



CORPORATE PROGRESS REPORT

January 1 to Jun 30, 2024

August 14, 2024
Town of Okotoks



Organizational Excellence
responsible . agile . resilient . sustainable . efficient



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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: January 1 to June 30, 2024

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

	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 to June 30, 2024

Town of Okotoks Background

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

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

We also serve the community indirectly through services including:

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

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Strategic Planning

Roles of Council and Administration What and Why vs. How

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



Figure 2: Roles of Council vs Administration



Status: January 1 to June 30, 2024

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

✓	Work is on schedule and progress is being made	★	Complete
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Corporate Progress Report – What is it?

Overview and Purpose

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

Corporate Progress Report Content

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

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Status: January 1 to June 30, 2024

Report Status



68 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

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Status: January 1 to June 30, 2024



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	Jan – Jun 2024	Total Units	Target
Purpose Built Market Rental Units ¹ • Development Permit Approved • Constructed	48 0	52 ² 0	186 48	0 24	286 72	Increase
Below Market Rental Units ³ • Proposed Units ⁴ • Development did not continue (outside of Municipal Control) ⁵ • Constructed	112 ⁶ 0 0	42 37 0	53 39 22 ⁷	0 0 0	207 76 22	Increase
Secondary/Accessory Suite Grant Units • Prequalified Grant Unit(s) • Development did not continue (outside of Municipal Control) • Constructed	3 0 3	7 0 7	17 0 11	14 0 10	41 0 31	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.

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Status: January 1 – June 30, 2024



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	2024	Target
Percentage of multi-residential units in Okotoks (MDP 2.5.1) ⁸	21.7%	22.2%	2 nd Progress Report 2024	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	2024
Town of Okotoks population ¹¹	30,405	N/A	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	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	N/A	Next report 2026
NEW Total number of unique requests for housing by Okotokians who were homeless or at risk of homelessness - Okotoks Family Support Centre		21 ¹⁴ Jul-Dec	35	1 st Progress report of 2025

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 New Measure as of June 2024 - starts with Partial year only for July to December 2022 available.

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Status: January 1 – June 30, 2024



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"> Develop the financial and governance options of the creation of a Municipal Asset Corporation to advance affordable housing Advance advocacy strategy to continue pursuit of Okotoks shovel ready projects Identify other opportunities to advance affordable housing 	<p>A new Affordable Housing Incentive Policy was approved by Council on June 24 that facilitates the construction of affordable housing projects.</p> <p>Work continues on developing the financial and governance options to create a Municipal Asset Corporation. A report on these options is scheduled to come to Council by November.</p>
★	Age Friendly Action Plan - Housing	<ul style="list-style-type: none"> Consider feedback and suggestions received for different housing models and align them with the existing recommendations of the Town of Okotoks 2020 Affordable Housing Strategy & Action Plan 	<p>This project now transitions to ongoing operations. As new development comes forward, opportunities to incorporate age friendly housing and the creation and use of shared community spaces are evaluated on a case-by-case basis.</p>
Achieve a supplemental water supply			
▲	Supplemental Water Supply	<p>Construction of a sub-regional water pipeline to deliver raw water from the Bow River to the Town of Okotoks Water Treatment Plant by having:</p> <ul style="list-style-type: none"> Finalize procurement options Determine affordability and constructability options for the RANNEY Well. Develop and finalize interim water solutions Develop and pursue OS/Developer Funding Key land for the pipeline and water storage is acquired Regulatory approval of all elements of the water pipeline, including water transfers received (excluding raw water storage) 	<p>Intake lands purchased by partnership. All critical lands secured. Procurement for the intake caisson base scope of work completed with contract negotiations underway. In June a memorandum of understanding was signed with Foothills County for Phase II Construction.</p> <p>Design activities for pipelines, pump stations and reservoir underway.</p>

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Status: January 1 – June 30, 2024



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Council Strategic Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
<i>Achieve a supplemental water supply</i>			
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 Construct dedicated mains and connect the reservoir to the water distribution system. 	Land decision for the reservoir site is tied to the development of Tillotson which is in progress.
<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 	With the completion of the Sponsorship Policy and adding Community Amenities to the Offsite Levy Bylaw, this initiative will now transition to ongoing operations. When funding opportunities are identified, they will be brought forward as part of projects or operating budget funding.

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
▲	Growth Management Strategy	<ul style="list-style-type: none"> Create an assessment tool that informs the Town on land supply and balances the demands of growth with Okotokians' quality of life 	Initial background review was completed. Contract with provider was terminated. New contract(s) developed and coordinated with other Town priority work. Work recommenced.
✓	Area Structure Plan - North Point	<ul style="list-style-type: none"> Create an area structure plan to support business growth in northeast Okotoks 	A public open house was held on May 30 and the First Reading of the area structure plan was given on June 24. A public hearing is scheduled for July 15.
■	NEW Neighbourhood Structure Plan – North Point	<ul style="list-style-type: none"> Create a neighbourhood structure plan for the first stage of Development in northeast Okotoks 	Scheduled to start later this year. Under review.

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Status: January 1 – June 30, 2024



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
■	Area Structure Plan South of Highway 7	<ul style="list-style-type: none"> • Create an area structure plan to support business growth in south Okotoks 	Scheduled to start later this year. Under review.
▲	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 	Concept design and functional study complete. Work continues to complete the detailed designs.
▲	Fire - Emergency Services Master Plan	Develop an Emergency Services Master Plan to optimize fire hall locations and staffing service levels	In Progress. Update to come to Council this fall.
OH	Cemetery Design Plans	Introduce a design phasing plan for the development of the new cemetery lands (not including purchase of land)	This project is tied to the Tillotson Neighbourhood Area Structure Plan, which is in development.
✓	Community Campus Land Development 32 Street	Dependent on provincial capital planning decisions for school sites, the Town will facilitate servicing the balance of the Community Campus Site	Work continues on developing interim and future stormwater servicing options.
✓	North Rail Sanitary Upgrade	Twinning or upsizing the North Railway Sanitary Main from the bend in North Railway Street to the Wastewater Treatment Plant	Project is in design and is expected to be constructed concurrently with the regional watermain.

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Status: January 1 – June 30, 2024



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 and 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	Jan – Jun 2024	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	Full yr 1 st Progress Report 2025	80/20 by 2033
NEW Art Activation Grant - Total number of Events Created				17	N/A
NEW Percentage of Art Activation Grant Used				32%	100%
NEW Sport Tourism Grant Pilot - total number of events created				3	N/A
Total number of new downtown evening and weekend events	0		15	Full yr 2 nd Progress Report	6 in 2023
Under Development with new Events Strategy in 2024 - 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.

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Status: January 1 – June 30, 2024



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

Indicators	2021	2022	2023	2024
<i>Indicators that the organization monitors that can influence outcomes</i>				
Total Number of Business Licenses (including non-resident licenses)	2018	2004	2147	2 nd Progress Report 2024
Total New Housing Starts (excluding secondary suites) ¹⁷	184	284	447	2 nd Progress Report 2024
Estimated Residential Construction (\$Millions)	47	65	102	2 nd Progress Report 2024
Total Industrial, Commercial and Institutional (ICI) Permits	49	39	47	2 nd Progress Report 2024
Estimated Industrial, Commercial and Institutional (ICI) Construction (\$Millions)	19	17.6	22	2 nd Progress Report 2024

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"> • Develop a Public Art Program • Determine linkages between arts/culture with economic development and advance those specific needs including the downtown • Assessment of current amenities in support of theatre space • Develop an Events and Facilities Activation Program that assesses space utilization and enhances use of public spaces for private event utilization • 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>Public Art Program implemented.</p> <p>Old Church Theatre and Foothills Centennial Centre utilization reports complete.</p> <p>Ongoing work continues with economic development on events and a potential tourism strategy. An Events Strategy is under development.</p>

¹⁷ Permits to build new housing to provide future insight into demand.

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Status: January 1 – June 30, 2024



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 	A public open house session was held for this initiative on June 18. Preparation of the draft plan to be done based on existing policy direction and community feedback.
✓	Design for Main Street - 61	<ul style="list-style-type: none"> Design of downtown enhancements deep utility replacement and street improvement, including sidewalk widening and landscaping Incorporate plans into Downtown Area Redevelopment Plan 	Work continues to complete the detailed designs for main street.
✓	Downtown Art Gallery Parking Lot Upgrades	<ul style="list-style-type: none"> Additional parking options for the downtown 	Design work continues for upgrades to the Art Gallery Parking Lot, as they are combined with Downtown enhancement work.
✓	Daggett Street Parking Upgrades	<ul style="list-style-type: none"> Additional parking options for the downtown 	Design work complete and contractor selected for construction. Construction is expected to start in July.
✓	Downtown Enhancement (North Railway – McRae to Poplar)	<ul style="list-style-type: none"> Enhance North Railway Street between McRae Street and Poplar Avenue 	Concept designs have been developed. Community engagement on the project has started and will continue with the development of detailed designs.
✓	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 is 50% complete. In the next reporting period complete designs.

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Status: January 1 – June 30, 2024



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 • Develop internal process improvements that are measurable • Improve one-stop-shop experience by internally centralizing tools and online resources • Educate community groups about the permit process and bylaws 	An Online portal is now available to builders for permitting. Online payment access is currently being tested.
Diversification of the Tax base			
✓	Diversification of Industry	<ul style="list-style-type: none"> • Develop a five-year Economic Development Strategy, including identification of key sectors to assist with investment attraction • Begin implementing the new economic development strategic plan • Create a value proposition to market Okotoks' competitive advantage for new or secondary business locations 	The Economic Development Strategic Plan is scheduled to come to Council in the fall.

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
▲	D'Arcy Campus	<ul style="list-style-type: none"> • Provide a decision on land use through a business model and a concept plan 	Land purchase decision from vendor due in July. A decision on land will affect scope and scale of the project.

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Status: January 1 – June 30, 2024



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 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 community safety 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	2024	Target
Total amount of manicured, publicly accessible parks and open spaces (MDP 2.7.4) ¹⁸	176 ha	181 ha	2nd Progress Report 2024	250 hectares by 2076
Total number of community gardens (MDP 2.4.13) ¹⁹	2	2	2nd Progress Report 2024	4 by 2033
Total number of new or additional sport and recreational opportunity spaces provided since 2022 ²⁰		5	2nd Progress Report 2024	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

¹⁸ Measure and target from Uniquely Okotoks, Municipal Development Plan.

¹⁹ Measure and target from Uniquely Okotoks, Municipal Development Plan.

²⁰ New or additional physical spaces created for sport and or recreation opportunities that were launched to the public each year.

²¹ Measure and target from Uniquely Okotoks, Municipal Development Plan.

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Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Indicators <i>Indicators the organization monitors which can influence outcomes</i>	2018	2019	2020	2021	2022	2023	2024
Perception of Quality of Life in Okotoks ²²	98%	N/A	N/A	N/A	98%	N/A	Next survey 2025
Okotoks Municipal Crime Severity Index ²³		41.94	35.67	31.59	40.16	2 nd Progress Report 2024	2 nd Progress Report 2025
Perception of Safety & Security ²⁴	How safe do you feel:				96%	N/A	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 in 2024 – 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.

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Status: January 1 – June 30, 2024



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 	The Community Engagement policies were approved by Council on May 13. This project now transitions to ongoing operations.
★	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>Style Guidelines were rolled across the organization.</p> <p>The new online engagement platform has been launched and recently used for many community engagements, including the 2025 Budget Survey. This project now transitions to ongoing operations.</p>
✓	Age Friendly - Community Engagement	<ul style="list-style-type: none"> Administer surveys and host focus groups in person where older adults are 	<p>As part of the engagement strategy, meetings were held with community members to establish partnerships and share engagement opportunities.</p> <p>Work to develop relationships with the community continues to support increased engagement.</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 	Okotoks' New North Trail Strategic Plan was approved by Council on June 1 in a Special Meeting of Council in Okotoks' Painted Lodge, in the presence of Blackfoot Elders.
Increase sport and recreational opportunities and timely access to relevant programs and services that support health and well-being			
✓	Riverfront Lands Development: litopatopa	<ul style="list-style-type: none"> Provide additional public space for enjoyment by all 	Designs are complete. Work continues on procurement of amenities and construction contracts.

✓	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, 2024



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 Recreation opportunities to support a healthy community	<ul style="list-style-type: none"> • 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 	A facility utilization and future planning review has been completed on the Cavalry Regional Fieldhouse. Regional discussions have commenced on long-term capital planning for a new regional curling centre. Construction of the new youth space at the Okotoks Recreation Centre is underway. This initiative now transitions to ongoing operations.
✓	Tennis and Pickleball Facility	<ul style="list-style-type: none"> • Develop a Tennis & Pickleball Facility 	A development and operating agreement have been executed with the Okotoks Pickleball & Tennis Centre Society. The development permit application is imminent. The society is contributing to grant applications, including the large grant stream of the Community Facility Enhancement Fund.
▲	Skate Park Development	<ul style="list-style-type: none"> • Develop a second skate park 	Council has approved the site plan for locating the skate park at Howard Park. A Public Open House was held on February 6. A final design will be created by the skate park designer based on the results from the second public engagement being planned. Construction is expected in spring 2025.
✓	Upgrade Howard Park Play Space	<ul style="list-style-type: none"> • Upgrade Howard Park Play Space 	A business case will be included in the 2025 budget. A \$100K grant has been received from the Federal Enabling Accessibility Fund.
✓	Preparation for expansion of Aquatics Facility	<ul style="list-style-type: none"> • Preparation for expansion of Aquatics Facility 	Work continues to hire a consultant for this project. Upon hiring the consultant, work will begin on related studies and community engagement.

✓	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, 2024



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Social Priorities Support	<ul style="list-style-type: none"> • Creation of a policy framework outlining requirements expected of the municipality in support of social priorities • Complete a strategy outlining 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 	Updated project timelines with work to continue on a Social Needs Assessment and Social Development Framework (previously known as Social Needs Framework).
★	Age Friendly Community - Respect and Inclusion	<ul style="list-style-type: none"> • Offer information sessions for families of older adults to help them better understand the aging process and changing needs of their aging family member. (Example dementia and memory loss) • Provide awareness and community-based learning opportunities and provide education on ageism and elder abuse awareness, through presentations, workshops and events • Ensure that in person program delivery options are available and prioritized 	<p>A speaker series began in February for families of older adults, in partnership with the Okotoks & District Senior's Club and numerous other community stakeholders. The series occurs almost weekly on a wide variety of stakeholder requested topics, has seen excellent attendance, and feedback has been overwhelmingly positive.</p> <p>This initiative transitions to ongoing operations. Evaluations are reviewed to ensure outcomes are being achieved.</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: January 1 – June 30, 2024



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Age Friendly Community - Social Participation and Social Connection	<ul style="list-style-type: none"> • Ensure the provision of opportunities and space for social gathering after older adult recreational programs • Increase communication and advertising about supports that are available to support low-income older adults access recreational programs (Fee Assistance Subsidy) • Increase variety and availability of educational and winter recreational activities for older adults and persons with disabilities • Create opportunities for older adults to share their skills and experiences and for attendees to “Learn from a pro” • Facilitate opportunities for more community-based options for social connection and groups that align with individual interest • Explore neighbourhood-based programs that help to build the natural supports of residents and integrate elements that encourage intergenerational relationships 	<p>Increased communication and advertising have resulted in an increase in attendance at age-friendly workshops/events. Increased communication with community partners has increased awareness of available supports and programs offered.</p> <p>Continuing conversations with community partners to explore options to partner together to achieve these goals. Support in finding additional spaces that may help create more programming options.</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, 2024



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
✓	Age Friendly Community – Outdoor Spaces and Buildings	<ul style="list-style-type: none"> • Ensure timely snow removal from curb, pathways and in parking stalls to increase safety when getting in and out of vehicles • Create an age-friendly and public safety focused communication strategy around the importance of private snow removal that also promotes available snow removal programs • Ensure Town of Okotoks trail maps capture current location of benches and public washrooms • Enhance safety education through signage on pathways with multiple user types • Create an accessibility audit program that engages older adults and persons with disabilities that include simple, low-cost solutions to common barriers 	Pathway art signage was placed on pathways to support safety education. An accessibility audit working group was established with community partners to work toward developing an accessibility toolkit for community businesses, which will include simple low-cost solutions to common barriers and increase awareness in the community.
■	Age Friendly Community – Transportation	<ul style="list-style-type: none"> • Create and distribute a wallet card with key contact information to access Town of Okotoks Transit, Volunteer Driver Program and Community Access Program • Regularly review service levels of programs that offer transport for adults to ensure accessibility and affordability of services, that considers the needs of low-income individuals • Ensure that crosswalk crossings are accessible with audible prompts, longer crossing times on main roads and priority snow removal 	Scheduled to start later this year.

✓	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, 2024



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Progress - Other Initiatives

Status	Initiatives	Outcome/Deliverables	Progress Update
★	Age Friendly Community – Communication and Information	<ul style="list-style-type: none"> • Increase the awareness of the Okotoks Family Resource Centre as a central hub for information, referral, and help with documents and forms, and connection to supports • Have community information available in a printed version such as community resource guides and recreation information • Printed community information should be available in Town facilities and distributed throughout the community. • Review all language used in program descriptions to ensure clarity • Provide in person community-based information sessions and overviews on benefits and supports available for older adults that are interactive and allow for questions • Utilize local advertising avenues to highlight services, programs and events of interest to older adults and persons with disabilities including stories, interview and editorials as well as advertising 	<p>Increased communication with community partners along with offering presentations on request has increased awareness of the Okotoks Family Resource Centre and available support offered.</p> <p>There has been an increase in the availability of print version materials to support providing information on recreation programs.</p> <p>In-person sessions are being offered that allow for interaction socially as well as with professionals providing information about benefits and supports for seniors. These have been well-received and attended in the community.</p> <p>Increased utilization of advertising venues has supported improved awareness and attendance for service, programs and events for older adults.</p> <p>This initiative now transitions to ongoing operations with ongoing evaluation of offerings to meet community needs.</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, 2024



Outcome: Demonstrated Environmental Leadership

We do things differently to thrive tomorrow

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

Initiatives in this area work towards achieving Municipal Development 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	2024	Target
Greenhouse Gas Emissions (tonnes CO ₂ e) - Municipally produced	24,381	18,805	21,574	21586	1st Progress Report 2025	Carbon neutrality by 2050
Community Greenhouse Gas Emissions (tonnes CO ₂ e) produced	379,785	326,219	345,490	345929	1st Progress Report 2025	Carbon neutrality by 2050
Summer Peak Water Usage Day - liters per capita per day (lpcd) ²⁵		391	373	382 ²⁶	2nd Progress Report 2024	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 ²⁷	2nd Progress Report 2024	To be determined

²⁵ Measure and target from Climate Action Plan pg. 23.

²⁶ Annual variation plus major break in 2023

²⁷ Annual variation plus major break in 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, 2024



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	2024	Target
Utilization of Water Conservation Incentive Programs (new methodology for 2022)	98%	97%	2 nd Progress Report 2024	100% grant funds used annually
Percentage coverage by urban forest canopy (MDP 2.7.1) ²⁸ (measured every 5 to 10 years)	6% ²⁹	N/A	Next report scheduled for 2027	No net loss by 2050
Percentage of electric energy used by Municipal facilities that is produced by renewable resources ³⁰	7.5%	7.2%	1 st Progress Report 2025	100% by 2050
Number of publicly accessible electric vehicle charging stations in Okotoks (Level 2 or higher)		7	2 nd Progress Report 2024	20 by 2033
Percentage of non-potable water used for public parks and landscaping (MDP D.2.7.3)			2 nd Progress Report 2024	25% of total irrigation water used is non-potable water

²⁸ Measure from Uniquely Okotoks, Municipal Development Plan.

²⁹ Updated the estimated baseline in MDP, with measure from Natural Asset Inventory.

³⁰ Measure and target from Climate Action Plan pg. 23.

✓	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, 2024



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"> Provide results and recommendation on the organic waste reduction pilot and the potential for a new program to Council 	Pilot project completed in March with an update to Council scheduled by October.
✓	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 construction is now complete, with some interim piping connections within the Water Treatment Plant Yard. Well testing and regulatory approvals on-going. On track for operational status in August 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 	<p>Storm water system is now complete and was operational May 30. This pilot has provided the Town with the ability to provide waters on a sport field to make it safer and more playable, with less herbicide required as it is now healthier turf.</p> <p>With the success of this initiative, we are looking to implement this system in other areas in future.</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: January 1 – June 30, 2024



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 complete. This project reduces water losses at the water treatment plant.
★	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, which requires updates to the Land Use and Grading Bylaws 	<p>Water Bylaw updated to include a new outdoor watering schedule and response plan. This was done to further increase water conservation efforts as we face the likelihood of an upcoming drought. The main changes include watering on weekdays only and reduced daily watering time by one hour. These changes help to reduce peak demand (on weekends) on our water system, while still providing enough watering hours to keep lawns healthy.</p> <p>With this update, this initiative transitions to ongoing operations.</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: January 1 – June 30, 2024



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"> • Create a guideline for municipal building construction and retrofits to a higher standard of energy efficiency and lower carbon footprint. 	In Progress
★	Clean Energy Improvement Program	<ul style="list-style-type: none"> • Clean Energy Improvement Toolbox – Evaluate and implement the Clean Energy Improvement Toolbox for community use 	Clean Energy Improvement Program implemented in January 2024 and reached expected capacity. CEIP program to reopen July 16. This program is complete and moves to ongoing operations.
■	Electric Vehicle Use in Municipality	<ul style="list-style-type: none"> • NEW Develop corporate plan regarding how to support the uptake of electric vehicles within the town 	Scheduled to start later in the year.
▲	Solar PRV Roof Installations - Operations Centre	<ul style="list-style-type: none"> • Solar PRV Roof Installation – Operations Centre (Administration Building) - anticipated to generate 162.3 MWh annually 	Solar PRV roof installation scheduled for winter of 2024. A request for a qualified contractor to complete the work is being sent out in July. This Solar PRV roof is expected to produce approximately 50% of the building's annual electricity consumption.
▲	Solar PRV Roof Installation – Fire Hall #1	<ul style="list-style-type: none"> • Solar PRV Roof Installation – Fire Hall #1 - anticipated to generate 98.4 MWh annually 	Solar PRV roof installation scheduled for winter of 2024. A request for a qualified contractor to complete the work is being sent out in July. This Solar PRV roof is expected to produce approximately 90% of the building's annual electricity consumption.

✓	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, 2024



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			
✓	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 Wetland Enhancement - Identify and enhance a wetland and review wetlands in new development areas NEW Update development policies, bylaws and guiding documents to conserve and enhance natural assets. 	<p>The Wetland Condition Review is complete. Work continues using this review for a potential policy. Gap analysis of ecosystem and wetland policies is well underway.</p> <p>Work continues to update the Land Use Bylaw, Municipal Development Plan, General Design and Construction Specifications, and Terms of Reference with items from the original Sustainability Checklist. This will require compliance such as environmental reporting and conservation, electric vehicle charger capacity in multi-family buildings, green-build guidelines, etc.</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, 2024



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 operational 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	2024	Target
Percentage of shared rides (passengers/hour) - Transit - (MDP 2.3.3) ³¹	47%	53%	56.6%	2 nd Progress Report 2024	50% by 2026
Average passengers per vehicle hour – Transit - (MDP 2.3.4) ³²	3.5	3.9	4.13	2 nd Progress Report 2024	5 passengers per hour by 2026
Length of pathway system m/ha of primary, not secondary pathway (MDP 2.7.5) ³³		39.8 m/ha	39.8 m/ha	2 nd Progress Report 2024	40 m/ha

³¹ Measure from Uniquely Okotoks, Municipal Development Plan.

³² Measure from Uniquely Okotoks, Municipal Development Plan.

³³ 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, 2024



Outcome: Integrated & Accessible Transportation (continued)

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

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 	Two additional busses have been purchased. A Transit Review update is scheduled to be provided to Council in August.
✓	Active Transportation Implementation & Accessibility Strategy	<ul style="list-style-type: none"> Update the Active Transportation Implementation & Accessibility Strategy 	Public engagement complete on this project. Work to continue in order to develop a prioritized project list and final report.
✓	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 	Work continues to complete construction.
✓	Northridge Drive Urbanization Phase 4	<ul style="list-style-type: none"> Construction of key active transportation and stormwater infrastructure 	Work continues to complete construction.

✓	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, 2024



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; two-way communication between the municipality and community and gathering feedback for decision making; collaboration across initiatives and programs; and shared corporate services including communication, information technology, human resources, financial services, facilities and fleet management, legislative services, and many others.

Measures <i>Measures the organization wants to change through activity / policy</i>	2018	2019	2020	2021	2022	2023	2024	Target
Satisfaction with Service Experience – Every four years Interactions with Town of Okotoks Employees ³⁴								
<ul style="list-style-type: none"> Helpfulness & courtesy of employees 	72%	N/A	N/A	N/A	84%	N/A	Next Survey 2025	To be determined
<ul style="list-style-type: none"> Knowledge about the services they provide 	69%	N/A	N/A	N/A	72%	N/A		
<ul style="list-style-type: none"> Speed of response to inquiries & requests 	64%	N/A	N/A	N/A	67%	N/A		

³⁴ 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: January 1 – June 30, 2024



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 <i>Measures the organization wants to change through activity / policy</i>	2020	2021	2022	2023	2024	Target
Satisfaction with Municipal Communications ³⁵			77%	N/A	Next survey 2025	Increase
Satisfaction with the level of engagement the Town has offered ³⁶			57%	N/A	Next survey 2025	Increase
Permanent Employee Turnover Rate ³⁷	5%	10% ³⁸	9% ³⁹	9%	2 nd Progress Report	To be determined
Likelihood to recommend Town of Okotoks as a good employer ⁴⁰			88%	N/A	Next Employee Survey	>85%
Lost Time Injury Frequency Rate ⁴¹	3.53	1.41	1.11	1.16	2 nd Progress Report	To be determined
Under Development – Employee Retention Rate						

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

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

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: January 1 – June 30, 2024



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 (Top Employer)			
▲	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 scheduled in October.
✓	Compensation Redesign & Philosophy	<ul style="list-style-type: none"> Update the compensation philosophy, revise the Corporate Compensation Policy and introduce a compensation guideline 	Draft reports have been received and project is on track.
■	Succession Planning Framework	<ul style="list-style-type: none"> Develop a succession planning framework, including a succession plan and guideline 	Succession planning was limited in scope to the organization structure changes, which were completed in April.
■	Learning and Professional Development	<ul style="list-style-type: none"> Create a multifaceted learning and professional development program for all areas of the organization 	Work deferred due to capacity and higher priority projects in the workplan.
▲	HR Modernization	<ul style="list-style-type: none"> Create Terms of Employment Guideline, Policy and Program Update the disability program 	Administrative guideline package expected to launch in August.

✓	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, 2024



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
Operationalize Asset Management			
✓	Operationalize Asset Management	<ul style="list-style-type: none"> Pilot Project – water and sanitary assets information, including condition and replacement values, is ready for use in capital planning and budgeting Depending on the pilot project – storm and waste utilities will be piloted next All major Town assets, including condition and replacement values, are entered in the software 	Work continues on being able to calculate the dollars needed to meet lifecycle replacement in future.
Modernize the delivery of programs and services through technology			
▲	IT Strategic Plan Implementation	<ul style="list-style-type: none"> Create a Technology Investment Committee to evaluate new technology investments, align strategic goals, and provide a risk assessment to guide decision-making. Migrate to a cloud-based platform, incorporating online services for email, file storage, and collaboration tools. Implement a Data Strategy for the Town, deliver a data governance framework, an operational data warehouse, and a suite of business intelligence tools. The Data Strategy will ensure consistent data quality, security, compliance and a single source of truth. 	<p>Technology Investment Committee Terms of Reference are under review. Committee starting in July.</p> <p>Work is in progress to move to a cloud-based platform and implement a data 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, 2024



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 is now complete. This initiative now transitions to ongoing operations.
★	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 	Complete.
✓	Customer Service Review	<ul style="list-style-type: none"> Identify ways to improve customer service delivery through system enhancements, process efficiencies and public accessibility 	Revamp and release of a print community guide and work on recreation software update for improvements. Work to continue with integrating software for a better customer experience and a draft customer service policy and guideline.
★	Corporate Planning Review	<ul style="list-style-type: none"> Corporate planning review of fleet and facilities 	Complete.
✓	Service Level Inventory	<ul style="list-style-type: none"> Update and include the service level inventory as part of the Governance Policy Framework. Completion of current external services by September 2024, current internal services in 2025 	On track to provide external services and service level inventory as part of policy by September 9.

✓	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, 2024



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
Good Governance Practices			
■	Enterprise Risk Management Project Plan	<ul style="list-style-type: none"> Create a project plan to develop an Enterprise Risk Management Framework 	Scheduled to start later this year.

✓	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, 2024

★ Outcomes Achieved January 1, 2022 to December 31, 2023

Initiatives	Outcome	Completion
<i>Improve diverse housing options for individuals and families</i>		
Affordable Housing Land Service Development Site	Provide grading and servicing to an affordable housing development.	Jun 30, 2023
Housing for All	Increase in Okotoks Secondary Suite grant funding approved by Council to help meet the demand.	Dec 31, 2022
	Construction is complete on 10 Below Market Housing Grant units.	Jun 30, 2023
	Housing database developed. Dedicated Staff and networking with local housing agencies established as a service to continue to understand the housing needs of the Town of Okotoks and potential housing opportunities. An advocacy strategy was implemented to advance affordable housing priorities in Okotoks.	Dec 31, 2023
<i>Achieve a supplemental water supply</i>		
Supplemental Water Supply	\$16 million Provincial funding to assist with construction and a water license for the Bow River Intake was transferred to Okotoks.	Dec 31, 2022
	Seventy percent 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.	Jun 30, 2023
	An operating plan was developed for use with the new pipeline. \$14.2 million Provincial additional funding approved to assist with construction rising costs.	Dec 31, 2023
Zone 2S-3S Southwest Reservoir and Dedicated Mains	Draft Feasibility Study is complete, and location identified within Tillotson Neighbourhood Area Structure Plan.	Dec 31, 2022



Status: January 1 – June 30, 2024

★ Outcomes Achieved January 1, 2022 to December 31, 2023 (continued)

Initiatives	Outcome	Completion
<i>Review additional revenue generation opportunities to meet the needs of a growing community</i>		
Offsite Levy Community Amenities	Successful engagement with the development industry led to the passing of Bylaw 06-23, (Off-Site Levy with Schedules), including recreation amenities. An Off-site Levy helps pay for infrastructure that supports growth and development.	Jun 30, 2023
Alternate Funding Strategy	A Sponsorship policy was passed by Council, which provides access to potential funding for services and amenities.	Dec 31, 2023
<i>Responsibly Managed Growth - MDP</i>		
Fiscal Impact Model	Developed and implemented a Fiscal Impact Model to understand the impact of land use decisions for municipal services and sustainability.	Dec 31, 2023
Municipal Land Strategy	Confirmed the Municipal Land Inventory. Created a decision-making tool to help develop a strategy to acquire lands for future municipal purposes.	Dec 31, 2023
<i>Focus on arts and culture as economic drivers</i>		
Arts Culture and Education as Economic Drivers	15 new events held downtown. Council approved an Arts & Culture Activation Grant to increase events in the Town during evenings and weekends. Public Art Program was developed. Community Engagement took place on Arts and Culture as an Economic Driver with results to be used for future planning.	Dec 31, 2023
<i>Enhance the diversification of the tax base</i>		
Diversification of Industry	Business feedback on business needs and satisfaction level of services was received and will be used in planning. Mobile Vending Units were added to the Business Bylaw.	Dec 31, 2023



Status: January 1 – June 30, 2024

★ **Outcomes Achieved January 1, 2022 to December 31, 2023 (continued)**

Initiatives	Outcome	Completion
<i>Review and update processes that may be barriers to businesses choosing Okotoks</i>		
Simplify and Clarify Systems for Business	Online permit application module was introduced to homebuilders.	Dec 31, 2023
<i>Develop downtown to attract new business</i>		
Arts and Learning Campus Parking	Additional Parking added for the Arts and Learning Campus.	Dec 31, 2022
Downtown Plan (Conceptual designs for Main Street, Elma Street, and Riverside Drive/South Railway Street)	Conceptual designs are complete.	Jun 30, 2023
Downtown Enhancement (North Railway – McRae to Poplar)	Conceptual and underground detailed designs are complete.	Jun 30, 2023
Enhance Downtown Okotoks – Planning & Design	The context and background study for the Area Redevelopment are complete.	Dec 31, 2023
<i>Strong Local Economy - MDP</i>		
Wayfinding Implementation (Signage Update)	Installation of vehicular directional signs, and pedestrian signs. Design and construction of select park identifiers and information signs and trail markers.	Dec 31, 2022
D’Arcy Campus	Title transfer of the land to the Town is complete.	Jun 30, 2023
2023 Alberta Summer Games	The games were held July 20 to July 23, 2023. Number of participating athletes, coaches, officials, media, VIP’s, etc.: 2,882. Approximately 6,000 spectators took in the games, with an estimated visitor spend of \$1.68 million. The estimated boost to the town’s economy, calculated as the Gross Domestic Product (GDP), was \$2.142 million.	Dec 31 2023



Status: January 1 – June 30, 2024

★ **Outcomes Achieved January 1, 2022 to December 31, 2023 (continued)**

Initiatives	Outcome	Completion
Enhance community dialogue and engagement with residents and organizations		
Community dialogue and Engagement	The Administrative Guidelines and Community Engagement Strategy & Toolkit have been updated.	Dec 31, 2023
Take meaningful steps to address the Truth and Reconciliation Commission's Calls to Action		
Building Indigenous connections through ReconciliACTION	<p>An Indigenous education program has been developed and delivered to onboarding employees.</p> <p>A variety of educational material and opportunities have been developed and delivered to the public.</p> <p>Blackfoot Painted Lodge transferred to the Mayor as a symbol of the Town's commitment to Reconciliation with Indigenous Peoples.</p> <p>A memorial site was created in Ethel Tucker Park 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>Council approved the Tipi and Smudging Policy, which protects the Blackfoot people's oral protocols and directs the care and use of the Town's Painted Lodge (Tipi).</p> <p>Council proclaimed the third week of November be recognized annually as "Metis Week".</p> <p>Updates to the Town of Okotoks' Land Acknowledgement through Indigenous Storytelling.</p> <p>Indigenous dedicated webpage on the Town's website was created.</p>	Dec 31, 2023
Increase sport and recreational opportunities		
Ethel Tucker Centennial Park Play Space and Peace Poles	Replaced and improved the existing playground.	Dec 31, 2022
Pump Track Riverside Park Development	Opened a new drop-in leisure recreation opportunity for wheeled sports enthusiasts of all ages.	Jun 30, 2023



Status: January 1 – June 30, 2024

★ **Outcomes Achieved January 1, 2022 to December 31, 2023 (continued)**

Initiatives	Outcome	Completion
<i>Increase sport and recreational opportunities</i>		
Programs and Recreation opportunities to support a healthy community	The updated Recreation, Parks and Leisure Master Plan was endorsed by Council. A review of spaces and development of new spaces within the existing Okotoks Recreation Centre facility is complete.	Dec 31, 2023
Outdoor Ice Rink Development	A new outdoor boarded rink is complete. This new multi-use community rink will be open year-round with ice during the natural ice season.	Dec 31, 2023
<i>Timely access to relevant programs and services that support health and well-being</i>		
Social Priorities Support	The financial review of the Recreation Fee assistance component was completed with a new Council policy established.	Dec 31, 2022
<i>Enhanced Culture & Community Health - MDP</i>		
Urban Deer Action Plan and Strategy Implementation	Results of the 2023 Urban Deer survey was provided to Council. A Land Use Bylaw amendment was passed to update fencing standards and facilitate resident efforts in deterring deer from their properties. The Steer Deer Clear yard visit program and a new fruit tree replacement program are now being offered.	Dec 31, 2022
Neighbourhood Led Community Garden Program	Addition of one Community Garden in Okotoks.	Jun 30, 2023
<i>Integrated & Accessible Transportation - MDP</i>		
Veteran's Way Pedestrian Corridor	New sidewalk completed between Elizabeth and South Railway Street. Last phase of a multi-year initiative.	Dec 31, 2022
Active Transportation Implementation & Accessibility Strategy	Report to Council provided on implementation deficiencies in the Active Transportation Policy.	Jun 30, 2023



Status: January 1 – June 30, 2024

★ Outcomes Achieved January 1, 2022 to December 31, 2023 (continued)

Initiatives	Outcome	Completion
Work towards achieving Municipal Development and Climate Action Plan targets for: Climate Change Resilience, Greenhouse Gas Emissions, Water Conservation, Energy Efficiency, Land and Biodiversity		
Interim Raw Water Capacity – Horizontal Well	Drilling of the well is complete.	Dec 31, 2023
Effluent Reuse Study	Explored the feasibility and regulatory requirements or the reuse of wastewater effluent for irrigation. A pilot project is under consideration for 2026.	Jun 30, 2023
Storm Water Irrigation Pilot	Design is now complete to pilot a greywater and stormwater reuse system.	Dec 31, 2023
Pilot Industrial, Commercial and Industrial (ICI) Water Audits	Audits completed for five businesses, with summary reports and recommendations provided to each business.	Dec 31, 2023
Minimize Outdoor Water Usage Needs in New Homes	The Grading and Landscaping Bylaw was passed mandating that all new homes must install a variety of drought-tolerant turf when turf is desired as part of landscaping.	Dec 31, 2023
Land and Biodiversity	A Bylaw to establish regulations to protect, preserve, and retain trees in public spaces owned or controlled by the Town of Okotoks was passed.	Jun 30, 2023
Town Facility Green Standards- Energy & Emissions	Building energy scans were complete for five municipal buildings. The scans recommended energy-efficiency upgrades that could result in \$70,000 in savings annually. The results are being prioritized for budget and long-range facilities planning.	Dec 31, 2023
Clean Energy Improvement Toolbox	A CEIP (Clean Energy Improvement Program) Tax Bylaw and Borrowing Bylaw was passed by Council.	Dec 31, 2023
Fleet Renewal Energy	A Transit Electrification Feasibility Study was completed and will be used for consideration.	Dec 31, 2023



Status: January 1 – June 30, 2024

★ Outcomes Achieved January 1, 2022 to December 31, 2023 (continued)

Initiatives	Outcome	Completion
Work towards achieving Municipal Development and Climate Action Plan targets for: Climate Change Resilience, Greenhouse Gas Emissions, Water Conservation, Energy Efficiency, Land and Biodiversity		
Climate Resilient Infrastructure	An Infrastructure Vulnerability Assessment was completed to identify and prioritize risks and hazards posed by changing weather patterns on Town-owned and/or managed facilities. The 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.	Dec 31, 2023
Become the Employer of Choice		
Employee Survey Rollout	Completed an Employee Survey. The results will be used for future planning.	Jun 30, 2023
Benefits Redesign	Benefit Plan redesigned to enhance benefits for all aspects of health, inclusive of mental health.	Jun 30, 2023
Workforce Planning	Align the needs and priorities of the organization with its workforce, inclusive of a full administrative review.	Dec 31, 2023
Operationalize Asset Management		
Operationalize Asset Management	Initial load/recording of all tangible capital municipal assets. An Asset Management Maturity Review is complete, and an updated Action Plan has been developed.	Dec 31, 2023



Status: January 1 – June 30, 2024

★ Outcomes Achieved January 1, 2022 to December 31, 2023 (continued)

Initiatives	Outcome	Completion
<i>Create a technology road map and advance access to data and information, improve client experience and decision-making</i>		
IT Strategic Plan	Created a technology road map to support governance changes to advance access to data and information, improve client experience and decision-making.	Dec 31, 2023
<i>Modernize the delivery of programs and services through technology</i>		
Geographic Information System (GIS) for Operations	Created a development environment that uses mapping to improve decision making for planning and service delivery.	Jun 30, 2023
Readiness Report - Multi Municipal Financial Enterprise Resource Management (ERP) Replacement	ERP Readiness Assessment Draft Report was finalized. The information provided from the report will be used in future ERP Planning.	Dec 31, 2023
<i>Municipal excellence through continuous improvement, innovation, mature business practices and service optimization</i>		
Records Management Improvement Strategy	A Records Management Liaison program was established. An Email Archive update was completed.	Dec 31, 2023



Status: January 1 – June 30, 2024

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 Streets	Oct 2023 to Apr 2024	
Snow Clearing Pathways	Oct 2023 to Apr 2024	
Garbage/Organics/Recycling Collection Cart Pickup	2023	
Property Assessments 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: January 1 – June 30, 2024

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