



2024 - 2027

CORPORATE
BUSINESS
PLAN

Using the challenges of today to
create opportunities to thrive
tomorrow



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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.



Town Vision, Mission, Values 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



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 and rescue
- Delivery of safe drinking water
- Streets and Roads
- Parks and Pathways
- Recreation and social programs
- Culture and heritage
- Community events
- Snow removal
- Waste collection and recycling
- Wastewater collection
- Building permits
- Business licenses
- Environmental and sustainable initiatives
- Business attraction and retention
- Planning and development
- Public engagement and communication
- Community development and engineering

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



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



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



Corporate Business Plan – What is it?



Overview and Purpose

A Corporate Business Plan bridges the high-level results outlined in Council's Strategic Plan, the Municipal Development Plan and the organization's master plans and frameworks, with the short- to medium-term strategic and improvement initiatives of the organization.

The Corporate Business Plan is a rolling four-year plan that addresses priorities within the timeline and the resources available to the organization.

Corporate Business Plan Contents

The Corporate Business Plan contains the initiatives the organization is working on from the Council's Strategic Plan, the Municipal Development Plan, internal long term plans, and organizational improvement initiatives. While these plans establish priorities for the organization at a high level, the Corporate Business Plan provides clarity and further detail on the outcomes we aim to achieve overall, and how progress is measured.

The Corporate Business Plan will also be updated upon approval of budget decisions made by Council, as required. Budget decisions can impact initiative deliverables and/or timelines.



What information is provided for each initiative?

Where applicable, each initiative provides information on where and how it fits in Council's Strategic Plan, what is to be accomplished, how it aligns to other plans in the organization, the outcome/deliverables from this work, and the scheduled timeline.

Note: Deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.).

When do you report on the Corporate Business Plan?

Initiative updates are provided:

- Twice per year through the Corporate Progress Report on Council Strategic, Municipal Development Plan and other strategies; and corporate priority initiatives.
- Four times a year to Council through the Financial Variance Report on capital and one-time operating funded initiatives.

Ongoing updates are provided on initiatives that directly affect our community through a variety of methods. This includes items such as construction notifications, public participation opportunities, and the Annual Report.



Outcome: Responsibly Managed Growth

We have flourishing spaces for all

Initiatives in this area address how the Town manages land use change and density and development patterns in order to respond to the pressures of a growing population, housing needs, 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 local and regional partnerships, 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.

Measures <i>Measures the organization wants to change through activity / policy</i>	2021 Baseline	2022	2023	Total Units	Target
Purpose Built Market Rental Units ¹ <ul style="list-style-type: none"> Development Permit Approved Constructed 	48 0	52 ² 0	186 48	286 48	Increase
Below Market Rental Units ³ <ul style="list-style-type: none"> Proposed Units⁴ Development did not continue (outside of Municipal Control)⁵ Constructed 	112 ⁶ 0 0	42 37 0	53 39 22 ⁷	207 76 22	Increase
Secondary/Accessory Suite Grant Units <ul style="list-style-type: none"> Prequalified Grant Unit(s) Development did not continue (outside of Municipal Control) Constructed 	3 0 3	7 0 7	17 0 11	27 0 21	Increase

¹ Purpose-built rental is a building that is purposely designed and built to provide a rental form of accommodation and not be individually sold or transferred.

² Correction: Correct number is 52 units of proposed built Market Rental Units, not 54 as originally reported in January 1 to June 30, 2023 report.

³ Includes Okotoks Below Market Housing Grant. Below Market Rental Housing is a dwelling unit in a purpose-built rental for which rent charged is below market rent.

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

⁵ Note: In addition to municipal support, proposed subsidized units are often dependent on grants and financing from other levels of government. When grants and financing applications are unsuccessful, below market units are often lost.

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

⁷ Includes 10 units of Okotoks Below Marketing Housing Grant Units.



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Measures (Continued) <i>Measures the organization wants to change through activity / policy</i>	2022	2023	Target
Percentage of multi-residential units in Okotoks (MDP 2.5.1) ⁸	21.7%	22.2%	40% multi-residential in Okotoks by 2080
Under Development Residential Unit Density (MDP 2.1.3) ⁹			25 units per gross hectare by 2080
Under Development - Population Density (MDP 2.1.2) ¹⁰			32 People per gross hectare by 2080

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

⁸ Measure and target from Uniquely Okotoks, Municipal Development Plan. Multi-residential housing is any housing with two or more attached units (no single-detached housing or single-detached housing with secondary suites or accessory dwellings on the same parcel).

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

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

¹¹ 2021 Statistics Canada for Okotoks.

¹² 2021 Statistics Canada for Okotoks Owner Households - Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released Feb. 8, 2023. - NOTE: 25% sample data; Shelter-cost-to-income ratio - Refers to the proportion of average total income of household that is spent on shelter costs. For more information on household total income or shelter costs, refer to the Census Dictionary: Total income and Shelter cost.

¹³ 2021 Statistics Canada for Okotoks Rental Households - Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released Feb. 8, 2023. - NOTE: 25% sample data; Shelter-cost-to-income ratio - Refers to the proportion of average total income of household that is spent on shelter costs. For more information on household total income or shelter costs, refer to the Census Dictionary: Total income and Shelter cost.

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



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
Improve diverse housing options for individuals and families	Understand current housing needs for Okotoks and implement options for diverse housing	<ul style="list-style-type: none"> CSP, MDP, SWF, CSS, Affordable Housing Strategy, AFP 	Housing for All	<ul style="list-style-type: none"> Develop the financial and governance impacts 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 	In Progress to 2024
		<ul style="list-style-type: none"> AFP, CSP 	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 	2024



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
Achieve a supplemental water supply	Secure a long-term sustainable water supply for the community and potentially the region	• CSP, MDP	Subregional Water Project (Supplemental Water Supply)	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: <ul style="list-style-type: none"> • Finalize procurement options • Determine affordability and constructability options for the RANNEY Well. • Develop and finalize interim water solutions • Ensure reservoir continues to advance • Develop and pursue OSL/Developer Funding Options 	2024
				<ul style="list-style-type: none"> • 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) • Project operational by 2026 to meet community needs. 	In Progress to 2026
		• CSP, MDP, WMP	13, 14 - 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 an additional treated water storage in southwest Okotoks • Construct dedicated mains and connect the reservoir to the water distribution system. 	In Progress to 2027



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Planning for Growth	• MDP	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 	2023 to 2024
Master Plans and Neighbourhood Plans for Growth	• MDP	Area Structure Plan - North Point	<ul style="list-style-type: none"> • Create an area structure plan to support business growth in northeast Okotoks 	In Progress to 2024
		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 	2024 to 2025
		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 	2024 to 2025
	• MDP, TMP	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 	In Progress to 2024
	• MDP	D'Arcy Campus	<ul style="list-style-type: none"> • Provide a decision on land use through a business model and a concept plan 	In Progress to 2024
	• MDP	Fire - Emergency Services Master Plan	<ul style="list-style-type: none"> • Develop an Emergency Services Master Plan to optimize fire hall locations and staffing service levels 	In Progress to 2024
	• MDP, Cemetery Land Needs Assessment	Cemetery Design Plans	<ul style="list-style-type: none"> • Introduce a design phasing plan for the development of the new cemetery lands (not including purchase of land) 	2024



Outcome: Responsibly Managed Growth (continued)

We have flourishing spaces for all

Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Quality Infrastructure to meet future needs	• MDP	Community Campus Land Development 32 Street	<ul style="list-style-type: none"> • Dependent on provincial capital planning decisions for school sites, the Town will facilitate servicing the balance of the Community Campus Site 	2024 to 2025
	• MDP, SSMP	Sanitary Upgrades <i>* Subject to change with downtown planning</i>	<ul style="list-style-type: none"> • North Railway Sanitary Upgrade - Twinning or upsizing the North Railway Sanitary Main from the bend in North Railway Street to the Wastewater Treatment Plant 	In Progress to 2025
			<ul style="list-style-type: none"> • Riverside Drive Sanitary Upgrade – Design capacity upgrades to the sanitary mains from Northridge Drive to Veterans Way • South Railway Street Sanitary Upgrade – Design capacity upgrades to sanitary mains from Center Avenue to Lineham Drive 	2027
			<ul style="list-style-type: none"> • 32 Street Sanitary Upgrades - Upsizing of sanitary trunks 	2025 to 2026



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 is equitable opportunities for all to live and work. Council wants to facilitate change in this area to see our local economy become more diverse and continue to thrive.

Initiatives in this area support the Town’s approach to promoting Okotoks and making it easier to do business with the Town.

Ongoing operations that impact work in this area include encouraging business investment, expansion, attraction and tourism; gathering people through events, programs and services; and providing business services for permitting and development.

Measures <i>Measures the organization wants to change through activity / policy</i>	2021	2022	2023	2024	Target
Ratio of Residential to Non-Residential Assessment Value (MDP 2.1.5) ¹⁵	86.8/13.2	86.5/13.5	1 st Progress Report 2024	1 st Progress Report 2025	80/20 by 2033
Art Activation Grant - Total number of Events Created				1 st Progress Report 2024	To Be Determined
Percentage of Art Activation Grant Used				1 st Progress Report 2024	To Be Determined
Sport Tourism Grant - total number of events created				1 st Progress Report 2024	To Be Determined
Under Development - Number of downtown events hosted by external groups (non-Town organized) (MDP 2.8.6) ¹⁶					45 events/year by 2033

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

¹⁵ Measure and target from Uniquely Okotoks, Municipal Development Plan

¹⁶ Measure and target from Uniquely Okotoks, Municipal Development Plan

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



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

Note – Outcomes/Deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
Arts and Culture as Economic Drivers	Enhance Okotoks' identity and local economy	<ul style="list-style-type: none"> CSP, MDP, CHAMPS II, RPLMP 	Arts, Culture and Education as Economic Drivers	<ul style="list-style-type: none"> Develop a Public Art Program 	2023 to 2024
				<ul style="list-style-type: none"> 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 	2023 to 2025
				<ul style="list-style-type: none"> 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 	2024
Develop Downtown to attract new business	The downtown will become a vibrant hub for economic, social and cultural activity	<ul style="list-style-type: none"> CSP, MDP, UDMP 	Enhance Downtown Okotoks - Planning & Design	<ul style="list-style-type: none"> Complete a Downtown Area Redevelopment Plan, with public participation, and a long-term strategy for implementing enhancements 	In Progress to 2025
				<ul style="list-style-type: none"> Design for Main Street 	In Progress to 2024



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
Develop Downtown to attract new business	The downtown will become a vibrant hub for economic, social and cultural activity	• CSP, MDP, UDMF	Enhance Downtown Okotoks - Construction <i>* Subject to change with downtown planning</i>	• Downtown Art Gallery Parking Lot Upgrades	In Progress to 2026
				• Daggett Street Parking Upgrades	
			• Enhance North Railway Street between McRae Street and Poplar Avenue	2024 to 2026	
			• Enhance the streetscape of Riverside Drive between Northridge Drive and Veterans Way	2027	
		• CSP, MDP	Arts and Learning Campus Plaza Water Feature	• Design and construct a water feature in the centre of the Arts and Learning Campus Plaza so people can socialize, enjoy the water feature, and other nearby amenities of the Arts and Learning Campus and Ethel Tucker Centennial Park.	In Progress to 2024
Review and update processes that may be barriers to businesses choosing Okotoks	Facilitate ease of doing business with the Town	• CSP	Simplify and Clarify Systems for Business	• Enable online payment for business transactions	In Progress to 2024
				• Develop internal process improvements that are measurable	In Progress to 2025
				• Improve one-stop-shop experience by internally centralizing tools and online resources	
			• Educate community groups about the permit process and bylaws		



Outcome: Strong Local Economy (continued)

We are the easiest place to do business in Alberta

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
Diversification of the Tax base	Diversification of tax base while increasing business	• CSP, MDP	Diversification of Industry	• Develop a five-year Economic Development Strategic plan, including identification of key sectors to assist with investment attraction	In Progress to 2024
				<ul style="list-style-type: none"> • Begin implementing the new economic development strategic plan • Create a value proposition to market Okotoks' competitive advantage for new or secondary business locations 	2024 to 2025



Outcome: Enhanced Culture and Community Health

We are ready to welcome everyone

Okotoks recognizes the past, present, and future of our town, families and communities. Okotoks is a place to connect, play, socialize, and feel safe and involved with the community. Where people live happy, healthy lives.

Healthy people make healthy communities. The Town facilitates strengthening the community 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.

Operational examples in this area include two-way communication (i.e. public participation) between the municipality and community to help gather feedback for decision making; providing opportunities for healthy, active, and creative lifestyles for residents through a broad range of programs, recreation, culture and heritage activities and events; support for long term positive effects on community and addressing the needs of vulnerable populations; and, the protective services offered by fire and rescue, municipal enforcement and the Royal Canadian Mounted Police.

Measures	2022	2023	2024	Target
<i>Measures the organization looks to impact through activity / policy</i>				
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.



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Indicators	2018	2019	2020	2021	2022	2023
<i>Indicators the organization monitors which can influence outcomes</i>						
Perception of Quality of Life in Okotoks ²²	98%	N/A	N/A	N/A	98%	Next survey 2025
Okotoks Municipal Crime Severity Index ²³		41.94	35.67	31.59	40.16	2 nd Progress Report 2024
Perception of Safety & Security ²⁴	How safe do you feel:					
	<ul style="list-style-type: none"> In your residence/on your property? In your neighbourhood? In Town parks, playgrounds, and amenities? 				96%	Next survey 2025
Under Development – Number of unique visits to Okotoks Family Resource Centre						

Note – Outcomes/Deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
Enhance community dialogue and engagement with residents and organizations	Strengthen the Town's systems, processes and tools to enhance the way we engage and have meaningful dialogue	• CSP	Community Dialogue and Engagement	<ul style="list-style-type: none"> Review and update public participation policy and toolkit Communications review and strategy 	In Progress to 2024
			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 	2023 to 2024

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.



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcomes/Deliverables	Scheduled Timeline
Enhance community dialogue and engagement with residents and organizations	Engage older adults where they are at	• CSP, AFP	Age Friendly - Community Engagement	• Administer surveys and host focus groups in person where older adults are	2024
Increase sport and recreational opportunities, and provide timely access to relevant programs and services that support health and well-being	Public access to facilities and participation in beneficial programs, services and recreation, including options that are inclusive, diverse, accessible and equitable	• CSP, MDP, RPLMP	Construction of additional recreation and leisure opportunities	• Riverfront Lands Development (litopatopa)	In Progress to 2024
				• Tennis & Pickleball Facility • Skate Park Development • Upgrade Howard Park Play Space	2024 to 2025
				• Preparation for expansion of Aquatics Facility	2024 to 2026
				• 32nd Street Campus Sports Field Construction - Dependent on provincial capital planning decisions for school sites, the Town will construct a sports field to support a school and to become part of the general sports field inventory	2025



Outcome: Enhanced Culture and Community Health (continued)

We are ready to welcome everyone

Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Define the role of the municipality in the town's social priorities	• MDP, SWF	Social Priorities Support	<ul style="list-style-type: none"> • Creation of a policy framework outlining the potential roles and responsibilities of the municipality in support of social priorities • Complete 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 	2023 to 2024
			<ul style="list-style-type: none"> • Conduct a social needs assessment to understand the needs of the community 	2023 to 2024
Age Friendly Community	• AFP	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 	2024



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Age Friendly Community	AFP	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 	2024 to 2025
			<ul style="list-style-type: none"> • Explore neighbourhood-based programs that help to build the natural supports of residents and integrate elements that encourage intergenerational relationships 	2025



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Age Friendly Community	AFP	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 	2024 to 2025
		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 	2024



Outcome: Enhanced Culture & Community Health (continued)

We are ready to welcome everyone

Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Age Friendly Community	AFP	Age Friendly Community – Housing	<ul style="list-style-type: none"> • Encourage the addition, development and use of shared spaces and amenities in condominium buildings 	2024
		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 	2024 to 2025



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 Plan and Climate Action Plan targets for: Climate Change Resilience, Greenhouse Gas Emissions, Water Conservation, Energy Efficiency, and 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. An environmental lens is applied to corporate decision-making, and the Environmental Sustainability team further advise and educate staff 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	1st Progress Report 2024	1st Progress Report 2025	Carbon neutrality by 2050
Community Greenhouse Gas Emissions (tonnes CO ₂ e) produced	379,785	326,219	345,490	1st Progress Report 2024	1st Progress Report 2025	Carbon neutrality by 2050
Percentage of waste diverted from the landfill per year		61%	59%	Under review with new Legislation coming forward		
Summer Peak Water Usage Day - liters per capita per day (lpcd) 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



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 energy used by Municipal facilities that is renewable ³⁰	7.5%	1st Progress Report 2024	1st Progress Report 2025	100% by 2050
Under Development - Number of publicly accessible electric vehicle charging stations in Okotoks (MDP D.2.4.9) ³¹				20 by 2033
Under Development - Percentage of non-potable water used for public parks and landscaping (MDP 2.7.3) ³²				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

³¹ Measure and target from Uniquely Okotoks, Municipal Development Plan

³² Measure and target from Uniquely Okotoks, Municipal Development Plan



Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Work towards achieving Municipal Development Plan and Climate Action Plan targets for: <ul style="list-style-type: none"> • Climate Change Resilience • Greenhouse Gas Emissions • Water Conservation • Energy Efficiency • Land and Biodiversity 	Achieve environmental leadership through innovative projects	<ul style="list-style-type: none"> • CSP, MDP, EMP, CAP 	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 	2024
			Innovative Water Environmental Leadership	<ul style="list-style-type: none"> • Interim Raw Water Capacity - Introduce an innovative horizontal well system that will significantly improve efficiency and performance on water withdrawals (over traditional vertical wells) and reduce the amount of infrastructure required to meet Okotoks' water demands, thereby reducing power consumption, pump requirements, and disturbance of environmentally sensitive lands. 	In Progress to 2024
				<ul style="list-style-type: none"> • Storm Water Irrigation Pilot - 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 	In Progress to 2024



Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Deliverables	Scheduled Timeline
Work towards achieving Municipal Development Plan and Climate Action Plan targets for: <ul style="list-style-type: none"> • Climate Change Resilience • Greenhouse Gas Emissions • Water Conservation • Energy Efficiency • Land and Biodiversity 	Town facilities and equipment will produce less Green House Gas emissions	• CSP, MDP, EMP, CAP	Town Facility Green Standards - Energy & Emissions	• Create a guideline for municipal building construction and retrofits to a higher standard of energy efficiency and lower carbon footprint.	In Progress to 2025
				• Energy Efficiency Upgrades – Recreation Facilities - Upgrades to reduce electrical and natural gas energy consumption	2024 to 2025
	Support municipal and residential use of renewable energy sources	• CSP, MDP, EMP, CAP	Renewable Energy use - Energy & Emissions	Clean Energy Improvement Program– Evaluate and implement the Clean Energy Improvement Program for community use	In Progress to 2024
				NEW Develop corporate plan regarding how to support the uptake of electric vehicles within the Town.	2024 to 2025
				• Solar PRV Roof Installation – Southridge Emergency Services Building	2024
				• Solar PRV Roof Installations – Operations Centre (Administration Building)	
• Solar PRV Roof Installation – Fire Hall #1					



Outcome: Demonstrated Environmental Leadership (continued)

We do things differently to thrive tomorrow

Council Strategic Initiatives

Council Strategic Priority	Strategy	Plan Alignment	Initiative	Deliverables	Scheduled Timeline
Work towards achieving Municipal Development Plan and Climate Action Plan targets for: <ul style="list-style-type: none"> • Climate Change Resilience • Greenhouse Gas Emissions • Water Conservation • Energy Efficiency • Land and Biodiversity 	Sharing and Circular Economies will be a significant part of how residents manage their waste by 2029	<ul style="list-style-type: none"> • CSP, MDP, EMP, CAP, WP 	Waste Reduction	<ul style="list-style-type: none"> • Conduct a Circular Economy Reuse Study that investigates ways to implement new, or improve existing, reuse programs (e.g. organics recycling, remanufacturing opportunities) including: <ul style="list-style-type: none"> ○ Listing opportunities and challenges with implementing circularity in the community ○ Potential initiatives the Town could execute 	2025
	Enhanced, healthy green spaces and sustainably-built communities will be a priority in all new development by 2030	<ul style="list-style-type: none"> • CSP, MDP, EMP, CAP 	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 	In Progress to 2023
				<ul style="list-style-type: none"> • Wetland Enhancement - Identify and enhance a wetland and review wetlands in new development areas 	2024
				<ul style="list-style-type: none"> • NEW Update development policies, bylaws and guiding documents to conserve and enhance natural assets. 	2024 to 2026
Climate Resilient Infrastructure that can better cope with severe weather conditions and protection of land and biodiversity	<ul style="list-style-type: none"> • CSP, MDP, EMP, CAP 	Flood Protection Program	<ul style="list-style-type: none"> • Complete a River Flood Vulnerability Assessment to identify and prioritize flood resiliency projects 	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, cycling and riding transit, while also 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 strategic land use and transportation options. This will create 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 services 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
Number of trips made using Okotoks Public Transit System (MDP 2.3.2) ³³	42,739	62,241	76,937	Under Review	New target to be determined
Percentage of shared rides (passengers/hour) - Transit - (MDP 2.3.3) ³⁴	47%	53%	56.6%	2 nd Progress Report 2024	50% by 2026
Average passengers per vehicle hour – Transit - (MDP 2.3.4) ³⁵	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) ³⁶		39.8 m/ha	39.8 m/ha	2 nd Progress Report 2024	40 m/ha

³³ Measure from Uniquely Okotoks, Municipal Development Plan

³⁴ Measure from Uniquely Okotoks, Municipal Development Plan

³⁵ Measure from Uniquely Okotoks, Municipal Development Plan

³⁶ Measure from Uniquely Okotoks, Municipal Development Plan



Outcome: Integrated & Accessible Transportation (continued)

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

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

Other Initiatives

Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Integrated, connected, multi-modal, sustainable transportation options	• MDP, ATS	Active Transportation Implementation & Accessibility Strategy	• Update the Active Transportation Implementation & Accessibility Strategy	2023 to 2024
			• NEW Implement projects from the Active Transportation Strategy	2026 to 2027
		193 – Northridge Drive Urbanization Phase 3	• Construction of key active transportation and stormwater infrastructure, creating pedestrian access from the surrounding established areas	In Progress to 2024
		258 – Northridge Drive Urbanization Phase 4	• Construction of key active transportation and stormwater infrastructure	
		Urbanization - Rural Road to Urban Road Update - Phase 1	• 338 th Avenue – Northridge Drive to Highway 2 – Design Phase 1	2025



Corporate Priority: 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 that enables 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, while looking through a lens of diversity, equity, inclusiveness and accessibility.

Organizational Excellence is supported through ongoing operations with all of the corporate processes and activities that support, and are essential to, day-to-day management and execution of the work we do in our community. These include customer service; internal communications; collaboration across initiatives and programs; and shared corporate services including communication, information technology, human resources, financial services, facilities and fleet management, legislative and policy services, and many others.

Measures <i>Measures the organization wants to change through activity / policy</i>	2018	2020	2021	2022	2023	2024	Target
Satisfaction with Municipal Communications ³⁷				77%	N/A	Next survey 2025	Increase
Satisfaction with the level of engagement the Town has offered ³⁸				57%	N/A	Next survey 2025	Increase
Satisfaction with Service Experience – Interactions with Town of Okotoks Employees ³⁹							
▪ Helpfulness & courtesy of employees	72%	N/A	N/A	84%	N/A	Next Survey 2025	To be determined
▪ Knowledge about the services they provide	69%	N/A	N/A	72%	N/A		
○ Speed of response to inquiries & requests	64%	N/A	N/A	67%	N/A		

³⁷ Okotoks Satisfaction Survey completed every four years - next survey 2025.

³⁸ Okotoks Satisfaction Survey completed every four years - next survey 2025.

³⁹ Okotoks Satisfaction Survey completed every four years - next survey 2025.



Corporate Priority: Organizational Excellence (Continued)

We lead with passion and are focused on multidisciplinary collaboration, fostering creativity and innovation, allowing us to be agile and creative in serving our vibrant Town

Measures (continued) <i>Measures the organization wants to change through activity / policy</i>	2018	2020	2021	2022	2023	Target
Permanent Employee Turnover Rate ⁴⁰		5%	10% ⁴¹	9% ⁴²	9%	To be determined
Likelihood to recommend Town of Okotoks as a good employer ⁴³				88%	Next Employee Survey	>85%
Lost Time Injury Frequency Rate ⁴⁴		3.53	1.41	1.11	1.16	To be determined
Under Development – Employee Retention Rate						

Note: Outcomes/deliverables and/or timelines may be impacted due to external factors and availability of resources (budget, people, external services/material etc.). Updates to the Corporate Business Plan will be completed with Council budget approvals and reported on through Corporate Progress Reports completed twice each year.

⁴⁰ 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.

⁴¹ Reduced hiring due to COVID and reorganization in 2021.

⁴² Turnover in 2022 matched the prior 7 year average turnover rate for the Town of Okotoks at 9%.

⁴³ Okotoks Employee Survey.

⁴⁴ Source(s): WCB Alberta Employer Synopsis Report. Frequency Rate = (Total Lost Time Claims * 100) / Person Years



Corporate Priority: 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

Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Become the Employer of Choice	Town of Okotoks is an employer of choice, attracting and retaining the best people in all aspects of municipal service delivery	• CSP	Employee Value Proposition	• A defined employee value proposition that shows how the Town of Okotoks is unique in what it offers employees	In Progress to 2024
			Succession Planning Framework	• Develop a succession planning framework, including a succession plan and guideline	2024 to 2025
			Learning and Professional Development	• Create a multifaceted learning and professional development program for all areas of the organization	2024 to 2025
Become the Employer of Choice	Enable and support healthy and resilient employees	• CSP	HR Modernization	<ul style="list-style-type: none"> • Create Terms of Employment Guideline, Policy and Program • Update the disability program 	In Progress to 2024



Corporate Priority: Organizational Excellence (Continued)

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Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Technology	Modernize the delivery of programs and services through technology	• CSP	IT Strategic Plan Implementation	• Create a Technology Investment Committee to evaluate new technology investments, align strategic goals, and provide a risk assessment to guide decision-making.	2024
				• Migrate to a cloud-based platform, incorporating online services for email, file storage, and collaboration tools.	2024 to 2026
				• 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.	2024 to 2026
		• CSP, LTFHF	Operationalize Asset Management	• 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	2023 to 2024
				• All major Town assets, including condition and replacement values, are entered in the software	2024 to 2025
				• Use asset management software in capital planning and budgeting for all major Town assets • Identify the infrastructure gap to quantify requirements for responsible asset management • Achieve an organizational asset management maturity level to move into a sustainment phase	Starting in 2025



Corporate Priority: Organizational Excellence (Continued)

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Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Technology	Modernize the delivery of programs and services through technology	<ul style="list-style-type: none"> CSP 	26 – Multi Municipal Financial ERP Replacement	<ul style="list-style-type: none"> Depending on the ERP Readiness Report and other municipality participation, evaluate the potential replacement of the financial ERP system 	2025 to 2027
Systems & Processes	Municipal excellence through continuous improvement, innovation, mature business practices and service optimization	<ul style="list-style-type: none"> CSP, CSS 	Customer Service Review	<ul style="list-style-type: none"> Identify ways to improve customer service delivery through system enhancements, process efficiencies and public accessibility 	2023 to 2024
		CSP	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 	In Progress to 2024
			Employee Performance	<ul style="list-style-type: none"> Update the performance appraisal process 	2024
			Corporate Planning Review	<ul style="list-style-type: none"> Corporate planning review of fleet and facilities 	2024 to 2025
		<ul style="list-style-type: none"> CSP, LTFHF 	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 	In Progress to 2025



Corporate Priority: Organizational Excellence (Continued)

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Corporate Priorities

Corporate Priority	Strategy	Plan Alignment	Initiative	Outcome/Deliverables	Scheduled Timeline
Governance	Apply an environmental, social, and governance lens to decision making	<ul style="list-style-type: none"> CSP, EMP, CAP 	Corporate Sustainability	<ul style="list-style-type: none"> Create a strategy to incorporate an environmental, social, and governance lens to decision making that includes: <ul style="list-style-type: none"> Investigating the application of the international Greenhouse Gas (GHG) Protocol to report on the Town's scope 3 emissions (imported emissions through supply chain and procurement) Evaluate and assess the potential benefits and costs of applying a triple bottom line methodology to capital projects to consider their social and environmental impact in addition to their financial performance 	2025 to 2026
			Enterprise Risk Management Project Plan	<ul style="list-style-type: none"> Create a project plan to develop an Enterprise Risk Management Framework 	2024



Appendix A – Initiative Plan Alignment Explanations

Plan Alignment

Council's Strategic Plan (CSP)

Municipal Development Plan (MDP)

Social Wellness Framework (SWF)

Sanitary Servicing Master Plan (SSMP)

Storm Water Servicing Master Plan (SWSMP)

Water Master Plan (WMP)

Waste Plan (WP)

Transportation Master Plan (TMP)

Active Transportation Strategy (ATS)

Recreation Parks and Leisure Master Plan (RPLMP)

Downtown Urban Design Master Plan (UDMP)

Environmental Master Plan (EMP)

Climate Action Plan (CAP)

Culture and Heritage Master Plan (CHAMP II)

Long Term Financial Health Framework (LTFHF)

Asset Management Policy

Age Friendly Action Plan (AFP)

Traditional Knowledge and Land Use Assessment Report (TKLUA)

Citizen Satisfaction Survey (CSS)