

132  
INITIATIVES

38%  
INITIATIVES COMPLETION

TOWN OF OKOTOKS PLAN  
1. PROVIDE QUALITY COMMUNITY INFRASTRUCTURE

Initiatives	Q1 '...Q2 '...Q3 '...Q4 '...Q1 '...Q2 '...Q3 '...Q4 ...	Current Completion	Updates
Secure water and wastewater upgrades to meet community growth needs: 100% by 29th Dec 2021		33% 32.8 / 100% 13% ahead	No updates recorded
→Lobby province and City of Calgary to secure water license approvals agreement: 100% by 31st Dec 2018		40% 40 / 100% 38% behind	Numerous conversations and meetings have occurred with both the Province and City of Calgary and updates regularly provided to Council. 15/09/2018
→Explore temporary water license transfers within Foothills region: 100% by 31st Dec 2018		30% 30 / 100% 48% behind	Several meetings have been held with foothills sub-regional municipalities to explore options for Okotoks.. Two options are being proposed. A commitment from AEP and Calgary regarding the long term pipeline approval must occur prior to short term solutions being implemented. 10/09/2018
→Wastewater upgrades are implemented: 100% by 31st Dec 2018		55% 55 / 100% 23% behind	AECOM awarded the contract for WWTP Design work for the next upgrade to be completed over 2 years. 12/09/2018
→Long term water solutions are secured and implemented: 100% by 15th Apr 2019		19% 19 / 100% 41% behind	Numerous meetings have been held with Government of Alberta, Alberta Environment & Parks and City of Calgary to explore long term water solutions for Okotoks and region. Council is updated regularly. Alternate options are ready if regulatory approval from AEP is not received. 10/09/2018
→Interim water solutions are secured to meet current growth needs: 100% by 31st Dec 2018		20% 20 / 100% 58% behind	Work continues with water license holders and Alberta Environment & Parks. 10/09/2018
We engage, promote and assist in seeking alternate infrastructure funding to meet the needs of arts, culture, recreation, sports and non-profits.: 100% by 31st Dec 2021		18% 17.5 / 100% 5% ahead	No updates recorded
→Ensure infrastructure required to support new development is paid for by developers through off site levies. To be reviewed and updated annually: 100% by 1st Oct 2018		70% 70 / 100% 30% behind	Hard levies (water, stormwater, wastewater, transportation) have been reviewed and are 70% complete. It is recommended that this years update be deferred until 2019 and timed with the inclusion of soft levies (recreational facilities, libraries and emergency services facilities) and regional offsite levies with Alberta Transportation and MD of Foothills. 14/09/2018
→Develop financing framework (including third party stakeholders), responsibilities (grants for public, private, non-profit) and linkages to the community accountability work: 100% by 1st Jan 2020		0% 0 / 100% -	No updates recorded
→Build community pride and opportunities in philanthropic investment in the community: 100% by 1st Jan 2021		0% 0 / 100% -	No updates recorded

→Develop a partnership framework/model where users are partners as active community infrastructure contributors: 100% by 1st Jan 2020								0% 0 / 100% -	No updates recorded
Okotoks is a regional hub that helps the community to flourish.: 100% by 30th Dec 2021								25% 25 / 100% 13% ahead	No updates recorded
→Partner and/or assist our regional neighbors with servicing gaps when feasible and seek partnerships with neighbors as required: 100% by 1st Jan 2019								65% 65 / 100% 1% behind	Met with TV/BD regarding recycling options and costing July 2018. Next step is for staff to inform their Council on proposed service agreement for waste collection by Okotoks. 12/09/2018
→Complete and update Cost of Shared Services Agreement with the MD of Foothills by 31st Dec 2018								60% 2% behind	Consultant has been hired; Comments from existing agreement gathered from all internal stakeholders, MD has provided feedback to consultant. First meeting with consultant was held in early September, principles and key points of familiarity and key changes/discussion points identified. First draft scheduled for completion in October. 10/09/2018
→Create a long term public facilities needs assessment and corporate land strategy that balances needs, funding availability, emerging trends and operating efficiencies: 100% by 1st Jun 2019								5% 5 / 100% -	Municipal Centre office space analysis to determine total additional workstations that can be accommodated within existing footprint complete. Renovations to begin early 2019. 08/10/2018

## 2. FOSTER ECONOMIC VITALITY

Initiatives	Q1 '...Q2 '...Q3 '...Q4 '...Q1 '...Q2 '...Q3 '...Q4 ...	Current Completion	Updates
The downtown is a destination used by a wide range of people and for an increasing range of activities: 100% by 31st Dec 2021		16% 15.6 / 100% 4% ahead	No updates recorded
→Renegotiate the Lion's Camground Lease: 100% by 30th Sep 2018		100% 100 / 100% -	A five year agreement has been executed. 09/10/2018
→Develop strategies and associated budget for Downtown Revitalization in 2019: 100% by 1st Jul 2021		20% 20 / 100% 6% ahead	Downtown action plan was presented to SLT and budget was set aside for 2019 to implement short term projects and will be presented in 2019 budget. 07/09/2018
→Begin to Implement elements of the Urban Design Master Plan and create an inspiring public realm to enhance quality of life and drive the investment that attracts people to the downtown core more often: 100% by 31st Dec 2019		30% 30 / 100% 12% ahead	All elements are currently on track, and the elements within the MDP are underway as part of the development of that plan 04/09/2018
→Develop and implement strategies to attract the types of business that will make the downtown a destination more than once: 100% by 31st Dec 2019		6% 6 / 100% 7% behind	Land Use Bylaw amendments to accommodate craft breweries and distilleries approved by Council. 11/10/2018
→Gap analysis on events currently offered by external groups: 100% by 31st Dec 2019		0% 0 / 100% 8% behind	No updates recorded
→Gap analysis on events currently offered by the Town of Okotoks: 100% by 31st Dec 2019		0% 0 / 100% -	No updates recorded
→Develop an events strategy that links to our identity and balances the need to facilitate tourism with opportunities for the community to come together: 100% by 2nd Jun 2020		0% 0 / 100% -	No updates recorded
→Our downtown and its activities reflects our identity and distinctive character: 100% by 16th Jun 2021		0% 0 / 100% -	No updates recorded
→Work with other business centres to establish Town of Okotoks identity: 100% by 1st Jan 2020		0% 0 / 100% -	No updates recorded
Contribute to an environment necessary for the business community to grow at a rate that is faster than residential growth.: 100% by 31st Dec 2019		17% 17 / 100% 9% behind	No updates recorded

→Determine what is most important for economic development success for Okotoks as a whole and adjust systems and actions to achieve the new direction: 100% by 31st Dec 2018		25% 25 / 100% 41% behind	Economic analysis is being completed through consultant. Economic Development strategy will be presented to Council in mid October 2018. 12/09/2018
→Capitalize on regional opportunities to strengthen the local/regional economic vibrancy, enabling the foothills region to be more economically self-sufficient: 100% by 1st Jan 2019		0% 0 / 100% 66% behind	Future industrial land corridor (AFICA) is being analyzed by consultant . AFICA meetings have been re-established and a final report has been provided. 08/10/2018
→Provide Technical support, reviews, approvals for Telus Broadband installation and complete installation: 100% by 1st Jan 2019		60% 60 / 100% -	Telus installation is proceeding well, project commenced in late spring.. Weather may be a barrier to completion in 2019. 14/09/2018
→Determine the most appropriate economic development model for success, including partnerships with other economic providers (public, non-profit and private) and clarify roles and responsibilities for each partner to leverage opportunities: 100% by 1st Jan 2019		0% 0 / 100% 45% behind	Economic Development Strategy to be presented in mid October 2018. 11/10/2018
→Align education, labour force, business, environment, innovation and technology, recreation and entertainment, health and social initiatives to achieve economic success: 100% by 31st Dec 2019		0% 0 / 100% -	No updates recorded
Improve the ease of doing business in the Town of Okotoks by progressive policies, demonstrating a can do attitude with alternative solutions, and streamlined processes.: 100% by 1st Jan 2022		3% 2.5 / 100% 9% behind	No updates recorded
→Complete two comprehensive system and process reviews per year, prioritized by the largest potential impact and including both customer input and industry best practices: 100% by 30th Apr 2019		5% 5 / 100% 35% behind	Development Services team is reviewing processes to determine where to focus first review. Studio suites application process review resulted in Land Use Bylaw changes to allow suites to be contained within the basement of any single attached dwelling. 11/10/2018
→Review , adjust and streamline the processes required to facilitate alignment with the new Municipal Development Plan and Land Use Bylaw, making it easier for businesses to locate in Okotoks and ultimately attracting more investment: 100% by 31st Dec 2019		0% 0 / 100% -	Review will begin when draft MDP is complete in spring 2019 11/10/2018

### 3. MANAGE COMMUNITY GROWTH

Initiatives	Q1 '...Q2 '...Q3 '...Q4 '...Q1 '...Q2 '...Q3 '...Q4 '...	Current Completion	Updates
Provide new innovative neighbourhoods that embrace complete neighbourhood design, including diversified housing options for all lifestyles at all stages of life.: 100% by 29th Dec 2021		29% 28.57 / 100% 17% ahead	No updates recorded
→The MDP (Municipal Development Plan) will embrace complete neighborhood designs: 100% by 31st Dec 2019		25% 25 / 100% 14% behind	Council and steering committee workshops were completed in September 2018. Phase 2 of stakeholder engagement to occur in November 2018. 07/09/2018
→New affordable housing options are offered: 100% by 31st Dec 2019		50% 50 / 100% 24% ahead	D'Arcy Ranch development offered duplexes with strong sales and a Habitat For Humanity duplex. Working on a potential tiny home eco village development in D'Arcy; 11/10/2018
→Pilot innovative development on underutilized sites: 100% by 1st Jan 2019		20% 20 / 100% 46% behind	Multiple business centres are involved in the tiny home project, including Planning to assist with land use changes and other related processes. Preliminary discussions with new business owners for future development in downtown. 07/09/2018
→Complete neighborhood principles are modelled within a new development: 100% by 31st Dec 2019		0% 0 / 100% 26% behind	No updates recorded
→The Municipal Development Plan is innovative and reflective of strategic priorities: 100% by 31st May 2019		30% 30 / 100% 11% behind	MDP in initial phase f public participation. Policy choices being presented for public review. 11/10/2018

→Create a fiscal impact analysis framework to evaluate the costs of all forms of development:100% by 1st Jan 2019		0% 0 / 100% 66% behind	Policy paper is under development in the draft MDP. 11/10/2018
→Ensure all infrastructure master plans are up-to-date and consistent with continued growth model: 100% by 1st Jan 2022		75% 75 / 100% 66% ahead	No updates recorded
Provide a variety of mobility options including active transportation and local transit that meet citizen's needs.:100% by 31st Dec 2021		39% 39.45 / 100% 28% ahead	No updates recorded
→Provide project management for the completion of WTP bridge to enhance active transportation .: 100% by 31st Dec 2018		77% 77 / 100% 1% behind	No updates recorded
→Provide Project management for the completion of Laurie Boyd Bridge to enhance active transportation:100% by 31st Dec 2018		84% 83.67 / 100% 6% ahead	No updates recorded
→Develop and implement a local transit strategy that is accessible while considering evolving technologies and their impact on traditional transit delivery models; monitor and adjust.:100% by 31st Dec 2019		10% 10 / 100% 17% behind	Local transit options for potential on-demand service and autonomous vehicle presented to Council by Stantec Oct. 9, 2018. Phase 2 public engagement scheduled for October 24 & 25, 2018. Recommendations to be presented at 2019 budget. 08/10/2018
→Implement the outstanding short term Active Transportation Plan recommendations to improve connectivity and access:100% by 31st Dec 2018		66% 66 / 100% -	On-going. Supporting active transportation as an important aspect of capital projects, replacing the Laurie Boyd Bridge and incorporating active transportation in our development review/approvals. 21/09/2018
→Align the mobility options currently under development in the EMP, CCAP, ATP with the MDP: 100% by 31st Mar 2020		0% 0 / 100% -	Waiting for direction from the plans to initiate implementation. 21/09/2018
→Explore linkages of local and regional transit and pathways to provide multi-modal transportation options within the region:100% by 30th Sep 2019		0% 0 / 100% -	No updates recorded
Okotoks has distinctive character and identity that is identified in our built form.:100% by 1st Jan 2022		34% 33.57 / 100% 22% ahead	No updates recorded
→Ensure that the Culture, Arts & Heritage Master Plan and the Municipal Development Plan are aligned: 100% by 1st Mar 2019		60% 60 / 100% 7% ahead	Draft Culture, Heritage & Arts Master Plan presented to Council October 9, 2018. Final draft available for final public review and feedback and to return to Council on November 19, 2018 11/10/2018
→Several new and re-purposed developments reflect a distinct character: 100% by 31st Dec 2019		20% 20 / 100% 6% behind	Potential purchaser of Landmark site is developing a proposal for a unique business to Okotoks. New design guidelines to be included in MDP which is underway and the LUB which is scheduled for 2019. 04/09/2018
→The MDP captures a distinctive character and identity for Okotoks: 100% by 31st May 2019		20% 20 / 100% 21% behind	Council and steering committee workshops completed in September 2018. Second set of policy option workshops will occur in October 2018. Phase 2 engagement to occur in November 2018 07/09/2018
→Complete and implement the Municipal Heritage Designation initiative with Museum: 100% by 31st Dec 2018		60% 60 / 100% 6% behind	Municipal Heritage Designation Plan to be presented to Council on October 22, 2018. 24/09/2018
→The Downtown evolves into a distinctive character while also protecting its heritage:100% by 31st Dec 2019		25% 25 / 100% 1% behind	New updated MDP and LUB will contain elements to enhance the character of the downtown 07/09/2018
→All Master Plans are aligned with the annexation area: 100% by 1st Jan 2019		50% 50 / 100% 16% behind	LUB updated for annexed lands 04/09/2018
→Develop a Trails/Pathways Master Plan and implement prioritized strategies by 1st Jan 2020		0% -	No updates recorded

#### 4. PROMOTE ENVIRONMENTAL EXCELLENCE

Initiatives	Q1 '...Q2 '...Q3 '...Q4 '...Q1 '...Q2 '...Q3 '...Q4 '...	Current Completion	Updates
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Promote and provide incentives for environmental related businesses to move and/or locate pilot projects in Okotoks: 100% by 30th Dec 2021					14% 13.75 / 100% 2% ahead	No updates recorded
→ Create opportunities to pilot environmental projects with public, private and non-profit partnerships: 100% by 1st Sep 2020					0% 0 / 100% 19% behind	Town has formed partnership with Vagabond Tiny Homes, ATCO and CHMC to develop an innovative Tiny Home Eco Village. Formal agreements have yet to be signed. 10/09/2018
→ Make strategic capital investment in infrastructure to incent innovative green-business/light industrial development/ employment centres: 100% by 1st Jan 2019					55% 55 / 100% 11% behind	Consultant reviewing data to inform potential incentives for commercial servicing as part of Utility Costing Review. 12/09/2018
→ Capitalize on public, private and non-profit relationships to increase business and/or employment opportunities that are aligned with environmental identity: 100% by 1st Jan 2019					0% 0 / 100% 45% behind	Several meetings with potential partners for environmental projects are being explored, including the tiny home eco village. 11/10/2018
→ Develop an aggressive strategy, including incentives, to attract environmental businesses to Okotoks: 100% by 31st Dec 2019					0% 0 / 100% 13% behind	No updates recorded
Promote and provide incentives for new environmental initiatives for both residential and commercial.: 100% by 31st Dec 2021					12% 12 / 100% -	No updates recorded
→ Create annual environmental incentive programs to attract and reward residential and commercial businesses for environmental excellence: 100% by 31st Dec 2020					12% 12 / 100% 2% behind	On track. 2019 Water Conservation Rebate Program and Xeriscape Pilot Program to be reviewed winter 2018/2019. ICI Sector work to be initiated after the consultant review of utility system and rates is completed in 2018. 06/09/2018
Expand on Okotoks' identity/reputation with new bold, innovative initiatives that demonstrate we are the leaders in environmental stewardship.: 100% by 29th Dec 2021					19% 19 / 100% 7% ahead	No updates recorded
→ Complete the Environmental Master Plan (EMP): 100% by 31st Oct 2018					90% 90 / 100% 5% behind	Draft EMP completed. and presented to Council September 10. and 24 2018. Advertised for final public feedback for a 4 week period. To be presented to Council for final approval October 22, 2018. 06/09/2018
→ Focus energy on our identity as environmental leaders, bringing bold initiatives to Okotoks.: 100% by 31st Dec 2019					30% 30 / 100% 6% behind	Council approved Okotoks submitting an expression of interest towards the Property Assessed Clean Energy Alberta Program (PACE) when it becomes available in Alberta on May 25 2018 01/10/2018
→ Align the MDP with the Environmental Master Plan (EMP) and Climate Change Action Plan (CCAP) to create synergy: 100% by 31st Dec 2019					30% 30 / 100% 3% behind	The EMP is scheduled for final Council approval on October 22, 2018. Input has been provided during the MDP development and the draft plan shared with the MDP consultants and staff. 06/09/2018
→ Development of the tiny home eco-village community by 31st Aug 2020					35% 16% ahead	Initial site at Kinsmen Park unsupported. Alternative D'Arcy Ranch site being considered. and analysed for Council decision 10/09/2018
→ Reduce energy consumption in Town buildings and fleet: 100% by 31st Dec 2019					0% 0 / 100% 26% behind	LED lighting upgrade at Stockton Block are now completed also we received a rebate of \$2700 from the Alberta Government Energy Efficiency Program to off set some of the cost. 13/09/2018
→ Partnering with energy providers, explore long term energy generation options for Okotoks to increase self-sufficiency and reduce costs (e.g. solar, district energy, micro- generation, storage technologies): 100% by 31st Dec 2020					5% 5 / 100% 11% behind	Exploring partnerships in community (co-op) solar PV generation. Initial meetings with external third parties (solar generation and land ownership) and potential funding organizations (MCACC) has occurred in spring-fall 2018. Initial discussions with AMSC regarding how renewable energy generation could be balanced with the Corporation's balanced energy load.  Over winter 2018/2019 , Administration will work with AUMA/AMSC to look at options for the potential creation of a community energy project. Exploring the potential to employ an energy expert(s) with AUMA funding to look at the feasibility of a community energy generation project. 26/09/2018

→Align updated provincial flood mapping with all Master Plans: 100% by 31st May 2019									0% 0 / 100% 15% behind	Updated flood mapping will likely not be available until mid 2019 and will impact the ability to update master plans accordingly 07/09/2018
→Complete the Climate Change Action Plan (CCAP): 100% by 31st Dec 2020									0% 0 / 100% -	Applied for a grant to assist with funding of specialized staff to assist with Climate Change Action Plan completion., RFP to be created by end of October. Quest Energy Resiliency Project Workshop hosted in Okotoks with staff in September 2018. 11/10/2018
→Create a Conservation Reserves Policy and build a reserve fund for the protection of valuable ecosystems by 2nd Mar 2020									0% -	No updates recorded

### 5. PROVIDE STRONG GOVERNANCE

Initiatives	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Current Completion	Updates
Increase understanding of the issues various diverse Okotokian audiences have and adjust practices to ensure that Okotoks is known as a respectful and inclusive community.: 100% by 30th Dec 2021									70% 70 / 100% 58% ahead	No updates recorded
→Gain an understanding of Okotokian audiences through various sources to better understand sociodemographic groups.: 100% by 1st Jan 2019									80% 80 / 100% 14% ahead	Data from 2016 Federal Census is the most recent reference for detailed Okotoks demographics. Some information is gleaned from the 2018 Community Household Survey as well. 05/09/2018
→Align our services and programs with best practices for Welcoming and Inclusive Communities and the Truth & Reconciliation document: 100% by 31st Dec 2019									0% 0 / 100% -	Preliminary research has begun. 11/10/2018
Be active participants in regional governance, planning and partnership opportunities: 100% by 31st Dec 2021									45% 44.5 / 100% 33% ahead	No updates recorded
→Actively participate in Calgary Metropolitan Regional Growth Management Board (CMRGMB) to guide planning for the region, including opportunities for collaboration to meet the region's short and long term needs: 100% by 31st Dec 2020									60% 60 / 100% 34% ahead	CAO attended monthly Board meetings, provided input and updated Council on Board issues and progress. 10/09/2018
→Seek opportunities for partnerships with public, private, non-profit organizations to deliver services that are in alignment with our community vision and strategic directions: 100% by 1st Jan 2019									29% 29 / 100% 37% behind	Partnerships explored with various external organizations for potential future Tiny Homes Eco Village and Solar Farm as well as working with non-profits for other affordable housing needs. 10/09/2018
Develop a clear understanding of the Town's Strategic plan and vision for the future; promote and inspire actions that contribute to, and enhance that vision throughout the community.: 100% by 31st Dec 2021									79% 78.89 / 100% 67% ahead	No updates recorded
→Assist Council in developing a clear governance understanding to promote more effective roles and responsibilities between Council and Administration by 31st Dec 2018									60% 18% behind	Regular governance discussions held at GPC meetings, including public participation re committees, Council Community Connector Plan as examples. 30/09/2018
→Develop a public participation review to produce a new public participation policy, strategy and toolkit by 31st Dec 2018									100% -	Public participation policy, strategy and toolkit approved by Council January 2018 and being implemented. New Town webpage highlights all public participation activities. Using varied techniques with public participation opportunities with good participation levels. 30/09/2018
→Review Council Committee structure to align with the Public Participation Policy by 31st Oct 2018									100% -	Council Committees reviewed at GPC in June and September. Report to Council in September 2018 discontinued some Committees and recategorized others to governance committees. New Committees bylaw approved. 30/09/2018
→Share the new strategic plan with the management team to enable them to create appropriate tactical plans: 100% by 15th May 2018									100% 100 / 100% -	Final Strategic Plan shared with Directors and Managers and input into new software. Managers have input actions that align to Plan into software for planing and progress monitoring. 11/10/2018
→Share the Strategic Plan with all employees. by 3rd Sep 2018									100% -	Strategic Plan at a glance document widely distributed. Presentation to staff on Plan and progress to date scheduled for October. 11/10/2018

→Share the Strategic Plan with community by advertising and posting on website. by 31st Aug 2018		100% -	Strategic Plan at a glance document on the Town website. 11/10/2018
→Assist Council in developing an ownership linkage strategy (i.e. a community charter including vision check in) to enhance alignment and provide clarity around responsibilities, accountabilities and objectives: 100% by 1st Jan 2019		80% 80 / 100% 14% ahead	Council Community Connector Policy and draft Plan presented to GPC in September. Policy approved by Council September 24. Community Connector Plan scheduled for October 15 GPC discussion. 11/10/2018
→Develop A strategic plan at a glance publication for broad distribution and a more comprehensive publication as well by 31st Dec 2018		70% 5% ahead	Larger Strategic Plan publication developed, printed and distributed. 30/09/2018
→Review 2018-2020 Strategic Plan in early 2020 to adjust strategies and actions after all Master Plans have been created: 100% by 3rd Feb 2020		0% 0 / 100% -	No updates recorded
Ensure that the Town's fiscal health is defined and communicated.: 100% by 29th Dec 2021		31% 31.4 / 100% 20% ahead	No updates recorded
→Review offsite levies and align the with the new financial framework: 100% by 1st Jul 2019		25% 25 / 100% 13% behind	Worked on capital cost review for water, wastewater with Engineering.. Next step is the Transportation projects. 03/10/2018
→Conduct a comprehensive Utility Rate Review: 100% by 2nd Mar 2019		43% 43 / 100% 10% behind	Data set for all utilities shared with consultant. Workshop scheduled for mid October to review preliminary results/findings of status. 12/09/2018
→Ensure the Financial Policy Framework drives the updated budget process; adjusting where necessary: 100% by 10th Dec 2018		30% 30 / 100% 42% behind	Currently reviewing the draft budget and we will be modifying budget spend profile to align with Financial Policy framework goals. 06/09/2018
→The annual budget offers a public participation process that educates on services and costs, and gains understanding of community priorities.: 100% by 1st Jan 2019		49% 49 / 100% 17% behind	2018 Community Household Survey had three questions related to budget, also taxes and services with over 4200 households responding. Considering strategy to establish annual public participation activities in spring rather than fall. 05/09/2018
→Introduce an asset management framework and align with the new financial framework by 1st Jul 2020		10% -	No updates recorded

## 6. MAINTAIN A HEALTHY AND SAFE COMMUNITY

Initiatives	Q1 '...Q2 '...Q3 '...Q4 '...Q1 '...Q2 '...Q3 '...Q4 ...	Current Completion	Updates
Develop strategies to incorporate the legalization of cannabis into Okotoks policies and practices to ensure a continued healthy and safe community.: 100% by 31st Dec 2021		86% 86.25 / 100% 74% ahead	No updates recorded
→Launch public participation for Cannabis legalization by 31st Aug 2018		100% -	Survey completed; what we heard report complete. 11/10/2018
→Develop a communications plan for residents, visitors and business on the Okotoks cannabis model: 100% by 1st Jan 2019		70% 70 / 100% 4% ahead	Communications plan is complete for general announcement. General announcement and information shared with public: news release, website, social media and radio. 16/07/2018
→Develop a holistic, community wide approach to the legalization of cannabis ensuring community safety is maintained: 100% by 31st Dec 2018		75% 75 / 100% 9% ahead	Bylaws have been approved by Council for; 1) Cannabis Consumption; 2) 2) Smoking and Vaping and 3) Community Standards Bylaw amended to include Nuisance Odors. 04/09/2018
→Update policies and bylaws to incorporate cannabis legalization plans at the local level: 100% by 1st Jan 2019		100% 100 / 100% -	Bylaws have been approved by Council for; 1) Cannabis Consumption; 2) Smoking and Vaping, and 3) Community Standards Bylaw amended to include Nuisance Odors and 4) Land Use Bylaw 11/10/2018



Promote community accountability where residents actively contribute to the safety, health and wellbeing within their neighbourhood and their community in a variety of ways: 100% by 30th Dec 2021

<p>→Strengthen our emergency management by updating our Emergency Management Plan, Flood Action Plan, and Business Continuity Plan to ensure the Town is adequately prepared to respond: 100% by 1st May 2019</p>		<p>65% 65 / 100% 21% ahead</p>	<p>Meeting scheduled with Emergency advisory committee for end of October. Plan will be updated for the meeting. 01/10/2018</p>
<p>→Create opportunities for community members to actively participate in their community, to enhance governance, safety, social connections and overall health and wellness.: 4 Opportunities by 1st Jan 2019</p>		<p>100% 4 / 4 Opportunities -</p>	<p>4 public participation opportunities desired and achieved - Environmental Master Plan, Culture Heritage &amp; Arts Master Plan, Heritage Designation Plan, Municipal Development Plan, Cannabis bylaw review, tiny homes eco village, public art, paint a potty, local transit. 08/10/2018</p>
<p>→Develop a holistic, community wide approach to the legalization of cannabis ensuring community safety is maintained: 100% by 31st Dec 2020</p>		<p>75% 75 / 100% 61% ahead</p>	<p>Bylaws updated. Communications plan developed. 11/10/2018</p>
<p>→Develop a Communications Plan to promote community accountability: 100% by 31st Dec 2019</p>		<p>0% 0 / 100% 13% behind</p>	<p>No updates recorded</p>
<p>→Conduct an Urban Deer Citizen Survey and Deer Count: 100% by 30th Sep 2018</p>		<p>90% 90 / 100% 10% behind</p>	<p>Deer count and citizen survey completed. Review of data has been completed and report drafted. 10/10/2018</p>
<p>→Evaluate progress on recommendations of the community Social Wellness Framework to identify successes and gaps and adjust actions accordingly: 100% by 2nd Jan 2020</p>		<p>25% 25 / 100% 17% ahead</p>	<p>Initial meeting with communications is complete. Further updates will be done early in 2019. 06/09/2018</p>

## 7. ENHANCE ORGANIZATIONAL EXCELLENCE

Initiatives	Q1 '...Q2 '...Q3 '...Q4 '...Q1 '...Q2 '...Q3 '...Q4 ...	Current Completion	Updates
<p>Regularly review Town services and service delivery options to determine sustainable community service delivery and gain a better understanding of needs vs wants: 100% by 29th Dec 2021</p>		<p>35% 34.73 / 100% 23% ahead</p>	<p>No updates recorded</p>
<p>→Review utility contract value for service: 100% by 1st Jul 2018</p>		<p>100% 100 / 100% -</p>	<p>Review completed. Council approved transition of Utility management to direct control in Okotoks 2020. 10/07/2018</p>
<p>→Review Foothills Centennial Centre foundation model and present options to Council by 1st Jul 2018</p>		<p>100% - -</p>	<p>Report presented to Council in June 2018, Resolution from Council was to have the Town take over operations of FCC on Jan 1 2019 18/07/2018</p>
<p>→Develop and implement a multiyear schedule to review service and service delivery options, prioritized based on cost, impact and regional growth plans, along with identified areas of interest for residents.: 100% by 31st Dec 2019</p>		<p>100% 100 / 100% -</p>	<p>Utility system review required Council decision to resume operation of water and wastewater utility. Utility to return to Okotoks in late 2019. Waste pilot project completed to test barriers and costs to new service delivery model for waste to move to a four day week. Foothills Centennial Centre reviewed and Council decision to become Town operated in 2019. 30/09/2018</p>
<p>→ERP Initiative: 100% by 1st Jan 2022</p>		<p>2% 2 / 100% 8% behind</p>	<p>Attending Aptean conference Sept 25-28, 2018 to gather information on current Finance systems. 05/09/2018</p>
<p>→Perform a IT security audit &amp; security education campaign for all users: 100% by 31st Dec 2018</p>		<p>60% 60 / 100% 28% ahead</p>	<p>Overall on track anticipate all deadlines will be met 03/10/2018</p>
<p>→Development of I.T. Management &amp; Governance Framework blocks completed: 100% by 31st Dec 2021</p>		<p>10% 10 / 100% 9% ahead</p>	<p>Working wih Info-Tech to complete first framework block in October 2018 05/09/2018</p>
<p>→Updated and formalized IT Business Continuity Plan: 100% by 1st May 2019</p>		<p>0% 0 / 100% -</p>	<p>No updates recorded</p>



→Research 'smart city' initiatives to determine opportunities and needs for Okotoks: 100% by 31st Mar 2020					0% 0 / 100% -	No updates recorded
→Develop a Cloud Strategy: 100% by 1st Feb 2019					0% 0 / 100% -	No updates recorded
→Provide transparency into the operations of the town and it's business centres, by delivering access to data from multiple sources through a single gateway.: 100% by 31st Dec 2019					10% 10 / 100% -	Next step will be meeting with Marcc to get an update on latest progress. 04/09/2018
→Create a new IT Strategic Plan: 100% by 31st Dec 2019					0% 0 / 100% -	No updates recorded
Continue to expand strategic conversations between Council, Administration and the community to ensure we continue to work together to advance the quality of life for all: 100% by 31st Dec 2021					44% 43.5 / 100% 32% ahead	No updates recorded
→Regular strategic conversations are held between Council and Administration to ensure alignment, clarity and necessary adjustments are made, and a strong relationship is maintained: 100% by 31st Dec 2019					70% 70 / 100% 31% ahead	Bi-weekly CAO briefings, InCamera, Regular Council and GPC meetings provide numerous updates on strategic initiatives and Council direction is provided where appropriate. 10/09/2018
→Strategic planning software RFP created, contract awarded: 100% by 1st Jun 2018					100% 100 / 100% -	Contract awarded to PMH Insights using Cascade software. 11/10/2018
→Demonstrate achievement of all strategic and master plans through progress reporting of accomplishments and corporate performance measures: 100% by 31st Dec 2018					80% 80 / 100% 14% ahead	First draft progress report to GPC on October 15. 15/09/2018
→Provide public participation opportunities that engage the public in strategic conversations, including introducing focused task forces with specific mandates and timelines: 100% by 1st Jan 2019					0% 0 / 100% 66% behind	Numerous public participation opportunities offered in 2018 including : Environmental Master Plan, Culture, Heritage and Arts Master Plan, Municipal Development Plan, Tiny Homes Eco Village, local art for Paint A Potty; art policy, local transit. Municipal Heritage Designation Plan 11/10/2018
→Develop performance measures for core services and publish: 100% by 31st Oct 2019					11% 11 / 100% 8% ahead	Managers working with Cascade software to include common performance measures, including tracking of 'business as usual' activities. 10/09/2018
→Develop a process for amending the Strategic Plan: 100% by 30th Jun 2019					0% 0 / 100% -	No updates recorded
Review internal sustainability to develop a staffing and resourcing plan that meets the vision, while creating a resilient and agile Administration that anticipates and responds to a rapidly changing environment: 100% by 30th Dec 2021					65% 64.75 / 100% 53% ahead	No updates recorded
→Document core service levels and create a resourcing strategy to meet required service levels: 100% by 1st Jan 2019					99% 99 / 100% 33% ahead	SLT reviewed staffing requests for 2019 and entered the most urgent resource requirements into the draft budget. 30/09/2018
→Monitor and maintain a high level of customer satisfaction, obtaining third party verification and adjusting practices as necessary: 100% by 31st Dec 2018					70% 70 / 100% 4% ahead	Managers developed strategies developed to maintain customer services and an internal crossfunctional front line committee is being formed to gather feedback and make recommendations 10/09/2018
→Review strategic and master plans to determine the resourcing needs necessary to achieve the prioritized outcomes: 100% by 1st Jan 2019					90% 90 / 100% 24% ahead	SLT reviewed initial 2019 staffing requirements in April and amended in Sept to meet budget guidelines. 2019 staffing requirements entered into 2019 draft budget. Draft EMP reviewed July 2019 and resourcing needs entered into draft 2019 budget. 10/09/2018
→Research emerging trends and implement best practices to secure Okotoks as a leader in public service: 100% by 31st Dec 2019					0% 0 / 100% -	No updates recorded