



2026

# Corporate Business Plan





# Responsibly Managed Growth

We have flourishing spaces for all

## Managing Growth\*

Okotoks is a compact, complete and sustainable community that lives within its means so future generations can flourish and where everyone has access to all they need to live quality lives.

We will sequence growth ensuring we have sufficient servicing capacity for new homes and businesses. Growth will be managed to make the Town more resilient to climate events and so we can deliver infrastructure needed that aligns with the Town’s priorities.

### Alignment to MDP Goals

*All Principles*

- Managing Growth
- Travel + Transport
- Sustainable Water
- Land + Nature

### Related Long-Range Strategies & Plans

- Okotoks Growth Strategy
- Community / Neighborhood Plans
- Climate Action Plan
- Economic Development Strategic Plan
- Transportation Master Plan
- Active Transportation Strategy
- Water Management Master Plan
- Long-Term Financial Health Framework

### Key Environmental Factors

- Economy: Increasing need for diversity of housing, specifically purpose-built market and below-market rental units, for it to be affordable with current cost-of-living and affordability challenges.
- Population & Growth: Town growth rates targeted at 3 to 4%
- Developer relationships: Improved collaboration to better understand, anticipate, and share project risks.
- Social: Community concern about maintaining the feel/character of Okotoks as it grows and access to key community services such as recreational programs and facilities.
- Environment: Manage climate risks to keep community health and infrastructure costs stable or declining through environmental stewardship.
- Financial demands exceed available resources.

INITIATIVE	2026 DELIVERABLES
Strategic	
<b>Supplemental Water Project</b>	Secure a long-term sustainable water supply for the community (and potentially the region)

\* There is currently no Purpose Statement for Managing Growth. Instead, this statement comes from the MDP Managing Growth goal.

<b>Address Water Storage &amp; Distribution System (Growth Areas)</b>	Develop and implement the technical and financial strategy for water storage and distribution for new growth areas	<ul style="list-style-type: none"> <li>• Begin development of technical/financial strategy</li> <li>• Dedicated Mains (Project 13) - construction concurrent with development in Tilloston</li> <li>• Southwest Reservoir (Project 14) – advance early stages (e.g. functional/conceptual design) contingent on external proponent to finance design and construction</li> </ul>
<b>Growth Management Strategy Implementation</b>	Align growth with Okotoks identity to support social connection, environmental stewardship and economic strength	<ul style="list-style-type: none"> <li>• Align development processes with identity driven growth</li> </ul>
<b>Municipal Development Plan (MDP) &amp; Land Use Bylaw (LUB) Update</b>	Statutory plan that sets the long-term vision for Okotoks’ growth and development and regulatory tool that implements the vision of the MDP	<ul style="list-style-type: none"> <li>• Prepare scope of work for updated MDP and LUB.</li> </ul>
<b>Long-Term Financial Health Framework Update</b>	Update the current framework to reflect current and anticipated environment, opportunities, and challenges.	<p>In 2026:</p> <ul style="list-style-type: none"> <li>• Develop strategic implementation plan</li> <li>• Start update of feeder bylaws and policies (e.g. Off-site Levy Bylaw, Utility Rate Model, Reserve Policy)</li> <li>• Additional work in 2027</li> </ul>
<b>Service Level</b>		
<b>Master Plans &amp; Neighbourhood Plans for Growth</b>	Meeting service level	<p>Create plans for growth:</p> <ul style="list-style-type: none"> <li>• North Point (Neighbourhood Structure Plan)</li> <li>• 338 Avenue (Functional Plan and Detailed Design)</li> <li>• Cemetery Design Plans</li> <li>• North (Area Structure Plan)</li> <li>• Sandstone Springs (Neighbourhood Plan)</li> <li>• Create Land Strategy Framework to guide municipal land decisions</li> </ul>
<b>Sanitary Upgrades</b>	Meeting service level	<ul style="list-style-type: none"> <li>• North Railway Sanitary Upgrade</li> <li>• Riverside Drive Sanitary Upgrade</li> <li>• South Railway Street Sanitary Upgrade</li> </ul>

<b>School Sites</b>	Meeting service level	<ul style="list-style-type: none"> <li>• High School for CTR – Tillotson</li> <li>• Wedderburn High School site servicing (design)</li> <li>• Redesign entrance way to Holy Trinity School and Catholic Church with Ridgemont</li> </ul>
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KEY FUTURE WORK		SCHEDULED TIMELINE
<b>Growth Management Strategy Implementation</b>	Continued implementation of strategy.	Ongoing
<b>Municipal Development Plan (MDP) &amp; Land Use Bylaw (LUB) Update</b>	Strategic update based on scoping work completed in 2026, including reflecting updated stewardship policies.	Q4-2027
<b>Long-Term Financial Health Framework Update</b>	Completed Long-Term Financial Health Framework update.	Q4 - 2027



# Integrated & Accessible Transportation

We connect the community through integrated, multimodal transportation options

## Integrated and Accessible Transportation

Okotoks has integrated, connected, multi-modal, sustainable transportation options to better support active transportation and people walking, wheeling, and transit riders, while also facilitating automobile access for the benefit of our citizens, the local economy, and the environment.

### Alignment to MDP Goals

*Okotoks is a healthy, safe, inclusive community.  
Okotoks is a sustainable, green and resilient community.*

- Health + Happiness
- Equity + Local Economy
- Culture + Community
- Travel + Transport

### Related Long-Range Strategies & Plans

- Active Transportation Strategy
- Transportation Master Plan
- Transit Outcomes Report
- Climate Action Plan

### Key Environmental Factors

- Political: Leadership and policy at the federal and provincial levels may impact grant funding and long-term planning.
- Economic: Global and regional supply-chain disruptions, tariff uncertainty, and inflationary pressures create a strain on capital project resources and timelines.
- Social: Transportation modes and options to include all Okotokians (particularly residents with lower income and/or facing barriers) to experience social inclusion through connection to their jobs, education, services, and community life.

INITIATIVE		2026 DELIVERABLES
Strategic		
<b>Active Transportation Strategy Implementation Plan</b>	Develop active transportation network through priority projects.	<ul style="list-style-type: none"> <li>• Prioritize and pursue projects based on funding availability and aligned with utility work / road upgrades.</li> </ul>
<b>Community Access Program integration</b>	Integrate wheelchair-accessible public transit services into the Okotoks Transit model	<ul style="list-style-type: none"> <li>• Review capacity to support integration.</li> <li>• Develop and implement a eligibility-based program to support qualifying residents.</li> </ul>
<b>Advocacy</b>	Use data to tell the story and make the connection between affordable housing and access to public transit	<ul style="list-style-type: none"> <li>• Coordinated advocacy messaging and plan to socialize with other orders of government.</li> </ul>

Service Level		
<b>Transportation Improvements</b>	Meeting service level	<ul style="list-style-type: none"> <li>• 32 Street/388 Avenue Intersection upgrade</li> <li>• 32 Street signalization design (HTA and Chinook Arch Way)</li> <li>• Traffic signal timing optimization</li> </ul>

KEY FUTURE WORK		SCHEDULED TIMELINE
<b>Transit Facility</b>	Begin planning in 2026 for a dedicated transit facility, including possible vehicle storage, vehicle maintenance, and service administration	Q2 2026 - 2030
<b>Active Mobility Strategy</b>		Q4 2027



# Strong Local Economy

We are the easiest place to do business in Alberta

## Local Economy

Okotoks-based employment and resilient businesses strengthen the economy. Thoughtful, collaborative economic development will allow dismantling of barriers and support of local entrepreneurs. Okotoks provides a high-level quality of life through its many amenities that entice business to locate in the community.

### Alignment to MDP Goals

*Okotoks has a vital, prosperous, innovative economy*

- Equity + Local Economy

### Related Long-Range Strategies & Plans

- Economic Development Strategic Plan
- Culture, Heritage, and Arts Master Plan
- Tourism Strategy
- Downtown Urban Design Master Plan
- Our Plan for Downtown: The Downtown Area Redevelopment Plan

### Key Environmental Factors

- Economic: Inflationary pressures are felt particularly acutely by small businesses with smaller margins for success.
- Economic: An upward trend in tourism visitors to Alberta and Canada. Includes new opportunities to partner with third-party event providers, including sport tourism.
- Political: There remains a desire to buy Canadian/local.

INITIATIVE		2026 DELIVERABLES
Strategic		
<b>Culture, Heritage &amp; Arts Master Plan Implementation</b>	Recognizing the value of the arts as an economic driver, focus on growing the arts sector sustainably	<ul style="list-style-type: none"> <li>• Prepare scope of work for updated CHAMP</li> </ul>
<b>Downtown Okotoks enhancements</b>	Implement Downtown Area Redevelopment Plan enhancements	<ul style="list-style-type: none"> <li>• Downtown Art Gallery Parking Upgrades</li> <li>• North Railway Street (McRae Street to Poplar Avenue) Enhancements</li> <li>• Pisttoo Park and Triangle Park Improvements</li> <li>• Daggett Street Parking Upgrades (West - Phase 2)</li> <li>• South Railway Street Development</li> </ul>
<b>Tourism Strategy Implementation</b>	Use tourism to create local jobs, enhance public spaces, protect the	<ul style="list-style-type: none"> <li>• Create community-based tourism advisory group</li> </ul>

	environment, and celebrate what makes Okotoks truly special	<ul style="list-style-type: none"> <li>• Tourism Destination Development with focus on placemaking</li> <li>• Tourism Funding &amp; Governance Benchmark</li> </ul>
<b>Economic Development Strategy Implementation</b>	Establish a well-defined roadmap for fostering growth and innovation within the Okotoks economy	<ul style="list-style-type: none"> <li>• Local target sector analysis</li> <li>• Establish technology incubator to support local tech entrepreneurs at the start-up phase</li> </ul>
<b>Service Level</b>		
<b>Third-party event partnerships</b>	Maintain service level.	<p>Develop a consistent methodology to support major third-party partnerships</p> <ul style="list-style-type: none"> <li>• Develop framework</li> <li>• Pilot one major third-party event</li> </ul>

KEY FUTURE WORK		SCHEDULED TIMELINE
<b>Culture Venue Operating Model Analysis</b>	Review various operating models specific to cultural venues	Q4 2026 – Q4 2027
<b>CHAMP Update</b>	Strategic update incorporating guiding corporate objectives (i.e., Social Needs Assessment and Events Strategy)	Q3 2026 – Q4 2027
<b>Tourism Strategy Implementation</b>	Continued implementation of strategy	Ongoing
<b>Economic Development Strategy Implementation</b>	Continued implementation of strategy	Ongoing



# Enhanced Culture & Community Health

We are ready to welcome everyone

## Community Life<sup>†</sup>

Okotokians needs are met and they have opportunities to live safe, healthy, and happy lives.

Okotokians experience a welcoming and inclusive community where they can actively contribute to civic decision making.

### Alignment to MDP Goals

*Okotoks is a healthy, safe, inclusive community*

- Health + Happiness
- Equity + Local Economy
- Culture + Community

### Related Long-Range Strategies & Plans

- Recreation, Parks & Leisure Master Plan
- Social Needs Assessment & Strategy
- Culture, Heritage & Arts Master Plan
- Indigenous Relations Framework

### Key Environmental Factors

- Economic Drivers: Community affordability for foundational necessities such as housing and food as well as access to provincial and federal funding.
- Social: Opportunities for inclusive community connection

INITIATIVE		2026 DELIVERABLES
Strategic		
<b>Recreation Facility Expansion</b>	Planning for expansion of Recreation Centre	<ul style="list-style-type: none"> <li>• Conceptual plans and cost estimations developed</li> </ul>
<b>32 Street Campus Sports Field</b>	2027 design, 2028 build	
<b>Event Strategy Implementation</b>	Focus on building capacity and increasing utilization	<ul style="list-style-type: none"> <li>• Identify internal gaps or constraints for Town-led and third-party events</li> <li>• Initiate Event Mentorship Program</li> </ul>
<b>Implementation of the Social Needs Strategy &amp; Framework</b>	Identifies priorities to strengthen community support systems and enhance social well-being	<ul style="list-style-type: none"> <li>• Development of a community-wide plan to reduce societal divide and enhance community gratitude.</li> </ul>
<b>Indigenous Initiatives</b>	Delivery of events that align with the Indigenous framework supporting	<ul style="list-style-type: none"> <li>• Inaugural Big Rock Open Golf Tournament, in partnership with Sticks and Strings Foundation.</li> </ul>

<sup>†</sup> Housing and "Access to utilities and affordable housing options to meet their basic needs" is included within the *Community Life Purpose Statement*; however, Housing priorities are included under *Responsibly Managed Growth*.

	cultural awareness, future projects and programming	
<b>Fire Department Accreditation</b>	Independent accreditation by the Commission on Fire Accreditation International (CFAI) via the Center for Public Safety Excellence (CPSE)	<ul style="list-style-type: none"> <li>Pursue accreditation</li> </ul>
<b>Service Level</b>		

KEY FUTURE WORK		SCHEDULED TIMELINE
<b>Event Strategy Implementation</b>	Continued implementation of strategy	Ongoing
<b>Implementation of the Social Needs Strategy &amp; Framework</b>	Continued implementation of strategy	Ongoing



# Demonstrated Environmental Leadership

We do things differently to thrive tomorrow

## Sustainable Okotoks

Okotoks prioritizes, protects, conserves and restores our environment and creates strong community connections to nature.

### Alignment to MDP Goals

*Okotoks is a sustainable, green and resilient community*

- Land + Nature
- Sustainable Water
- Local + Sustainable Food
- Zero Waste
- Net-Zero Carbon Economy

### Related Long-Range Strategies & Plans

- Environmental Master Plan
- Okotoks Growth Strategy
- Climate Action Plan
- Waste Management Master Plan
- Urban Forestry Master Plan
- Water Management Master Plan

### Key Environmental Factors

- Environmental: Local ecosystems are being impacted by climate change and development and are seeing negative impacts on biodiversity, water and air quality,
- Social: The impact of climate change is experienced more strongly by people in lower income situations.
- Economic: Climate change is rapidly increasing risks to community health, costs to infrastructure, and costs to consumers for insurance rates, food, and other necessities.
- Political: Attention and credence to climate change risk adaptation is supported differently in various levels of government making it difficult to plan for and fund projects necessary in the local context.

INITIATIVE		2026 DELIVERABLES
Strategic		
<b>Circular Economy Reuse Study</b>	Investigate ways to implement new, or improve existing, reuse programs	
<b>Land and Biodiversity Update</b>	Enhanced, healthy green spaces and sustainably built communities in all new development by 2030	<ul style="list-style-type: none"> <li>• Update development policies, bylaws and guiding documents to conserve and enhance natural assets</li> </ul>
<b>Flood Protection Program</b>	Ensure climate ready infrastructure to better cope with severe weather conditions and events.	<ul style="list-style-type: none"> <li>• Complete a River Flood Vulnerability Assessment to identify and prioritize flood resiliency projects</li> <li>• Incorporate findings into MDP &amp; LUB</li> </ul>

<b>Green Building Guidelines</b>	Make Okotoks a leader in environmentally conscious design	<ul style="list-style-type: none"> <li>Complete guidelines for both internal and external use that reflect Okotoks' policy and how our community can be built to save both energy and money</li> </ul>
<b>Climate Change Risk Assessment – Social and Economic</b>	Enhance the Climate Change Infrastructure Vulnerability and Risk Assessment to include social and economic risk from climate change hazards.	<ul style="list-style-type: none"> <li><b>Pending external funding.</b> Complete a social and economic climate change risk assessment to identify and prioritize risk adaptation programs.</li> </ul>
<b>Service Level</b>		
<b>Ecosystem Service Levels</b>	Maintain service level (response to growth)	<ul style="list-style-type: none"> <li>Improve levels of natural asset retention and increase LID infrastructure to sustain ecosystem service benefits in response to development</li> </ul>
<b>Priority Flood Resiliency Projects</b>	Maintain service level	<ul style="list-style-type: none"> <li>Begin priority flood resiliency projects based on available budget</li> </ul>
<b>Climate Change Risk Adaptation</b>	Complete all aspects of sustainability related to climate change risk adaptation for future program planning, infrastructure projects, funding applications, local business support, and social needs in the community.	<ul style="list-style-type: none"> <li>Build physical and local community safety via targets and plans from the report.</li> </ul>

KEY FUTURE WORK		SCHEDULED TIMELINE
<b>Climate Change Adaptation Strategy</b>	Combine and update the Environmental Master Plan and the Climate Action Plan	Q3 2027
<b>Biodiversity Strategy</b>	Develop a Biodiversity Strategy to protect and enhance ecological assets.	Q3 2028



# Organizational Excellence

We lead with passion, collaboration, innovation, and agility.

## Organizational Excellence

We support and enable the work that happens everyday in the Town through supporting our workforce, providing the technological systems that our services rely on, and planning for and managing the financial health of the organization.

### Alignment to MDP Goals

*Okotoks Council is a fiscally responsible and responsive government*

### Related Long-Range Strategies & Plans

- Long-Term Financial Health Framework
- Utilities Policy Purpose Statement
- Asset Management Plan
- Council Policies

### Key Environmental Factors

- Financial demands exceed available resources.
- Technology: Sunsetting of current financial/accounting software

INITIATIVE		2026 DELIVERABLES
Strategic		
<b>Succession Plan</b>	Ensure we are planning for the future of the organization by understanding what skills we need and how to grow people to meet those needs.	<ul style="list-style-type: none"> <li>• Skill gaps analysis and plan for high-risk roles (key &amp; vulnerable positions)</li> </ul>
<b>Learning &amp; Professional Development</b>	Create a learning & development approach focused on building a leadership culture for leaders and a customer-focused culture with front-line staff.	<ul style="list-style-type: none"> <li>• Leader development framework</li> <li>• Customer experience training profile focused on front-line staff</li> </ul>
<b>Operationalize Asset Management</b>	Asset Management system and practice development	<ul style="list-style-type: none"> <li>• Incorporate asset management software into 2026 – 2030 budget process</li> <li>• Infrastructure gap identification</li> <li>• Develop Asset Management Policy to guide creation of asset management plans</li> </ul>
<b>IT Strategic Plan Implementation</b>	Prioritize action based on common elements for ERP readiness	<ul style="list-style-type: none"> <li>• Create plan to address technology capability gaps for ERP</li> </ul>
<b>ERP Replacement</b>	Enterprise Resource Planning (ERP) system replacement and modernization	<ul style="list-style-type: none"> <li>• Develop a comprehensive ERP replacement plan</li> <li>• Build data migration plan</li> </ul>

		<ul style="list-style-type: none"> <li>• Business case for Council &amp; Administration decision-making</li> </ul>
<b>Priority-Based Budgeting (PBB)</b>	Transition budget development to use a service-based, prioritization approach.	<ul style="list-style-type: none"> <li>• Implement Priorities Based Budgeting for Capital Budget</li> <li>• PBB readiness assessment for Operating Budget</li> </ul>
<b>Enterprise Risk Management (ERM) framework.</b>	An ERM Policy was adopted in September 2025. The next step is to develop and implement an ERM framework.	<ul style="list-style-type: none"> <li>• Develop and implement an ERM framework</li> </ul>
<b>Service Level</b>		
<b>IAFF Collective Bargaining</b>	Meet cyclical requirement to negotiate	Current collective agreement has expired (December 31, 2025).

<b>KEY FUTURE WORK</b>		<b>SCHEDULED TIMELINE</b>
<b>ERP Replacement</b>	Remaining transition to replacement ERP	Q1 2026 – Q4 2028
<b>Priorities Based Budgeting</b>	Full implementation of PBB (including systems integration with ERP) for both Operating and Capital Budgets	2026 - 2028
<b>Employee Survey Action Plan</b>	Evolve the Employee Value Proposition	2026 - 2027