



CORPORATE PROGRESS REPORT

July 1 to Dec 31, 2023



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LAND ACKNOWLEDGEMENT

The Town of Okotoks acknowledges the original stewards of this land that we know and call Treaty 7 Territory, which includes the Blackfoot Confederacy First Nations the Kainai, Siksika and Piikani. The Stoney Nakoda First Nations, which includes the Bearspaw, Chiniki and Goodstoney, the Dene First Nation of Tsuut'ina and the Metis Nation of Alberta. We Vow to continue honouring and respecting the Indigenous Peoples Sacred and Traditional ways of life and will carry on this special relationship with the land so that generations to come can enjoy, use, and live off the land as their ancestors did. We honour and respect this space, the water, the animals, and all the beings who have a spirit and have been here long before us.



Status: July 1 – December 31, 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: July 1 – December 31, 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: July 1- December 31, 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: July 1- December 31, 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: July 1- December 31, 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: July 1- December 31, 2023

Report Status



61 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: July 1- December 31, 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	2023	Total Units	Target
Purpose Built Market Rental Units ¹ <ul style="list-style-type: none"> Development Permit Approved Constructed 	48 0	52 ² 0	186 48	286 48	Increase
Below Market Rental Units ³ <ul style="list-style-type: none"> Proposed Units⁴ Development did not continue (outside of Municipal Control)⁵ Constructed 	112 ⁶ 0 0	42 37 0	53 39 22 ⁷	207 76 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	17 0 11	27 0 21	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 Correction: Correct number is 52 units of proposed built Market Rental Units, not 54 as originally reported in January 1 to June 30, 2023 report.

³ 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.

⁴ Proposed units that the Town has supported via letters of support for need, Memorandum of Understanding (MOU), and expediting the development process.

⁵ 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.

⁶ Includes 10 units of Okotoks Below Marketing Housing Grant pre-qualified MOU units.

⁷ 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: July 1- December 31, 2023



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
Percentage of multi-residential units in Okotoks (MDP 2.5.1) ⁸	21.7%	22.2%	40% multi-residential in Okotoks by 2080
Under Development Residential Unit Density (MDP 2.1.3) ⁹			25 units per gross hectare by 2080
Under Development - Population Density (MDP 2.1.2) ¹⁰			32 People per gross hectare by 2080

Indicators <i>Indicators that the organization monitors that can influence outcomes</i>	2021	2022	2023
Town of Okotoks population ¹¹	30,405	N/A	Next report 2026
Percentage of Okotokian owner household's spending 30% or more of income on shelter costs only ¹²	14.2%	N/A	Next report 2026
Percentage of Okotokian rental household's spending 30% or more of income on shelter costs only ¹³	35.7%	N/A	Next report 2026
NEW Total number of Okotoks Family Support Centre unique requests for emergency housing shelter		22 ¹⁴ Jul-Dec	1 st Progress report of 2024

⁸ 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).

⁹ Measure and target from Uniquely Okotoks, Municipal Development Plan.

¹⁰ Measure and target from Uniquely Okotoks, Municipal Development Plan.

¹¹ 2021 Statistics Canada for Okotoks.

¹² 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.

¹³ 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.

¹⁴ First collection of Measures – partial year only for July to December 2022.

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Status: July 1- December 31, 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 22 Below Market Rental Units. (This includes 10 units supported by Below Market Housing Grant.)</p> <p>Housing database is complete. Regular updating and refinement of the database is ongoing.</p> <p>Work continues on lobby efforts with the Provincial and Federal Governments.</p> <p>Currently reviewing, as per the Okotoks Affordable Housing Strategy, the creation of a Municipally Controlled Corporation to advance below market rental housing construction.</p>

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Status: July 1- December 31, 2023



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Council Strategic Initiatives (continued)

Status	Initiatives	Outcome/Deliverables	Progress Update
Achieve a supplemental water supply			
▲	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 	Intake prequalification released and detailed design underway for the balance of the project. Market costing validation is expected in 2024, with an expected 2026 operational date.
OH	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 	Land decisions for the reservoir site are scheduled for 2024, as this project is tied to the development of Tillotson.
Additional funding to meet the needs of a growing community			
✓	Alternate Funding Strategy	<ul style="list-style-type: none"> • Investigate opportunities for alternate funding 	<p>Currently reviewing a housing agency concept that could generate the ability to construct new below market housing using revenue generated from municipal asset valuation.</p> <p>Sponsorship policy passed by Council on October 23, 2023.</p>

✓	Work is on schedule and progress is being made	★	Complete
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Status: July 1- December 31, 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 contractor has been selected and work continues on this project.
★	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 completed and was delivered to the Town.
★	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 	Real Estate Land and Leasing professional hired for 2024. This project transitions to ongoing operations.
▲	Area Structure Plan - North Point	<ul style="list-style-type: none"> • Create an area structure plan to support business growth in northeast Okotoks 	Further delays occurred as a result of the integration of this project with associated study requirements. Work is progressing, including community engagement, with project completion scheduled for July 2024.
★	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 was providing support to an Alberta Transportation project. Project work continues with Alberta Transportation. The Town of Okotoks support is now complete.
▲	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 	Consultant engaged to work on the project and a site servicing feasibility study in progress.

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



Status: July 1- December 31, 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 	Timeline extended into 2024, with the Fire Services Master Plan scheduled for completion by June 2024.
▲	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 is being designed and is expected to be constructed at the same as the regional water pipeline. This project is with the same roadway.

✓	Work is on schedule and progress is being made	★	Complete
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Status: July 1- December 31, 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 <i>Measures the organization wants to change through activity / policy</i>	2021	2022	2023	Target
Ratio of Residential to Non-Residential Assessment Value (MDP 2.1.5) ¹⁵	86.8/13.2	86.5/13.5	87.3/12.7	80/20 by 2033
NEW Total number of new downtown evening and weekend events		0	15	6 in 2023
Under Development - Number of downtown events hosted by external groups (non-Town organized) (MDP 2.8.6) ¹⁶				45 events/year by 2033

¹⁵ Measure and target from Uniquely Okotoks, Municipal Development Plan.

¹⁶ 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
	Challenges are limiting or blocking progress.		Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: July 1- December 31, 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	2147
Total New Housing Starts (excluding secondary suites)	184	284	447
Estimated Residential Construction (\$Millions)	47	65	102
Total Industrial, Commercial and Institutional (ICI) Permits	49	39	47
Estimated Industrial, Commercial and Institutional (ICI) Construction (\$Millions)	19	17.6	22

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 Community Engagement 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>In total, 15 events related to this initiative were activated in 2023, including Acoustic Night events at the Okotoks Rotary Performing Arts Centre and four new Thursday Nights at the Plaza events.</p> <p>Arts & Culture Activation Grant received its first application in December, 2023. The first application will bring 10 new arts and culture events to Okotoks in 2024.</p> <p>The Public Art Program is in development, with public art opportunities identified. Opportunities will be presented to the public in 2024.</p> <p>A survey on Arts and Culture as an Economic Driver was delivered to the public. Results were presented at the Face to Face Conference on September 29, 2023 and made publicly available online at okotoks.ca/face-to-face-2023</p>

✓	Work is on schedule and progress is being made	★	Complete
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Status: July 1- December 31, 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			
✓	Enhance Downtown Okotoks - Planning & Design	<ul style="list-style-type: none"> Complete a Downtown Area Redevelopment Plan, with community engagement, and a long-term strategy for implementing enhancements 	The context and background study for the Area Redevelopment Plan was completed in 2023. The development of the Downtown Area Redevelopment Plan will occur in 2024, in association with the progress of downtown enhancement projects.
★	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 	The conceptual designs will be used in the Downtown Area Redevelopment Plan, which is currently underway.
✓	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 has started. Construction will be combined with downtown vitalization work scheduled into 2025.
✓	Daggett Street Parking Upgrades	<ul style="list-style-type: none"> Additional parking options for the downtown 	Design work for Daggett Street parking upgrades has started and continues into 2024.
✓	Downtown Enhancement (North Railway – McRae to Poplar)	<ul style="list-style-type: none"> Enhance North Railway Street between McRae Street and Poplar Avenue 	Work to continue to complete design, business engagement and schedule construction.
▲	Arts and Learning Campus Plaza Water Feature	<ul style="list-style-type: none"> Design and construct a water feature in the centre of the Arts and Learning Campus plaza so people can socialize and enjoy the water feature and other nearby amenities that are part of the Arts and Learning Campus and Ethel Tucker Centennial Park 	Design contract has been executed for the water feature. Construction is scheduled to start in 2024.

✓	Work is on schedule and progress is being made	★	Complete
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Status: July 1- December 31, 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
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 	<p>Software improvements continue. An online permit application module was introduced to homebuilders in November 2023. An online payment option is scheduled to be available by July 2024.</p> <p>Module access for trade contractors will be available by July 2024, including online payment. General public access, complete with a payment option, is scheduled for completion by September 2024.</p>
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>The development of a new Economic Development Strategic Plan is in progress and scheduled to be completed by the end of April 2024.</p>

✓	Work is on schedule and progress is being made	★	Complete
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Status: July 1- December 31, 2023



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

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. 	<p>The games were held July 20 to July 23, 2023. Number of participating athletes, coaches, officials, media, VIP's, etc.: 2,882. Approximate 6,000 spectators took in the games, with an estimated visitor spending of \$1.68 million.</p> <p>The estimated boost to the Town's economy, calculated as the Gross Domestic Product (GDP), was \$2.142 million.</p> <p>The Town's approved contribution to hosting the games was up to \$750,000. At the end of the games, the Alberta Summer Games Board of Directors gifted \$150,000 back to Okotoks due to strong fundraising, gifts in kind and generous donations. A successful games!</p>

✓	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: July 1- December 31, 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, 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 <i>Measures the organization looks to impact through activity / policy</i>	2022	2023	Target
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	181 ha	250 hectares by 2076
Total number of community gardens (MDP 2.4.13) ²⁰	2	2	4 by 2033
Total number of new or additional sport and recreational opportunity spaces provided since 2022 ²¹		5	Increase
Under Development - Percentage of homes within walking distance (400m) to a recreation facility, park or cultural facility (MDP 2.7.6) ²²			100% by 2080

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 New or additional physical spaces created for sport and or recreation opportunities that were launched to the public each year.

²² 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
	Challenges are limiting or blocking progress.		Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: July 1- December 31, 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 ²³	98%	N/A	N/A	N/A	98%	Next survey 2025
Okotoks Municipal Crime Severity Index ²⁴		41.94	35.67	31.59	40.16	2 nd Progress Report 2024
Perception of Safety & Security ²⁵	How safe do you feel:				96%	Next survey 2025
	<ul style="list-style-type: none"> In your residence/on your property? In your neighbourhood? In Town parks, playgrounds, and amenities? 				95%	
					92%	
Under Development – Number of visits to Okotoks Family Resource Centre						

²³ Okotoks Satisfaction Survey completed every four years - next survey 2025.

²⁴ 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.

²⁵ 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: July 1- December 31, 2023



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Other 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>The Community Engagement policy, Administrative Guidelines and Community Engagement Strategy & Toolkit have been updated.</p> <p>Community Engagement policies are going forward to Council in April 2024 for review and approval.</p> <p>The launch of the refreshed toolkit and policy is scheduled for the fall of 2024.</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 Brand Style Administrative Guidelines have been developed, along with the Social Media Administrative Guidelines and Media Relations Administrative Guidelines. These are now under review.</p> <p>An online community engagement platform was purchased and is currently being utilized for employees and external community engagements. The site will be officially launched by April 2024.</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>To recognize National Day for Truth and Reconciliation, a memorial site was created at Ethel Tucker Park behind Bow Valley College, Okotoks Campus. The site is a place for the community to display all offerings that pay respect to Residential School System Victims, Survivors and all those that have been, and continue to be, affected by Residential Schools, as well as all Missing and Murdered Indigenous Women and Girls.</p> <p>The Town of Okotoks has partnered with a University of Calgary Masters student to create a five year strategic plan in support of Indigenous Relations.</p>

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



Status: July 1- December 31, 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>A discussion with regional recreation partners has occurred. Timing of capital projects and regional amenities alignment were priority topics.</p> <p>A review of spaces and development of new spaces within the existing Okotoks Recreation Centre facility has been completed. A new youth centre space and renovation in other spaces is being planned in 2024.</p> <p>Planning for community engagement and design of an aquatic facility expansion is underway.</p>
★	Outdoor Ice Rink Development	<ul style="list-style-type: none"> • Additional recreation opportunities 	<p>The new outdoor boarded rink was completed in late 2023. This new multi-use, community rink will be open year-round, with ice during the natural ice season (approximately December to late-February). The rink can accommodate activities such as lacrosse, floor hockey and in-line skating in the off-ice season. The rink is designed to be used for un-programmed, drop-in leisure activities with the potential for special events.</p>
▲	Riverfront Lands Development: litopatopa	<ul style="list-style-type: none"> • Provide additional public space for enjoyment by all 	<p>Work on the engineered design continues for litopatopa park with some delays. The final design is anticipated in early 2024, with work progressing in the spring.</p>

✓	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: July 1- December 31, 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 community engagement 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 	Okotoks is a member of the Municipal Conflict Wildlife Initiative – Calgary Area, to collaborate with other municipalities in our region on wildlife conflict. Deer Strategy work complete.
✓	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 	A contractor was hired and work was started in December 2023 to develop a Social Policy Framework and Social Strategy Framework. The Social Policy Framework will help guide Council and Administration in how the municipality responds to the social needs of the community. The Social Strategy will provide data and recommendations on how to address the current and emerging needs in the community.

✓	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: July 1- December 31, 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	1st Progress Report 2024	Carbon neutrality by 2050
Community Greenhouse Gas Emissions (tonnes CO ₂ e) produced	379,785	326,219	345,490	1st Progress Report 2024	Carbon neutrality by 2050
Percentage of waste diverted from the landfill per year		61%	59%	Under review with new Legislation coming forward	
Summer Peak Water Usage Day - liters per capita per day (lpcd) ²⁶		391	373	382	324 liters per capita per day by 2030 (Average 20% reduction)
Total residential potable water usage: litres per capita per day (lpcd)		178	165	172	To be determined

²⁶ Measure and target from Climate Action Plan, page 23.

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



Status: July 1- December 31, 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%	97%	100% grant funds used annually
Percentage coverage by urban forest canopy (MDP 2.7.1) ²⁷ (measured every 5 to 10 years)	6% ²⁸	Next report scheduled for 2027	No net loss by 2050
Percentage of energy used by Municipal facilities that is renewable ²⁹	7.5%	1st Progress Report 2024	100% by 2050
Under Development - Number of publicly accessible electric vehicle charging stations in Okotoks (MDP D.2.4.9) ³⁰			20 by 2033
Under Development - Percentage of non-potable water used for public parks and landscaping (MDP 2.7.3) ³¹			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

²⁷ Measure from Uniquely Okotoks, Municipal Development Plan.

²⁸ Updated the estimated baseline in MDP with measure from Natural Asset Inventory.

²⁹ Measure and target from Climate Action Plan, page 23.

³⁰ Measure and target from Uniquely Okotoks, Municipal Development Plan.

³¹ Measure and target from Uniquely Okotoks, Municipal Development Plan.

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Status: July 1- December 31, 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 organics dehydrator pilot program.</p> <p>Pilot project will be completed February 29, 2024. The results will be analysed, with an update provided to Council in May 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 	Well has been installed. Connections to the Water Treatment Plant are outstanding, with a targeted operational date of summer 2024.
✓	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 	Design is now complete. The project has been extended into 2024 to include implementation of this system. Irrigation infrastructure is complete for the ball diamond components. Energy supply lines have been installed to the pump site by Fortis. Pump installation and mainline tie in's are anticipated to be completed in April 2024. System up and running as needed in time for season start in 2024.

✓	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: July 1- December 31, 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			
▲	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 	Project substantially completed at the end of 2023. Minor deficiency cleanup scheduled for completion by the end of March 2024.
★	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 	Audits completed for five businesses, with summary reports and recommendations provided to each business. Conservation grants available for recommended upgrades.
✓	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 	The Grading and Landscaping Bylaw was passed in October 2023, mandating that all new homes must install a variety of drought-tolerant turf when turf is desired as part of landscaping.

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Status: July 1- December 31, 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 	<p>Building energy scans were completed for five municipal buildings. The scans recommended energy-efficiency upgrades that could result in \$70,000 in savings annually.</p> <p>With the completion of the report this project transitions to operations, to prioritize the upgrades for budget and create a long-range plan for facilities.</p>
▲	Solar PRV Roof Installations - Operations Centre	<ul style="list-style-type: none"> Solar PRV Roof Installation – Operations Centre (Administration Building) 	Solar roof installation is planned for the summer of 2024.
●	Solar PRV Roof Installation Southridge Emergency Services	<ul style="list-style-type: none"> Solar PRV Roof Installation – Southridge Emergency Services Building 	Project deferred as a result of roof-loading structural limitations. Other solar roofing projects were prioritized.
✓	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 	A CEIP (Clean Energy Improvement Program) tax bylaw and borrowing bylaw was passed by Council in October 2023. The program is set to launch in January 2024.

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Status: July 1- December 31, 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 	Electrification Study completed and delivered. Presentation to Council is scheduled for May 2024.
✓	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>Methods of implementing the sustainability checklist items into existing policy are being explored.</p> <p>A wetland condition review is underway.</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 	This project transitioned to operations. The Infrastructure Vulnerability Assessment Report is being used to prioritize future projects in order to improve the ability to manage the impacts of climate change, such as heat and sudden weather events, on Town facilities.

✓	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: July 1- December 31, 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	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) ³²	42,739	62,241	76,937	Under review
Percentage of shared rides (passengers/hour) - Transit - (MDP 2.3.3) ³³	47%	53%	56.6%	Under review
Average passengers per vehicle hour – Transit - (MDP 2.3.4) ³⁴	3.5	3.9	4.13	5 passengers per hour by 2026
Length of pathway system m/ha of primary, not secondary pathway (MDP 2.7.5) ³⁵		39.8 m/ha	39.8 m/ha	40m/ha of primary, not secondary pathway

Indicators

Indicators that the organization monitors that can influence outcomes

Under Development - Pathway Usage

Additional items are under review

³² Measure from Uniquely Okotoks, Municipal Development Plan.

³³ Measure from Uniquely Okotoks, Municipal Development Plan.

³⁴ Measure from Uniquely Okotoks, Municipal Development Plan.

³⁵ 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
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OH	On-Hold at this time due to issues outside municipal influence		



Status: July 1- December 31, 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 	Currently sourcing additional buses to purchase and sourcing temporary backup buses to address the transit demand.
✓	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 	Technical study work is ongoing, with community engagement activities in the planning stages.
✓	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 	Major construction is complete; landscaping to be completed in 2024.
✓	Northridge Drive Urbanization Phase 4	<ul style="list-style-type: none"> Construction of key active transportation and stormwater infrastructure 	Major construction is complete; landscaping to be completed in 2024
●	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
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⬢	Challenges are limiting or blocking progress.	■	Future
OH	On-Hold at this time due to issues outside municipal influence		



Status: July 1- December 31, 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 ³⁶					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%		

³⁶ Okotoks Satisfaction Survey completed every four years - next survey 2025.

✓	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: July 1- December 31, 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 ³⁷		5%	10% ³⁸	9% ³⁹	9%	To be determined
Likelihood to recommend Town of Okotoks as a good employer ⁴⁰				88%	Next Employee Survey	>85%
Lost Time Injury Frequency Rate ⁴¹		3.53	1.41	1.11	1.16	To be determined
Under Development – Employee Retention Rate						

³⁷ Source(s): Avanti Payroll System Reporting; Effective March 4, 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.

³⁸ Reduced hiring due to COVID and reorganization in 2021.

³⁹ Turnover in 2022 matched the prior 7 year average turnover rate for the Town of Okotoks at 9%.

⁴⁰ Okotoks Employee Survey.

⁴¹ Source(s): WCB Alberta Employer Synopsis Report. Frequency Rate = (Total Lost Time Claims * 100) / Person Years

✓	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: July 1- December 31, 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
Become the Employer of Choice			
★	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 	Project complete.
▲	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 on this project, with revised completion in September 2024.
✓	Compensation Redesign & Philosophy	<ul style="list-style-type: none"> Update the compensation philosophy, revise the Corporate Compensation Policy and introduce a compensation guideline 	Compensation Administrative Guideline has been updated and the Corporate Compensation Policy has been reviewed. The compensation review underway will inform any philosophy changes.
▲	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 	<p>Okotoks Flexible Work Guideline was completed in 2023. Remaining core Administrative Guidelines scheduled to be rolled out to employees in April and the remainder by the fall of 2024.</p> <p>Redesigning the rewards and recognition program has been removed from the work plan to concentrate on current priorities, as employees did not identify this as a priority in the values survey.</p>

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Status: July 1- December 31, 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 	<p>The Information Technology Strategic Plan is complete and is being used for updates to budget and priority changes.</p> <p>Projects from this plan will be added to the Corporate Business Plan as prioritized.</p>
Operationalize Asset Management			
✓	Operationalize Asset Management	<ul style="list-style-type: none"> • Initial loading/recording of municipal assets in the software • Addition of the new developer contributed assets annually • Start resourcing a Centralized Corporate Asset Management Team • Determination of the initial iteration of the Infrastructure Gap • Determination of best Corporate Asset Management Model for Okotoks. 	<p>Initial load/recording of all municipal assets into the software has been completed. Additionally new developer contributed assets will be added annually.</p> <p>An Asset Management Maturity Review and updated Action Plan was completed in 2023.</p> <p>Determination of the initial iteration of the Infrastructure Gap is in progress, with scheduled completion by July 2024. Resourcing a centralized Corporate Asset Management Team has started.</p>

✓	Work is on schedule and progress is being made	★	Complete
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Status: July 1- December 31, 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>Modernize the delivery of programs and services through technology</i>			
★	Multi Municipal Financial ERP Replacement	<ul style="list-style-type: none"> Develop and provide an Enterprise Resource Planning (ERP) Readiness Report 	ERP Readiness Assessment Draft Report was finalized in December of 2023. The information provided from the report will be used in future ERP Planning.
▲	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 	Some delays with implementation. Implementing other Microsoft 365 products has been shifted to mid 2024 due to priority and dependency changes within the IT Strategic 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: July 1- December 31, 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 	Project to be rolled out to the organization in February.
★	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 has been established and moves to ongoing operations. The email archive update is complete.
▲	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 	Council approved the 2024-2025 Budget amendments presented by Administration to Council. Work continues into 2024.
✓	Customer Service Review	<ul style="list-style-type: none"> Identify ways to improve customer service delivery through system enhancements, process efficiencies and public accessibility 	Offering 24/7 access by improving online payment access. Continue to work with the Community Engagement team to update web pages on Okotoks.ca to improve user experience.
▲	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 on finishing Okotoks' first complete Service and Service Level Inventory. This is scheduled to come to Council by September 2024 for approval.

✓	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: July 1- December 31, 2023

★ Initiatives Previously Completed

These Initiatives were previously completed during this Council term

Strategic Outcomes	Initiatives	Outcome	Completion
Responsibly Managed Growth	Affordable Housing Land Service Development Site	To provide grading and servicing to an affordable housing development.	As of Jun 30, 2023
	Offsite Levy Community Amenities	Commence future funding for community amenities, upon approval of the updated bylaw.	As of Jun 30, 2023
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 the existing playground.	As of Dec 31, 2022
	Pump Track Riverside Park Development	A new drop-in leisure recreation opportunity for wheeled sports enthusiasts of all ages.	As of Jun 30, 2023
	Neighbourhood Led Community Garden Program	Adding community gardens through neighbourhood requests was transitioned to ongoing operations.	As of Jun 30, 2023
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
	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. Results under consideration to conduct a future pilot project.	As of Jun 30, 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: July 1- December 31, 2023



Initiatives previously completed (continued)

These Initiatives were previously completed during this Council term

Strategic Outcomes	Initiatives	Outcome	Completion
Integrated & Accessible Transportation	Veteran's Way Pedestrian Corridor	New sidewalk between Elizabeth and South Railway Street. Last phase of a multi-year initiative.	As of Dec 31, 2022
Organizational Excellence	Employee Survey Rollout	Use results of the 2022 Employee Survey to inform future planning	As of Jun 30, 2023
	Benefits Redesign	Benefit Plan redesign to enhance benefits for all aspects of health, inclusive of mental health	As of Jun 30, 2023
	Geographic Information System (GIS) for Operations	Create a development environment that uses mapping to improve decision making for planning and service delivery	As of Jun 30, 2023



Status: July 1- December 31, 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.

Service Levels under development/review

Service Level
Additional service level measures will be developed and provided from the Service Level Inventory Initiative in progress

Sustainable Okotoks

Service Levels under development/review

Service Level	Measure Date	Service Level
Weed Control	2023	

Community Life

Note – Reporting to continue on Fire & Rescue service levels within the 2nd Corporate Progress Report for 2024 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	2023	
Property Assessment as per the Municipal Government Act Requirements	2023	
Property Tax Notices as per the Municipal Government Act	2023	
Freedom of Information and Privacy Act (FOIP) as per the Alberta FOIP Act requirements	2023	

	Service levels met or exceeded
	Experiencing challenges



Status: July 1- December 31, 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	2023	
Development Permit 40 Day Application Decision as per the Municipal Government Act Requirements	2023	

	Service levels met or exceeded
	Experiencing challenges