.</p>
✓	Outdoor Ice Rink Development	<ul style="list-style-type: none"> • Additional recreation opportunities 	Construction contract has been awarded and to commence after Alberta Summer Games, with completion scheduled for fall 2023.
★	Pump Track Riverside Park Development	<ul style="list-style-type: none"> • Additional recreation opportunities - increase cycling infrastructure 	The Pump Track was completed in advance of the Alberta Summer Games and provides an exciting new drop-in leisure recreation opportunity for wheeled sports enthusiasts of all ages.
●	Sheep River Heights Play Space	<ul style="list-style-type: none"> • Construction of additional recreation and leisure opportunities 	This project has been cancelled.
▲	Riverfront Lands Development: litopatopa	<ul style="list-style-type: none"> • Provide additional public space for enjoyment by all 	Work continues on the design of the litopatopa park, including the disc golf course. In the next six months the engineering designs are scheduled to be finalized, with work to start on selecting a construction contractor.

✓	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 or cancelled
●	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Urban Deer Action Plan and Strategy / Implementation of the Urban Deer Action Plan and Strategy	<ul style="list-style-type: none"> 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 	<p>Results of the 2023 Urban Deer survey was provided to Council in April.</p> <p>A Land Use Bylaw amendment was passed in June to update fencing standards and facilitate residents in deterring deer from their properties.</p> <p>The Steer Deer Clear yard visit program and a new fruit tree replacement program are being offered.</p>
★	Neighbourhood Led Community Garden Program	<ul style="list-style-type: none"> Add community gardens through neighbourhood requests 	Transitioned to Operations - one additional community garden added in 2022. The program is driven by requests for new community gardens, so this will transition to operations.
▲	Social Priorities Support	<ul style="list-style-type: none"> Creation of formal policy outlining requirements expected of the municipality in support of social priorities 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 Review of Town's financial assistance models to determine whether service level adjustments are required Conduct a social needs assessment to understand service needs 	<p>The financial review of the Recreation Fee assistance component was completed with a new council policy established in Q2 of 2023. The mandate review is underway with strategy and policy formation expected in late Q3 of 2023.</p> <p>Work to start on review on the Town's financial assistance models with scheduled completion in 2024.</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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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.

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

²⁵ Measure and target from Climate Action Plan pg. 23

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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 nd Progress Report 2023	100% grant funds used annually
Percentage coverage by urban forest canopy (MDP 2.7.1) ²⁶ (measured every 5 to 10 years)	6% ²⁷	2 nd Progress Report 2023	No net loss by 2050
NEW Percentage of energy used by Municipal facilities that is renewable ²⁸	7.5%	2 nd Progress Report 2023	100% by 2050
Under Development - Number of publicly accessible electric vehicle charging stations in Okotoks (MDP D.2.4.9) ²⁹			20 by 2033
Under Development - Percentage of non-potable water used for public parks and landscaping (MDP 2.7.3) ³⁰			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

²⁶ Measure from Uniquely Okotoks, Municipal Development Plan

²⁷ Updated the estimated baseline in MDP with measure from Natural Asset Inventory

²⁸ Measure and target from Climate Action Plan pg. 23

²⁹ Measure and target from Uniquely Okotoks, Municipal Development Plan

³⁰ Measure and target from Uniquely Okotoks, Municipal Development Plan

✓	Work is on schedule and progress is being made	★	Complete
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⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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			
✓	Waste Reduction	<ul style="list-style-type: none"> Pilot an Industrial, Commercial and Institutional (ICI) organic waste reduction program using a dehydrator to manage food waste Find the best option for dehydrated material such as soil amendment, animal food, and/or fuel source 	<p>16 businesses are participating in the pilot organics dehydrator program.</p> <p>Work will continue with this pilot to understand if this is a service the Town can provide moving forward, with a decision by Council scheduled in 2024.</p>
✓	Interim Raw Water Capacity – Horizontal Well	<ul style="list-style-type: none"> Introduce an innovative horizontal well system that will significantly improve efficiency and performance on water withdrawals (over traditional vertical wells) Reduce the amount of infrastructure required to meet Okotoks' water demands, thereby reducing power consumption, pump requirements, and disturbance of environmentally-sensitive lands 	Drilling of a horizontal well is complete. Testing and well development is underway.
▲	Storm Water Irrigation Pilot	<ul style="list-style-type: none"> 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 	<p>In-house design is complete for the layout of the water distribution over the sport field. Design work continues for the balance of the system, with anticipated design completion by the end of 2023.</p> <p>Installation will proceed under a separate project in 2024 through the water reuse and efficiency program.</p>

✓	Work is on schedule and progress is being made	★	Complete
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Status: January 1-June 30, 2023



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			
★	Effluent Reuse Study	<ul style="list-style-type: none"> 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 Explore the feasibility, cost and regulatory requirements to expand the infrastructure to new developments 	The effluent reuse study is complete. A pilot project is under consideration for 2026.
▲	Water Treatment Plant Backwash Optimization	<ul style="list-style-type: none"> 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 m3/day Explore the regulatory and technical feasibility of eliminating all water treatment losses 	Construction is underway. Some project delays due to long lead times for equipment delivery.
✓	Pilot Industrial, Commercial and Industrial (ICI) Water Audits	<ul style="list-style-type: none"> Provide ICI businesses access to water audits and recommendations for water conservation upgrades or practices 	Business water audits will be provided to five businesses in August 2023.
✓	Minimize outdoor water usage needs in new homes	<ul style="list-style-type: none"> Provide leadership and improve systems and tools to minimize water usage in new homes, through drought-tolerant landscaping, that requires updates to the Land Use and Grading Bylaws 	Work on this project continues with the Drought Tolerant Landscaping and Grading Bylaw scheduled to come forward to Council in the fall.

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⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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			
▲	Town Facility Green Standards - Energy & Emissions	<ul style="list-style-type: none"> Conduct energy scans on municipal buildings to identify energy-efficiency upgrades and utilize for future implementations 	Municipal building energy scans were completed in April 2023. The scans recommended energy efficiency upgrades that can result in \$70,000 in savings annually. Work continues with prioritizing the upgrades and creating a long-range plan for facilities.
▲	Solar PRV Roof Installations - Operations Centre	<ul style="list-style-type: none"> Solar PRV Roof Installation – Operations Centre (Administration Building) 	Roof warranty work is now complete, with additional work underway to confirm the solar installation.
▲	Solar PRV Roof Installation Southridge Emergency Services	<ul style="list-style-type: none"> Solar PRV Roof Installation – Southridge Emergency Services Building 	Work underway to confirm options to complete the project.
✓	Clean Energy Improvement Toolbox	<ul style="list-style-type: none"> Clean Energy Improvement Toolbox – Evaluate and implement the Clean Energy Improvement Toolbox for community use 	<p>A program to provide Town of Okotoks property owners with a way to finance energy efficiency and renewal energy upgrades to lower utility bills is currently under development.</p> <p>A CEIP (Clean Energy Improvement Program) tax bylaw and borrowing bylaw are scheduled to come to Council August/September 2023. With Council approval, the program would launch late 2023 or early 2024.</p>

✓	Work is on schedule and progress is being made	★	Complete
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Status: January 1-June 30, 2023



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			
✓	Fleet Renewable Energy	<ul style="list-style-type: none"> Transit Electrification Feasibility Study 	Study underway, with completion scheduled for this fall.
✓	Land and Biodiversity	<ul style="list-style-type: none"> Develop and pilot a sustainability checklist that helps developers prioritize sustainability options from Town municipal plans and policies Introduce Tree Bylaw and determine financial reserve/management strategy to protect and preserve natural assets Wetland Enhancement - Identify and enhance a wetland and review wetlands in new development areas 	<p>The draft of the Sustainability checklist is complete. A bylaw to establish regulations to protect, preserve, and retain trees in public spaces owned or controlled by the Town of Okotoks was passed March 27, 2023.</p> <p>Work to continue on the wetlands review and testing the Sustainability checklist.</p>
✓	Climate Resilient Infrastructure	<ul style="list-style-type: none"> Conduct an Infrastructure Vulnerability Assessment to identify and prioritize risks and hazards posed by changing weather patterns on Town-owned and/or managed facilities 	Infrastructure Vulnerability Assessment was conducted. The Assessment Report is scheduled for completion by the end of 2023. This report will be used to prioritize projects in order to improve the ability of facilities to manage the impacts of climate change such as heat and sudden weather events.

✓	Work is on schedule and progress is being made	★	Complete
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⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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

³¹ Measure from Uniquely Okotoks, Municipal Development Plan

³² Measure from Uniquely Okotoks, Municipal Development Plan

³³ Measure from Uniquely Okotoks, Municipal Development Plan

³⁴ Measure from Uniquely Okotoks, Municipal Development 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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



Outcome: Integrated & Accessible Transportation (continued)

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

Indicators

Indicators that the organization monitors that can influence outcomes

Under Development - Pathway Usage

Additional items are under review

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Transit Review	<ul style="list-style-type: none"> Conduct a review of current transit service to address service availability and service levels, as current transit cannot meet service demand 	Review underway, with scheduled completion this fall.
✓	Active Transportation Implementation & Accessibility Strategy	<ul style="list-style-type: none"> Report to Council on implementation deficiencies in the Active Transportation Policy Update the Active Transportation Implementation & Accessibility Strategy 	Consultant contract awarded, with work to begin on the project.
✓	Northridge Drive Urbanization Phase 3	<ul style="list-style-type: none"> Construction of key active transportation and stormwater infrastructure, creating pedestrian access from the surrounding established areas 	The construction contract was awarded and construction is underway.
✓	Northridge Drive Urbanization Phase 4	<ul style="list-style-type: none"> Construction of key active transportation and stormwater infrastructure 	The construction contract was awarded and construction is underway.
▲	304 – Woodbend Way	<ul style="list-style-type: none"> 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 	Project is under review via the Active Transportation Implementation & Accessibility Strategy.

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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	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 ³⁵					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%		

³⁵ Okotoks Satisfaction Survey completed every four years - next survey 2025

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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.

Measures (continued) <i>Measures the organization wants to change through activity / policy</i>	2018	2020	2021	2022	2023	Target
Permanent Employee Turnover Rate ³⁶		5%	10% ³⁷	9% ³⁸	2 nd Progress Report 2023	To be determined
Likelihood to recommend Town of Okotoks as a good employer ³⁹				88%	Next Employee Survey	>85%
Under Development – Employee Retention Rate						
Under Development - Safety Incident Frequency						

³⁶ 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

³⁷ Reduced hiring due to COVID and reorganization in 2021

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

³⁹ Okotoks Employee Survey

✓	Work is on schedule and progress is being made	★	Complete
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⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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/Deliverables	Progress Update
<i>Become the Employer of Choice</i>			
✓	Workforce Planning	<ul style="list-style-type: none"> Align the needs and priorities of the organization with its workforce, inclusive of a full administrative review 	Administrative Review is complete, and work continues with workforce planning.
▲	Employee Value Proposition	<ul style="list-style-type: none"> A defined employee value proposition that shows how the Town of Okotoks is unique in what it offers employees 	Work continues in 2023 on the employee value proposition.
■	Compensation Redesign & Philosophy	<ul style="list-style-type: none"> Update the compensation philosophy, revise the Corporate Compensation Policy and introduce a compensation guideline 	Project scheduled to start in Q3, 2023
★	Employee Survey Rollout	<ul style="list-style-type: none"> Use results of the 2022 Employee Survey to inform future planning 	Complete
★	Benefits Redesign	<ul style="list-style-type: none"> Benefit Plan redesign to enhance benefits for all aspects of health, inclusive of mental health 	Benefit redesign is complete and work has transitioned to regular operations.
▲	HR Modernization	<ul style="list-style-type: none"> Create Terms of Employment Guideline, Policy and Program Develop a Flexible Work Guideline Update the disability program Redesign the rewards and recognition program 	Work continues on a Terms of Employment Guidelines, Policy and Program. An Okotoks flexible work plan is being rolled out to staff in the fall of 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 or cancelled
■	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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/Deliverables	Progress Update
Create a technology road map and advance access to data and information, improve client experience and decision-making			
✓	IT Strategic Plan	<ul style="list-style-type: none"> Create a technology road map and implement supporting governance changes to advance access to data and information, improve client experience and decision-making 	The current state analysis report is complete. Work is starting on the development of the IT Strategic Plan that will create a road map to implement changes.
Operationalize Asset Management			
✓	Operationalize Asset Management	<ul style="list-style-type: none"> Initial loading/recording of municipal assets in the software 	75% of Water and Sanitary and 70% of Municipal building asset information has been loaded into the system. Work will continue to update this asset information, with further details that can be used for maintenance and budgets in future.
Modernize the delivery of programs and services through technology			
★	Geographic Information System (GIS) for Operations	<ul style="list-style-type: none"> Create a development environment that uses mapping to improve decision making for planning and service delivery 	The GIS platform has been created and launched with great success with improving access to information for internal staff.
▲	Multi Municipal Financial ERP Replacement	<ul style="list-style-type: none"> Develop and provide an Enterprise Resource Planning (ERP) Readiness Report 	Work continues on the Enterprise Resource Planning Readiness Report.
✓	Microsoft 365	<ul style="list-style-type: none"> Implement Microsoft 365 to provide better collaboration with other Microsoft products, such as One Drive, for improved integration and sharing of information Implement SharePoint to better integrate information and access to decision making tools 	Work continues on this project with implementation of Microsoft 365 creating improved integration and sharing of information.

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: January 1-June 30, 2023



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/Deliverables	Progress Update
<i>Municipal excellence through continuous improvement, innovation, mature business practices and service optimization</i>			
✓	Employee Performance	<ul style="list-style-type: none"> Update the performance appraisal process 	Work continues on this project with scheduled completion in 2024.
✓	Records Management Improvement Strategy	<ul style="list-style-type: none"> Develop and implement a Records Management Liaison Program Update Email Archive to improve accessibility to records 	Records Management Liaison program is continuing on track and the email archive improvement for accessibility is scheduled for completion in the fall of 2023.
▲	Budget Process Update	<ul style="list-style-type: none"> Update guidelines for multi-year cycle with mid-cycle adjustments; mid-year amendments and human resources and financial role clarity 	Work continues on the creation of updated guidelines and adjustments. The ability to complete this initiative in 2023 is currently under review.
✓	Customer Service Review	<ul style="list-style-type: none"> Identify ways to improve customer service delivery through system enhancements, process efficiencies and public accessibility 	A new customer experience team has been formed from joining the Recreation and Municipal Centre front counters. Goals and objectives, including critical cross-training and consistent customer service standards, are being established.
✓	Service Level Inventory	<ul style="list-style-type: none"> Update and include the service level inventory as part of the Governance Policy Framework 	Work continues with review/update of service levels.

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
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Status: January 1-June 30, 2023



Initiatives Previously Completed

These Initiatives were previously completed during this Council term

Strategic Outcomes	Initiatives	Outcome	Completion
Strong Local Economy	Arts and Learning Campus Parking	Parking for the Arts and Learning Campus.	As of Dec 31, 2022
	Wayfinding Implementation (Signage Update)	Update Signage to provide better access to amenities in Okotoks.	As of Dec 31, 2022
Enhanced Culture & Community Health	Ethel Tucker Centennial Park Play Space and Peace Poles	Replace and improve an existing playground.	As of Dec 31, 2022
Demonstrated Environmental Leadership	Waste Management Process for Events	Waste/recycling process to be established for use at all Town events.	As of Dec 31, 2022
Integrated & Accessible Transportation	Veteran's Way Pedestrian Corridor	New sidewalk between Elizabeth and South Railway Street.	As of Dec 31, 2022

✓	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 or cancelled
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Status: January 1-June 30, 2023

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

Service Levels under development/review

Service Level	Measure Date
Under Development - Six Measures - Environmental sound land stewardship through various integrated pest management practices to prevent and manage weeds and pests	2nd Progress Report 2023

Community Life

Note – Reporting to continue on Fire & Rescue service levels within the 2nd Corporate Progress Report for 2023 upon the completion of the Fire Services Master Plan currently in progress.

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

Service Level	Measure Date	Service Level
Snow Clearing Service Streets	Oct 2022 to Apr 2023	✓
Snow Clearing Service Pathways	Oct 2022 to Apr 2023	✓
Waste Collection Cart Pickup	2022	✓
Property Assessment as per the Municipal Government Act Requirements	2022	✓
Property Tax Notices as per the Municipal Government Act	2022	✓
Freedom of Information and Privacy Act (FOIP) as per the Alberta FOIP Act requirements	2022	✓

Service Levels under development/review

Service Level
Additional service level measures with Customer Service Review and Service Level Inventory Initiatives

✓	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 or cancelled
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Status: January 1-June 30, 2023

Service Levels (continued)

Strong Local Economy

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

Service Level	Measure Date	Service Level
Development Permit 20 Day Application Complete as per the Municipal Government Act Requirements	2022	✓
Development Permit 40 Day Application Decision as per the Municipal Government Act Requirements	2022	✓

Service Levels under development/review

Service Level	Measure Date
Under Development – Subdivision Application Complete as per the Municipal Government Act	2 nd Progress Report 2023
Under Development – Subdivision Application Decision as per the Municipal Government Act	
Under Development - Environmental Site Assessment File Search	
Under Development – Business Licensing	
Additional service level measures being reviewed and added	

✓	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 or cancelled
⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		