

**2014-2017 Business Plan
PROGRESS REPORT
as of December 31, 2017**

Strategy 1: MANAGE COMMUNITY GROWTH

Build a complete community that provides economic, social, and environmental sustainability where people can live, work and play.

1. Coordinate the annexation process to secure lands for population growth over the next 60 years:
 - Facilitate the annexation consultation and application process with landowners, the MD of Foothills and senior government agencies (2014)

The Town and MD reached agreement on annexation in the spring. The Town submitted a formal application for annexation to the Municipal Government Board in July, and the Board held a hearing in October 2016. The Town requested an effective date for the annexation of January 1, 2017. There was no word from the Board as of late December. The Town received the Order in Council approving annexation with an effective date of July 1, 2017. An information guide to welcome the new residents of the Town was sent out to provide information on services and contact information. The Town and MD met to discuss transitional arrangements at Intermunicipal Committee on June 16. Administrations from the Town and MD will continue to coordinate service delivery and public communications through the next few months to ensure a smooth transition.
 - Ensure adequate land is secured that will meet future growth needs, including school sites.

Future land has been identified through the O2 Growth Study. The Town acquired a property referred to unofficially as the Okotoks Community Campus and entered into an agreement to have a serviced site for a K-9 school facility for the Foothills School Division within the campus. Site servicing was substantially complete by late fall 2016 and the School Division target remains to begin construction of the school itself in early 2017. The Town continues to work with FSD and the Province to facilitate construction of the school; and specifically are targeting the July 20, 2017 MPC meeting to complete the Development Permit approval process. Following “DP” approval, Administration is prepared for the Building Permit stage to commence. The new school is expected to be open for the 2019 school year.

A cemetery lands needs assessment has been completed and included in the 2017 budget to acquire additional lands to accommodate growth. The Okotoks cemetery is currently receiving upgrades to expand the cremation garden. The expansion will include additional columbaria, in-ground cremation plots, a scattering garden, and memorial walls for memorialization without interment, and a pergola for gatherings.

- Engage the public in visioning and design principles planning sessions for the growth areas as a part of the long range Community Sustainability Plan (2014)
Visioning consultant O2 selected; community engagement plan developed with Town Administration implemented September through December 2014. Futurist speaker, Glen Hiemstra kicked off the public consultation on September 10, 2014. The Community Vision, complete with guiding principles, themes and values, were adopted by Council in January 2015

Consultant (Intelligent Futures) hired in 2015 to assist with the development of the Community Sustainability Plan (CSP). In summer 2015 we developed a visual identity, community engagement plan and identified the existing threat and trends related to community sustainability and resiliency. The public consultation portion of project commenced September 2015 and was completed in January 2016. The final 2016-2019 CSP was approved by Council in March 2016 focusing on the identified 6 critical steps and related actions and measurements that needed a concerted effort over the next 3 years. CSP progress on downtown, transit, MDP, environmental, community connections and water and wastewater systems is reported elsewhere in this report.

- Partner with developers to design new communities that align with our vision
Working with developers on future development of D'Arcy and Wedderburn lands.

Administration to develop requirements for developers to undertake Biophysical Overviews on all lands as part of the Area Structure Plan application process and develop detailed Biophysical Impact Assessment Guidelines (2015-2016). Proposed amendments to the Northwest Okotoks Area Structure Plan and a new North Okotoks Area Structure Plan have been developed with the area Developer to provide policy direction that aligns with the Community Vision. The Northwest Okotoks ASP was amended in 2016, and further detailed planning of these new communities remains ongoing. Administration has strived to further the Community's Vision goals in the community design through discussions with the Developer. MPC approved the D'Arcy Outline Plan in early spring 2017 including Land Use Approval for Phase I. Council approved the North Okotoks ASP (Wedderburn East Quarter) also in spring 2017 and brought the WindWalk ASP (Town version), Outline Plan and Land Use to Council for First Reading on June 6th. MPC gave approval to the Wind Walk Outline Plan on June 15th. A Public Hearing on the ASP is scheduled for June 26, 2017, and the Wind Walk ASP was adopted by Council. Staff also received an application for a new West Okotoks ASP that includes all of the lands recently annexed in the SW quadrant of Town.

2. Update all master plans to align with the continued growth model, including:

- Interim adjustments to the Municipal Development Plan (2015)
Council passed Interim amendments to the MDP to support annexation in June 2016.
- Municipal Development Plan (2016)
Having received an Annexation Order in Council effective July 1, 2017, Administration will proceed with work on a new MDP to start in late 2017. The

Future Growth Strategy –a key underpinning document to analyze recent growth data, population and employment forecasts and examine fiscal impact of alternative land use scenarios, is underway and will be completed in the Spring of 2018.

Intermunicipal Development Plan (2016)

Town and MD Administration collaborated to bring forth IDP amendments to support annexation which were jointly approved by both municipalities in June 2016. Further amendments to the IDP will be required in 2018 due to the annexation being completed.

- **Land Use Bylaw (2017)**

Proposed interim amendments to the Land Use Bylaw up to and including Section 10 of the Bylaw are drafted, as well as amendments to the balance of the bylaw which is the Districts and Interpretation and permits were adopted in fall of 2016. These amendments were adopted by Council in the Spring of 2017. A comprehensive review of the LUB is targeted to begin in 2018 but likely brought forward for Council adoption subsequent to completion of the MDP review.

3. Secure a long term Water Supply Agreement with the City of Calgary to provide water to meet growth projections for at least the next 60 years:

- **Create and execute a Water Supply Agreement (2014)**

Several meetings held with City of Calgary and Province in 2014 onward. Draft Master Servicing Agreement with City of Calgary complete. Servicing Agreement delayed due to Calgary concerns re Alberta Environment's position with respect to water license transfers. Negotiations between City of Calgary and AEP are ongoing.

- **Participate in the plan and construction of the pipeline (2015)**

Seeking approval of preliminary pipeline alignment from the MD of Foothills. Further meetings will be set up with Alberta Transportation, Municipal Affairs and Environment & Parks. Meetings with City of Calgary and AEP indicate water license transfer from City of Calgary to Okotoks is required. Pipeline alignment finalized. Town has commissioned a land agent to begin Right of Way acquisition, although this work is currently delayed due to the licensing issue between Calgary and AEP.

- **Pipeline construction completion (2017)**

RFPs for detailed alignment and Right of Way acquisition received and under review. Detailed alignment work has been completed. Proposed alignment has been circulated to MD of Foothills, Alberta Transportation, and City of Calgary for review. Land agent has been commissioned to begin land negotiations subject to pipeline regulatory approvals.

4. Secure adequate interim water supply (water license transfers, etc.) to meet the community's needs until a long term supply is constructed:

- **Seek out water license transfers and other means of obtaining temporary water supply**
Water license transfers attained for next phases of Air Ranch and Drake Landing developments; continuing to advertise for water licenses. Attained one additional license with Darcy and Wedderburn lands transfer in 2015. In discussions and continuing research to acquire additional licenses including public advertising and multiple tentative contracts under review.

Applications for new water license transfers are in progress. AEP now requiring modelling to support new license transfers. Sheep River water quality/quantity modelling will be complete by end of January, 2017. AEP are willing to process water license transfers concurrent to modelling being completed. New challenges with respect reporting water usage to AEP – required to report on usage of individual water licenses; implications are that some licenses will have limitations related to pumping rates, time of year restrictions, and restrictions due to instream objectives. A number of license transfer applications have been submitted. **Four new water license transfers were completed in the summer of 2017, totalling 374,392 m3. A number of other license transfer applications have been submitted and are under review by AEP.**

5. Identify and plan for wastewater capacity solution options and costs to accommodate growth.

EPCOR conducting a future growth study re capacity. Investigating the possibility of a regional wastewater strategy (e.g. Pipeline versus wastewater plant upgrade costs); through 2 tandem approaches – analysis of Calgary/Pine Creek pipeline and DRWWC sub-regional stand-alone option. Sub-Regional Wastewater Treatment strategy study undertaken by FRWWC concludes sub-regional options are not cost effective. Okotoks best option is to proceed with plant expansion to accommodate growth.

Sanitary Sewer Master Plan completed in 2016, including areas proposed for annexation.

6. Manage community growth to maintain Okotoks' image as a leader in sustainable development and our sense of community with smaller town characteristics.

FCM award application submitted for Water Conservation and Efficiency Plan in 2014. Received 2015 FCM Award for the Plan.

Installed new LED lighting in 80% of Okotoks Recreation Centre.

7. Monitor growth rates to ensure that our capacity to deliver quality services is maintained.

Municipal Census completed in 2014, 2015. Extensive promotion and support of Federal Census in April - June of 2016 was provided to assist Federal Government in collecting the data that Okotoks will also use.

Development being monitored in Planning and Engineering; hired additional staff in both these areas to keep up to demand, as well as Economic Development (summer student) and Permits/Inspections.

Strategy 2: FOSTER ECONOMIC VITALITY

Facilitate a healthy economy where quality jobs and business opportunities are abundant.

1. Develop a progressive Economic Development Plan that will attract and retain local businesses including an investment attraction and implementation strategy (2014).

Strategic Planning Sessions held with Economic Development Committee and feedback obtained from facilitator. 5 year Economic Development plan was finalized in fall 2014 during Town visioning. Developed a first draft of the Economic Development Master Plan and reviewed with EDC who wanted to see more work and revisions to the plan. Staff are working this fall to reconvene this task collaboratively with EDC on revisions. The 5 year Strategic Economic Development Plan was finalized and approved by Council in November 2015. Minor revisions and updates will be made to this living document at least once per year.

RFP for formal Investment Attraction Strategy to be issued in Fall. Interim investment attraction strategy written by staff and presented to EDC in September. Formal RFP not conducted for investment attraction at this time - rather in-house investment strategies developed by staff such as attending more events in Calgary to promote Okotoks including Global Petro Show, Geomatics, TecTerra, Calgary Chamber and Calgary Economic Development events among others to network with business decision makers and promote the benefits of Okotoks, resulting in more outreach and face time in Calgary.

Tourism Investment Plan developed. Assisting investors and businesses on an ongoing basis that are interested in current commercial, industrial and downtown parcels.

In line with the Ec-Dev Strategic Plan and Sustainability Plans, Council received the Okotoks Branding Development and Marketing Action Plan in spring of 2016, commissioned preliminary work on Downtown Design and executed a project to develop Downtown Urban Design Master Plan with public which occurred in **spring and summer of 2017 and presented the draft to Council in fall. Following Council adoption of a Terms of Reference in the winter of 2017, the Brand Leadership Taskforce, Administration organized the start-up and orientation of the working group to pursue its mandate pursuant to the Okotoks Branding, Development and Marketing Action Plan. BLT is expected to Report to Council through the Economic Development Committee in late 2017.**

2. Promote Okotoks as a place that is business friendly and open for business and investment and ready to compete on a regional basis:
 - Develop strategies to increase light industrial and commercial development to further diversify our tax base and provide diverse employment opportunities.

Open for Business advertising campaign discussions with developers for tourism product development, attendance at IT/geomatics show, global petroleum show and working with Innovate Calgary/Alberta Innovates to bring attention/interest to

Okotoks. New Open for Business and investment targeted advertisements developed focusing on corporate and independent entrepreneurs and displayed in various magazines and on Doing Business website including Alberta Best Communities article and secured spot in Invest in Alberta pub. New Business Beats Video feature to promote key information, articles written to educate businesses on key opportunities, new feature in Okotoks Venture E-newsletter. Attended Tourism Investment Symposium.

New Investment Guide developed and distributed June 2017 with emphasis on our specific target markets. New economic development video; refresh of old website and working on an enhancement tool for investment attraction.

Approximately 80 leads made to date for business relocations, expansions at the above events. Follow up and ongoing discussions with leads made at events and networking. Working with interested parties on new hotel interest in Okotoks as well as new office and industrial bldgs.

Mobile Vending research completed and discussions continued through 2016, with draft policy targeted for winter 2017. Now new target for spring of 2018.

Sale of 4 more Town owned industrial lots to help diversify business and employment base. Sold two additional industrial lots in early 2017; facilitated the strategic acquisition of 8 McRae Street and call for expressions of interest in Landmark site for architecturally innovative design for restaurant or microbrewery to stimulate business investment, tourism development and animate the downtown. **Administration completed remedial work on 8 McRae in preparation for a lease offering to a tenant to support downtown vitalization objectives by the fall of 2017. Lease opportunity advertised and tenant selected for 2018.**

Meeting with IT and fibre optics supplier completed to look at improving dark fiber access in Town. Fiberoptics- AUMA resolution and regional Calgary Regional Partnership prosperity meetings discussing the topic on a regional scale. Initiated a fibre optic study with CRP and consultation on a regional strategy, **completed in October 2017, and which coincided with announcement by Telus to introduce an advanced fibre optic network to Okotoks, Black Diamond and Turner Valley coming in 2018-2019 (with a \$60 million investment to connect more than 90 percent of homes and businesses before the end of 2019).**

2015 C-Train Viral Campaign, “there are a number of things to do in Okotoks” garnered national attention leveraging over \$1 million dollars in exposure. The 2016 C-Train Campaign capitalizing on that concept rolled out in June 2016. Promotion of Okotoks via Pattison Outdoor Advertising in Calgary via C-trains and implemented for 2016 (\$10K campaign). Return on Investment measured through increased attendance at festivals and events; website traffic to the tourism site is up. Negotiated a renewal of 2017 contract (\$20K and discount on advertising) and expanded to include airport advertising.

Participation at Chamber Trade Show and a sponsor and partner with Career Expo as well as attendance at Calgary Home & Garden Show to promote events and

tourism. Distributed materials to 3000+ people at the 2017 Calgary Home and Garden Show.

Canadian Property Investor named Town of Okotoks as the “Top Place in the Province to Invest. Okotoks is the only municipality in Alberta that made the top 10 for real estate investment.

Developed new Visitor Guide and Okotoks Map and distributed into USA and throughout Alberta. Produced newly designed and enhanced 2017 Visitors Guide, Business Attraction and promotional video in partnership with Corporate Communications. New tourism website launched June 2017.

2.8% net new business increases in Town with 393 new full and part time jobs added to the local economy by year end 2015. Added another 349 jobs in 2016 through new businesses. Successful in securing more office and light industrial businesses in Southbank and Okotoks Business Park, supporting role in marketing sites to find tenants. New projects assisted include 43,000 sq. ft office building, two medical clinics, microbrewery and manufacturing of specialty auto parts to name a few. 2017 commercial interest in Okotoks remains high with several inquiries in various stages.

Record commercial and industrial permit values in first quarter 2016 of \$8M which has not been seen before in Okotoks; at year end of \$21M. **This trend continued in 2017 with third quarter results showing commercial and industrial construction values exceeding \$25 million.**

3. Develop progressive business attraction and retention solutions to foster a resilient business community:

- Facilitate a variety of local Economic Development workshops for Council to increase knowledge on economic development fundamentals, investment strategies and a downtown assessment (2014)
Two workshops held with Council/EDC on business investment and attraction and economic development for elected official's course. Two upcoming EQ Tourism workshops in September in partnership with Travel Alberta for business community. Several tourism workshops held with Province and funding partners in spring 2016. EDC completed asset mapping exercise for meeting venues. Created partnership called BizLink with local organizations to help business retention.

Implementation of technology sector attraction strategy (2014)

Completing through various trade shows and promotions and discussed in Economic Development Strategic Plan. Continue to attend innovation events such as TecTerra, Innovate Calgary, Oil & Gas Show, Globe Leadership summit for Sustainable Business to promote and position Okotoks.

- Identify and select targeted industries for business attraction that will provide quality living wage job opportunities (2014) **Consulted with EDC on targeted sectors including professional, office, innovation, etc. and marketing through various promotions and trade shows.**

- Engage the business community in providing input to develop local strategies and initiatives to help businesses succeed and grow (2014) (i.e. buy local marketing and businesses development strategies that encourage consumers to do so, business expos, annual job fair, business seminars, cultivate innovation and niche markets, etc.)
Post-Secondary Education committee completed strategic visioning. See notes under Strategy 6. Development of a tourism strategic plan is also underway. Small Business week activities in early stages and discussions and lemonade stand concept with community to foster youth entrepreneurship. Lemonade Day Support provided to local committee to foster youth entrepreneurship in 2015 & 2016. Action plan and vision developed for Post-Secondary Education Committee to work towards a multipurpose concept or learning centre. Helping build a case for Bow Valley and others to expand their footprint in Okotoks.
- Regularly visit local businesses to gain input and develop action plans to enhance business and facilitate connections (2015)
Working on Business Visitation Program (business visits) related to business retention and regular communication. Business Visitation Program underway with Chamber of Commerce and Economic Development Committee June 2016. Business Visitation completed in January 2017 with a report due in fall 2017.
- Review policies and practices to encourage contractors to consider using more local businesses (i.e. public purchasing policies, business listings and promotion etc.)
Expansion of public tenders tools option on www.okotoksventure.ca to encourage local procurement.
- Review current business related processes and create welcoming and friendly business friendly processes that are streamlined and clearly communicated (2014)
Review and improvements made to business licensing processes, form enhancement, etc. Business Friendly workshop with Admin and Council completed and several areas for process improvements identified in engineering and planning services as well as licensing. Continued to refine communications and customer service approach to cultivate a positive relationship with new and current business.
- Support and develop creative responses to economic development issues
Mini Research & Innovation Sector attraction strategy created and we have started to execute items within it as outlined above. Several subcommittee meetings with EDC to further discover how Okotoks can be more investment ready and focus on a strategic vision. Identification of knowledge based, innovation, professionals services and offices as key sector focus of business attraction interest. Successful in assisting several office and industrial bay developments proceed in Westmount, Southbank and Okotoks Business Park expansion. Fiberoptics research and study underway with leadership from Okotoks, partnering with Calgary Regional Partnership. Following industry trends and identifying options to cultivate and encourage fibre optics services.
- Continue to attract and promote events, sports and cultural tourism

Town provided funding to Pro Rodeo, Highland Games and Show & Shine as well as a staff liaison and in-kind support. Community Events continue to be included in regional publications and on web-sites. Strategies implemented to improve experiences at events such as an additional ticket booth for Taste of Okotoks. Worked with restaurant owners and introduced Pop-Up Patios at the Taste of Okotoks and Show and Shine. Initiated Art on the Lawn events at Okotoks Art Gallery, including Open mic; Eight events happened in July and August, 2015. Art on Lawn was expanded to a weekly summer Downtown Thursdays event that incorporates fitness, performances, mini markets as well as children's activities. Partnership agreement with the Okotoks Curling Club to host 2016 Masters Grand Slam of Curling, Western Canadian Bantam AAA Hockey Championship awarded and held at Pason Arena. Enbridge Ride to Conquer Cancer being held in Okotoks in 2017 for the 5th consecutive year at new location (ORC, Percy Peglar & OJHS school grounds). Support to Curling Masters event being held in Okotoks October 2016 including collaboration with Communications in production of video commercial for SportsNet. - Coordinated new Creamery Market on Sundays with Programs and Events. 2016 Sponsor Funding provided to Show & Shine, Rodeo and Highland Games via Programs & Events. Creamery Market continues in 2017 with the United Church operating markets from June -September 2017. The 2017 Okotoks Pro Rodeo was relocated to the Okotoks Ag Society which provides them opportunities for expansion – something that was not possible at the Okotoks Recreation Centre. Administration worked with the OPR to continue to promote the event and the services available in the Town. ' Community Wellness hosted a "first annual" Strong Voices Together Conference, attracting over 100 participants from across south central Alberta; the conference provided speakers and information on the prevention of violence and bullying and featured relevant, current, and recognizable speakers. Community Wellness hosted another successful Seniors Celebration event during Alberta Seniors week with over 350 seniors attended. **Town Introduced new event – Oktober Fest on October 21, 2017 with great success. Administration also provided programming assistance, event support and participation in the successful Wizarding World of Okotoks in late October 2017.**

- Create bold new strategies to attract entrepreneurs and small businesses (i.e. other new business focused events, work with students and businesses to create future business owners)

Roger Brooks Downtown Assessment presentation completed. Roger Brooks-Downtown Branding report completed 2016 and Downtown Action plan with key objectives approved by Council with the goal of increasing visitation and business in the downtown area. In 2017 Urban Design Master Plan in progress; Brand Leadership Team formed and RFP awarded to prepare Brand Style Guide (to commence late fall) as per 2017 budget.

BRZ discussions initiated with staff providing input as necessary and connected Olde Towne Okotoks group with Calgary Regional Partnership and Calgary BRZ leaders. BRZ presentation held in Okotoks.

Supported the filming on-location of locally produced independent full-length feature film- "Ice Blue".

Completed research on mobile vending opportunities and constraints to enhance and diversify business opportunities for a Council policy discussion paper in early 2018.

4. Plan and prioritize future regional economic development initiatives encouraging partnerships and alliances for a stable economically viable region.

Working and taking leadership role in region with Cool Little Town's Tourism initiative (new website created). Cool Little Towns- Okotoks is project lead and administration of finances. New participation agreement has been formulated and trade mark registration process initiated. Website updated and new branding and logo completed. First draft of strategic plan has been drafted for regional collaboration. Cool Little Towns led by Okotoks successful in receiving second \$70K grant for driving tour and web development work. Additional monies also secured from Travel Alberta for marketing and new CLT brochure developed in spring 2016. Cool Little Towns work continued with new project manager hired in 2017; launch of website and tours held in Turner Valley.

RISE- A Business Development of Alberta Foothills Region updated, new fact files and regional site selection guide including demographic information at www.albertafoothills.ca. In 2017, the Town augmented the RISE project by adopting the LOCALintel economic development information platform.

Participation with Calgary Region Economic Partnership in various projects including tourism development and transportation & logistics sector in particular. Continued to attend CRP prosperity meetings and participated in working groups of transportation & logistics and on occasion Tourism.

Working with MD of Foothills and High River on Tri-Municipal Industrial Coordinator- next steps with grant funding and RFP.

2017 strategic business outreach highlights include attending the following events to promote Okotoks as a place to expand or relocate new business - Technovate Forum re tech industries; the Global Petroleum Show re target industries (i.e. Ontario-based aircraft parts manufacturer, alternative energy industries). IEDC Conference: connected with vendors that offered tools for economic development.

5. Create a long term plan to ensure the downtown area remains attractive as a destination and a place for gathering in the community (2016):
 - Work with business owners and developers to align new and revitalized buildings with the downtown plan (2016)
Rogers Brooks Branding direction report approved by Council May 2016. Facilitated sessions held in community with consultant, 900 surveys completed and architectural design guidelines RFP issued for the Downtown. Next steps include transition of Downtown Committee to Brand Leadership Team.

Strategy 3: PROVIDE QUALITY INFRASTRUCTURE

Strategically manage, invest and plan for municipal infrastructure to meet the community's current and future needs.

1. Plan for new infrastructure based on innovative and sustainable approaches that maximize financial support from senior governments.
 - Grant applications completed and approved (~\$9M).
 - Annual Council budget workshop to review Capital plan & financing.
 - Pipeline funding submissions to multiple ministries (AMA, AE&P, Infrastructure, Education, Finance) supported by CRP Regional Servicing endorsement.
 - Wastewater solution being pursued on two fronts; Okotoks commissioned engineering review of pipeline to Calgary/Pine Creek and FRWWC commissioned engineering review of a sub-regional wastewater treatment solution.
 - Okotoks best option (2016) – expand current WWTP.
2. Construct a new Operations Centre:
 - Review design to ensure it meets growth needs (2014)
Request for Proposals (RFP's) for the new Operations Centre facilities (Fleet and Administration Buildings) and contractor selected. Detailed design reviews commenced fall of 2014.
 - Construct new Administration and fleet buildings (2015)
2015 construction underway on new Fleet Building, Administration building and Eco Centre facility. Project schedule anticipates occupancy summer 2016.
BMX site (located on east side of Operations Building site) – 5 year lease agreement signed to guarantee site, upgrade and re-build track.
Completion of phase 1 of Operations Centre expansion construction is completed and staff relocated to the new facility in October 2016.
Continued commissioning of the facilities to ensure they meet the LEED Gold standard and ensure all deficiencies are corrected. A successful Grand Opening celebration was completed on June 10, 2017.

Complete construction on remaining Operations Centre facilities (2016/2017).
Design and construction of phase 2 (mechanic shop) planned for 2018.
3. Provide recreation and cultural facilities to meet current and future growth needs:
 - Complete business case analysis on twinning of the Pason Centennial Arena (2014)
Business Case for PCA presented to Council April 2014. Project Scope to progress to the Request for Qualification stage of project presented and approved by Council August 2015. Request for Qualifications closed March 2016. Three proponents were awarded to proceed to the design build, conceptual stage which closed May 12, 2016. Capital budget approved by Council to move to construction phase. Negotiations with the best evaluated commenced end of June 2016.
 - Project awarded to Scott Builders July 2016 and they broke ground October 2016 with deep services and pilings now being drilled in. Pason Centennial Arena construction on track and is scheduled to open early 2018. Concrete poured for the NHL and leisure ice surfaces. Substantial completion date set for December 22, 2017 with public opening date January 31. Methane trench project near completion waiting for Athena Environmental and Alberta Environment sign off.

- Update business case analysis on options for a new Performing Arts Centre (2014)
Business Case presented to Council April 2014. Update the Culture & Heritage Master Plan (CHAMP) in 2017 to align with anticipated growth of community and to determine community expectations and next steps. CHAMP RFP awarded and public consultation underway in fall 2017 and continuing early 2018/
- Update the Recreation Facilities Master Plan to plan for the outdoor, indoor and recreation needs for a continued growth model (2015)
RFP advertised December 2015. Recreation, Parks and Leisure Master Plan consultant (RC Strategies) hired in 2016; extensive public consultation process underway. Consultant presented draft Plan to CPR steering committee in December 2016. Consultant presented revised draft version to Council on January 9 2017 with Open house on January 12, 2017. Recreation Master Plan approved by Council May 2017.
- Incorporate costs of recreation and cultural facilities into prioritized capital plans (2015)
Complete RFP for Spray Park expansions was awarded, open house for community feedback on design was held June 2016. PlayWorks commenced construction August 2016, 95% of the pad concrete has been poured and new toys have been hard piped into place both mechanical building and washrooms have installed. Spray Park expansion completed and is in operation (June 2017). Incorporated operating costs of Champion Park into 2018 budget
- Conduct a recreation facility capacity review to look for opportunities to accommodate more community needs (2015):
 - Review programming needs during primary hours and space allocation to balance opportunities for competitive and non-competitive sports, and leisure activities
 - Seek partnerships within the community to meet needs through creative multi-use of facilities
 - **Regional Fieldhouse opened September 8, 2014.**
 - **Meetings held regarding scheduling for ice, dry pad and indoor fields with user groups and operators of all facilities.**
 - **Added new minor ball diamond adjacent Ecole Pegler.**
 - **Upgrades to the Okotoks Skate Park completed.**
 - **Southside Community Programs centre modifications completed and programming for September 2014**
 - **Remembrance Day Service moved to Pason Arena 2015**
 - **Review and minor adjustment of Aquatic scheduling**
 - **Ice Decking purchased allowing year round ice at Pason Centennial Arena April 2015 ice schedules reviewed and adjusted**
 - **Additional donation of pool table at the Okotoks Recreation Centre to promote and facilitate drop-in activities**
 - **Schedules at the ORC and PCA reviewed, minor adjustment to allow more programming.**
 - **West Baseball field complete.**

4. Provide an effective and well-maintained road network system:

Review and update Master Transportation Plan to consider the impact of growth on traffic flow and improvement needs as a result of growth (2015). **This has been deferred to 2016 due to annexation. Transportation Master Plan Update (2016) is in progress, including areas proposed for annexation. Transportation Master Plan Update (2016) is complete.**

- Implement traffic management improvements, including consideration of traffic circles and other less traditional options
Support for traffic circles in the conceptual D'Arcy and Wedderburn framework maintained
- Develop effective snow removal and temporary storage strategies (2015). **Temporary snow storage site established and moved to an alternate location in 2016 to accommodate a business park lot sale.**
- Consider active transportation needs in a long term plan (integrated)
Active Transportation Strategy endorsed by Council August 2015 and being integrated into other plans
- Consider public transit needs in a long term plan (integrated)
On-It Pilot launched fall 2016.
- Create contemporary road/infrastructure design standards and incorporate innovative construction methods including materials selection and lifecycle costing.

5. Develop a long term plan for public transit for both in-town and regional service that balances the need for service with taxpayer's ability to pay (2016)

Working with CRP on a future pilot program for regional and in-town service. Pilot Project to be presented to Council in October 2015 for approval. On-It transit pilot project launch fall 2016.

6. Develop a comprehensive corporate Asset Management Action Plan that includes:

- Inventory, valuations and condition of current assets (2014)
Inventory valuation complete, IT requirements under evaluation
- Risk assessment and management (2015)
Condition assessment underway, risk assessment and management delayed.
- Maintenance and lifecycle replacement plans that maximize the useful life of the Town's assets to protect the investment (2016)
- Update estimates of annualized replacement costs and prioritize (2017)
 - A long term funding strategy that enables the community to protect the integrity of valuable municipal assets (2017)
10 year capital budget and 5 year operating budgets being prepared and will be presented to Council November 2017.

Strategy 4: ENVIRONMENTAL STEWARDSHIP

Be a leader in environmental protection and preservation.

1. Create an Environmental Protection Plan as an overarching plan that will protect our eco system for current and future generations (2016):

- Update the Resource Recovery Plan to include progressive strategies to reduce our waste, including organic waste collection, rebranding to an Eco Centre, etc. (2014)
Revised Resource Recovery Plan - workshop with Council, revised 2020 Waste Management Plan approved by Council December 2014 (with amendments)

requesting Administration research reducing expenses for mandatory recycling and eliminate redundancies at the Eco Centre). Administration is developing 2016 Waste Management Implementation Business Case for Council Workshop in September 2015. 2016 Waste Management Implementation Plan approved by Council November 2015, with rates approved June 2016 for Sept 2016 universal cart roll-out for single family residential sector.

Universal blue cart 3 month free implemented Sept-Dec 2016. Universal green cart implemented Sept 2016. Jan-Feb 2017 is the opt-out period for blue cart. January 2017 Eco Centre hours of operation reduced as number of self-haulers has significantly reduced, while residential organic and recycling waste tonnage increased.

Multi-family waste management plan implementation began summer 2017. Community Events, Waste Services and Sustainability implemented a waste management initiative for events with the introduction of waste management centres strategically placed and has significantly reduced the waste during events.

- Create a Water Conservation, Efficiency and Productivity (CEP) Plan that includes detailed annual water management strategies (2014)
CEP Plan endorsed by Council in April 2014. Received FCM award in 2015 for the Plan.
2014 Water Conservation Rebate program (\$40K) sold out in 15 weeks. \$10K allotted to commercial water conservation abandoned. 2015 rebate program sold out October 2015. 2016 rebate program (\$40K) sold out end of October 2016 with \$3600 of the \$10K earmarked for the energy efficiency program (launched fall 2016) to support the MyHEAT online platform utilized by year end. \$40K allotted for 2017 water conservation rebate program with \$10k reserved for the energy efficiency rebate program.
- Create the Greenhouse Gas (GHG) Reduction Plan that includes detailed biannual GHG strategies (2017)
In January of 2016, partnered with MyHEAT as the first municipality to offer free online platform that indicates building heat loss from all Okotoks single family homes. Committed to a two year contract which expires at the end of 2017. To complement the MyHEAT Program, the Town introduced a \$10K energy efficiency rebate program (professional home energy audits) and in October 2016 and purchased two DIY energy audit kits for households to borrow to assist residents in determining areas of heat loss in their homes. Both kits have been fully booked since the initial offering and \$3,600 of the budget was utilized by residents for professional home energy audits. The energy efficiency rebate program was relaunched in January, 2017 with a \$10K budget and will run until end of year or till funds are fully depleted.
Town promotion of the Provincial energy rebate programs to citizens began in 2017 (Energy Efficiency Alberta Programs – home efficiency renovations, energy efficient appliances and solar PV installation).
- Create policies and bylaws to support the Environmental Protection Plan
Bylaw 18-15, the Idle-Free Bylaw was passed September 2015.

June 2017 Council approved the Town developing an Environmental Master Plan. The RFP has been awarded with public consultation in late fall 2017.

- Continue to preserve and secure river valley lands for all to enjoy
Purchased “old creamery site” on Riverside Dr. in late 2014.
Purchased 4 ha “Waller” lands and 1.5 ha parcel by Lineham Ave in the Sheep River valley.

2. Continue to advocate for watershed stewardship in our region.

- Activity participate and leadership with the Foothills Regional Water & Wastewater Collaborative (FRWWC)

The Town, in partnership with the Bow River Basin Council, the University of Calgary, City of Calgary and Alberta Low Impact Development Partnership (ALIDP) are developing a pioneering riparian bio-retention research project within the new Town’s Operation Centre yard. Construction of the main bioretention site was completed in fall of 2016 with the University test beds to be complete in fall 2017. The research project is proposed to run for ten years (2016-2026).

The Town in partnership with EPCOR have developed the EPCOR Environmental Education Centre (located inside the Operations Administration Building) which focuses on the sustainable management of our watershed and water resources. The naming rights partnership is a 5 year commitment by EPCOR at \$25K/year. Phase 1 of the project was completed in June 2017, with several additions planned for 2018 and 2019. A public open house to launch the Centre was offered in June 2017 during Environment Week and received excellent public feedback.

3. Work with developers and builders to increase new building construction standards that protect the environment (e.g. renewable energy leaders, decrease waste and use of new water conservation methods).

Further limited irrigation on public and private lands in new development areas through design and construction specifications.

2015 introduction of new construction codes, energy code and regulations for construction standards.

Town worked directly with developers during Area Structure Plans and Outline Plans (D’Arcy & Wedderburn) to ensure that detailed Biophysical Impact Assessments (BIA) were completed and respected during the development design process. Administration is currently drafting a BIA policy and guideline.

4. Increase public involvement in preserving and caring for our environment:

- Increased participation in River Valley clean-up and other environmental events, preservation of urban forest, parks and pathways, water, energy and waste reduction etc.

Conducted volunteer tree planting events at the River Valley Clean-up and the Off Leash Park. Pathway patrols by OME staff and practicum students Conservation Educators (CE) present a variety of topics (water, waste, energy reduction, environmental protection, herbicide use, and biodiversity) to residents, businesses, school visits, day camp participants, household visits and attendance at all special events. The 2015 CE’s visited over 2,000

households. Door to door visits in combination with community events and their survey, the Educators reached over 3,000 residents with 355 in-depth surveys completed. 2016 students also focused on waste implementation plan preparation (universal blue and organics carts), promotion of the MyHeat app, and new energy efficiency rebate program to be offered in fall 2016. The 2016 educators reached over 2,000 residents at events, visited 2,581 households and educated 1,900 students through school and day camp presentation. One Conservation Educator position maintained for fall/winter term to assist Waste Services with universal cart implementation.

5. Continue to lead the region with environmentally responsible actions:

- Implement the Corporate Environmental Stewardship Plan (CESP)
- Research new initiatives and technologies that reduce the impact on the environment such as increased solar use, increased xeriscaping to reduce irrigation, grey water recycling, etc.

In partnership with MyHEAT Inc., the Town developed an online energy efficiency engagement platform for the community in February 2016. The platform will educate residents about the energy efficiency of their home, leading to home efficiency improvements and reduced GHG footprint.

Town launched two new electric vehicle (EV) charging stations on Elizabeth Street as part of Sun Country Highways Municipal Destination Program. This initiative promotes economic development/tourism within the downtown and supports the use alternative green vehicle technology. Town implemented 5 additional EV charging stations at the Operations Centre buildings in 2017 and will be implementing 9 'carpool only' stalls in fall of 2017.

New Operations Centre and Fleet buildings designed and constructed to meet LEED Gold Certification. The certification process with Canadian Green Building Council to receive LEED Gold status by late fall 2017 in underway.

As part of the Operations Centre construction project and the innovative riparian bioretention research project, staff are currently developing plans for the Environmental Education Centre on the northeast side of the building that is expected to open in mid-2017. This will be a public space to educate citizens (local and regional) about Okotoks' and the regions' advances in watershed protection practices and focus on the bioretention research project. Environmental Education Centre and classroom completed June 2017.

Administration is undertaking a financial and structural feasibility study in 2016, for the implementation of a large scale solar PV project (0.5MW) at the Recreation Centre. This project may prove to be not only environmentally beneficial (microgeneration of alternative energy) but financially beneficial. RFP contract awarded to OZZ Solar. Feasibility study presented to Council in fall 2016. Study deemed the project not cost effective (too long of a ROI) at this time, although may be revisited as the solar market is rapidly evolving.

As part of the expansion at Pason Centennial Arena, Administration invested an additional \$140,000 to ensure the new building would be constructed solar PV

ready. This included enhanced switch gear and engineered roofing to manage the increased weight and load of a future system.

In 2014, the Town participated in TAME funding Program for energy efficiency retrofits at the Recreation Centre and Fire Station. The outdoor lights at the Recreation Centre parking lot and the outdoor lighting on the Okotoks Library were also upgraded with LED lights. The Town will apply to the 2016 TAME+ Program for interior LED lighting retrofits within Swindell's Pool, Shane Gymnasium and the Curling Rink as well as outdoor LED retrofits within the Library parking lot. LED lights consume roughly 50% of the electricity of the standard existing lights and greatly reduce annual maintenance costs. Parking lot LED lighting upgrades are ongoing throughout Town facilities and will continue for the next couple of years. The Town will utilize the TAME Express funding in 2017 to replace the parking lot lights with LED lights at Pason Centennial Arena and Foothills Centennial Centre.

Sustainability Coordinator is working with business centres to research new initiatives and to implement the Corporate Environmental Stewardship Plan. Several electronic processes and forms have been created that have significantly reduced paper in HR. 2016 online recruitment process created in-house and is eliminating a large amount of paper. 2015 Water Conservation Rebate Program application process is also online. Improved visibility of volunteer opportunities and quicker on-line applications processes through the new website has increased resident engagement. Fire Services implemented Laserfiche Forms and the use of iPads for annual and occupancy inspections; resulting in a large reduction of paper. Fax machine eliminated for Community Services. Sustainability Coordinator working with Waste Services and Facilities Management to ensure that all Town facilities have recycling and organic waste carts for both staff waste diversion and waste management stations in public indoor spaces to be implemented by end of 2017. Sustainability, Community Events and Waste Services, purchased 10 outdoor event waste management stations (garbage, recycling and organics) for Town events. Removed over 20,000 invasive goldfish from two storm ponds in summer 2016 through an eradication program designed in partnership with Alberta Environment and Parks. Parks is piloting the use of battery powered small equipment such as backpack blowers. Grand opening of Environmental Education Centre on June 10, 2017 and also showcased Living Soil Retention project partnership with U of C.

Strategy 5: PROVIDE STRONG GOVERNANCE

Strong governance includes fiscal responsibility, open communication and strong inter-governmental relationships.

1. Provide an effective governance model whereby Council and Administration are a strong team working together to accomplish the community vision:
 - Review and implement recommendations in the Governance Review (2014/2015)
 - **Council Agenda reordered, tested and amended the Procedure Bylaw accordingly in June 2014. Organizational Design completed August 2014**

with focus designing the organizational structure to prepare to become a community of at least 40,000.

- Council compensation reviewed May 2014. Council Remuneration and Expense policy revised and adopted by Council in February 2015, including a new procedure for quarterly posting of Council member expenses on the Town's website in July 2015.
- Purchasing Policy updated and adopted by Council January 2015. Council & Council Committee Code of Conduct Policy created and adopted by Council May 2015. Presentations to all Committees completed and a new process for new citizen appointees created and implemented.
- Council Boards & Committee review completed fall 2015. New Council Board & Committee Bylaw adopted Sept 2016.
- Review of economic development related committees in Sept 2016 for EDC, Downtown Steering and Branding Team to clarify roles and responsibilities for improved execution and alignment.
- **Brand Leadership Taskforce Terms of Reference created and executed pursuant to Council Committee's Bylaw (20-16) January 2017 with appointments ratified in February 2017.**
- Governance workshops conducted with Council, CAO and SLT on various topics on a monthly basis.
- New CAO/Council Briefing session added to regular Council schedule.
- Revised Council reports to include a CAO comment section.
- Facilitated the inaugural Council Committees 'year in review' presentation by citizen representatives to Council in May 2017.
- Provided Council and SLT with a workshop on Carver Governance Model in May 2017.
- The Public Participation Strategy project will include a review of Council's advisory committees participation in fall 2017.
- **New Fire Services Bylaw 10-17 in recognition of legislative, community changes.**
- **Newly elected Council orientation plan completed with several sessions booked from October 18 2017 through December 2017, included Council's participation in the new Munis 101 course offered by AUMA/AAMDC.**

2. Provide responsible financial management to maintain a solid financial position:

- Effectively manage public funds to balance available resources with core service delivery and priority needs
- Develop multi-year budget process and plan (2015)
Finance & HR working on implementing the salary component of multi-year budget utilizing the budgeting software to improve the process in 2015 as a trial and fully implemented the module in summer 2016 for the 2017 budget.
- Create a 10 year capital plan (2015-2025) that will be updated annually
Work on 2016-2020 plan update complete, presented to Council.
- Search for new revenues such as corporate sponsorship and grant funding
All business centres search for grant funding and make application wherever applicable.
- Maintain adequate operating and capital reserves to meet our needs
Reserve review completed annually during budget review and at year end.
- Annual rate/fee/residential and non-residential tax rate reviews

Rates and fees and tax rate reviews are completed annually and presented to Council for their consideration during budget presentations.

- Update the capital plan to incorporate the impact of future annexed lands
Re-tendered multi-year major maintenance contracts for parks maintenance to obtain competitive pricing and assist with budget planning. Ditch mowing and snow clearing for newly annexed lands will continue to be provided by the MD of Foothills.
Capital plans updated and presented to Council during the annual Budget Priorities & Guidelines workshop in September.

3. Build strong partnerships with other governments and stakeholders and corporations to deliver services, programs and infrastructure needed by our current and future residents and businesses, such as:

- with senior governments and seek grant funding opportunities for priority projects
Extensive discussions with Federal and Provincial Governments regarding water pipeline grant assistance have occurred and continues.
- with Foothills communities to promote regional and sub-regional collaboration
 - Coordination agreement reached with regional FCSS programs, OFRC Volunteer Driver Program and the Southern Alberta Renal Clinic for Foothills patients to have coordinated appointments for renal dialysis.
 - Increased use of OFRC “visiting office space” from Calgary services/ agencies to provide regional services to Foothills residents in Okotoks.
 - Regional support obtained for Elder Abuse Prevention Collaborative Response.
 - Increased regional collaboration and communication for Emergency Social Services response through participation in regional meetings and training.
 - Prescription of Wellness and Pedometer programs introduced in partnership with the Primary Care Network and Alberta Health Services.
 - New 5 year agreement in place with Okotoks Curling Club and Okotoks Tennis
 - New 3 year agreement for cold beverages at Pason Centennial Arena
 - AHS Living Well agreement at ORC renewed to March 2018
 - Prescription to Get Active program offered at ORC through partnership with Natural High Fitness and PCN.
 - Partnership on 50/50 basis with Foothills for Champion Park operations
- for effective and efficient service delivery:
 - Negotiate renewal of Epcor Water Services contract (2015)
New 5 year contract with Epcor finalized August 2015
 - Evaluate external contracts versus internal provision of service as contracts expire and as needs change due to trends or growth
Okotoks/MD 5 year operating agreement for regional field house with Nustadia
 - Form allegiances with the business community to encourage greater involvement in and contributions to civic events
Roger Brooks downtown assessment involved a large number of businesses and promoted working together to build a vibrant downtown, including events
Epcor Sponsorship of public skate & swim secured for 2015/2016

Schools/Town Recreation Joint Use Agreement promotion/ education draft completed

Secured EPCOR sponsorship of Environmental Education Centre. **Phase 2 underway in winter 2017/2018 to introduce more interpretive signage.**

4. Increase public engagement in municipal and community issues by utilizing a wide variety of methods to engage diverse groups of residents:

- Broad involvement in community visioning (2014)

Community visioning public engagement plan completed and adopted by Council January 2015.

Becoming a Community Builder project launched in September 2014 and completed in early 2015, offering residents an opportunity to learn how to lead community initiatives and get involved in leadership in their community.

Working with the MD of Foothills on joint Traffic Safety projects

Public Arena Scheduling Forum held March 2017 to receive input and collectively develop new master arena schedules to accommodate the expansion of Pason Centennial Arena and provide a balance of structured and unstructured activities. **Community Vision 'check up' is part of the preparation for new 4 year business plan.**

Public Participation strategy and toolkit RFP awarded and process began April 2017. Downtown Architectural Guidelines workshop observed for public participation process with outcomes being showcased for additional feedback at the Taste of Okotoks event. Public participation survey introduced June 2017; promoted at the Operations Centre opening, Parade and other public locations throughout June. Citizen Budget introduced June 2017 to gain input on 2018 Budget and is also being promoted at several public locations and events. CHAMP review in fall 2017 has extensive public participation components with both consultants working together to design and analyze the public participation component. **Council and chairpersons on several of Council's advisory committees were also interviewed to obtain feedback on their views. Culture and Heritage Master Plan and Environmental Master Plan have a large public engagement component in October - Dec 2017 that will use activities from the draft public participation toolkit. The Public Participation Strategy and Toolkit will be presented to Council in January 2018.**

- Redesign Town's website (2014)

Town website redesign completed and went live December 2014. Several improvements added early 2015 including new apps (ReCollect, ClickFix) and increased online forms (Committee and volunteer application forms, block party application form, etc.). Continuous improvements to website are ongoing. **In 2018 a review of the website will be undertaken and a plan established to prepare for a refresh in 2019. The average lifespan for a website is approximately 5 years.**

- Create a Corporate Communications Plan (2015)

Corporate Communications Plan draft complete and project communications plans created for all major projects on a regular basis.

Strategy 6: HEALTHY & SAFE COMMUNITY

Strengthen our social fabric and enhance the safety of our residents.

8. Continue to implement the recommendations contained in the Social Wellness Framework, including:

- Conduct a survey to monitor social wellness indicators (2014)
Completed online survey to update and monitor social wellness indicators spring 2015.
- Strengthen the sense of community at the neighborhood level
Continue to provide support to the Okotoks Network and their commitment to neighbourhood engagement. Okotoks was selected to offer ‘Becoming a Community Builder’ which provides community leadership development via online coursework for all residents and businesses in Okotoks.

Pilot Neighbourhood Connector Coordinator Program introduced in collaboration with PCN and Okotoks Network. Coordinators hired to engage their neighbourhood and develop a connected neighbourhood. Second Year approved and second round Coordinators hired.

FCSS pilot funding granted to the Library for the Little Free Libraries project to increase neighbourhood connectivity through sharing of books. 7 hand crafted Little Free Library boxes installed in parks and at the ORC. With the support of Westmount School, installed two little free pantries.

8 new Pilot Project Innovative programs were funded through FCSS; enhanced prevention of family violence, more child/youth programming provided. New programs funded through FCSS Community Grants include a focus on fathers/men in children’s lives and support to the Food Bank for their volunteer program.

- Enhance preschool and after-school programming opportunities
Southside out of school care program operational – Sept. 2014. Preschool program opportunities increased on the south side. Continued expansion of program options for children and youth, programs offered at Crescent Point Field House, ORC, PCA, Southside Community Programs, and RPAC.
- Develop strategies to address issues identified by youth
Continue to engage youth through the Youth Advisory Council Community Programs and Community Wellness working on a strategy for “youth friendly Okotoks” Temporary Youth Social Development Facilitator hired in 2017 with FCSS funding to develop and lead community youth initiatives.

Youth social development facilitator has developed positive relationships with youth at the ORC; created a protocol document for staff when youth disclose suicidal ideation or self harm; has taken a strong advisory role with the Foothills Youth Action Network – a collaboration of youth serving agencies working together to ensure youth have access to services; is working on strategies such as developing a Youth Friendly Okotoks strategy.

- Monitor and advocate for diverse housing needs including multifamily, seniors, transitional and affordable, low cost housing
 - Initial planning has been done to conduct a survey using the Town's website and social media for late September.
 - Joint meetings between the FCSS Advisory Committee, MPC and EDC held to gather input and share information. Recommendations for ways that the Town can assist with increasing units of housing that are "more affordable" brought to Council.
 - Supported the Foothills Foundation on a funding application to hire a consultant to conduct a community housing needs assessment (Alberta Rural Development Network). At minimum this will highlight the need for mid-sized communities have around homelessness and affordable housing. Council approval to develop a cross-sectoral Okotoks Housing Steering Committee with a specific mandate to work with identified key stakeholders to develop an Okotoks Affordable Housing Strategy.
 - Administration is working with United Way/Okotoks committee to apply for funding to contract a consultant to conduct a targeted needs assessment of housing and social needs for lower income earners (target approval for funding September 2015). Regional meetings/discussion with other FCSS staff have been initiated to discuss potential strategies and consider joint funding for a regional housing coordinator.
 - A resolution was put forward by Okotoks, supported by the Calgary Bow FCSS Region and the City of Lethbridge, to advocate to the Province for additional funding and support to increase funding, rent supplement, and increase subsidized housing for low income earners at the 2016 Family and Community Support Services Association of Alberta (FCSSAA) Annual General meeting. The resolution passed with unanimous approval.
 - Resolution on housing brought forward from the FCSS Association of Alberta to the Minister of Seniors and Housing for review and discussion in October 2017.
 - Habitat for Humanity received support from the Town for landscaping and permit fees as well as connection and support from the developer and builder. An R2 lot for building a duplex in the new D'Arcy Lands area has been secured with construction planned for 2018.

9. Build a strong community that supports the needs of our residents:

Funding approval announced from Province to engage community in a collaborative response model for Elder Abuse Prevention. (\$50k). Administration is working with community stakeholders to develop a regional Collaborative Community Response model to respond to Elder Abuse including prevention. Evaluation of the process to check that it is both on track and sustainable has been undertaken. Funding for a second year will be sought to allow for the response model to be piloted, evaluated, and development of a continuity plan. A strong steering committee comprised of regional stakeholders including the Primary Care Network, Alberta Health Services, RCMP, staff from seniors residences, and the surrounding

municipalities FCSS programs have developed a terms of reference, asset mapping, and are near completion of a pilot collaborative response model.

Moved to use Low Income threshold set by Statistics Canada to increase income thresholds to qualify for OFRC programs, aligning with other programs.

Developing an online form for residents to use when applying for Fee Assistance and other subsidy programs that may be offered now/in the future.

Increased collaboration with programs and navigation and support for residents to access Christmas helping programs with a successful discontinuation of the Holiday Helper Program.

Funding application proposed for United Way/Okotoks Community Capacity grant to conduct a targeted needs assessment on lower wage earners needs for housing and social supports. A consultant was hired to conduct a survey with lower income sector employees. Report accepted by the United Way/Okotoks Committee. Presentation to the EDC and to Council for August. United Way/Okotoks study of housing needs of lower income earners was presented to EDC and FCSS Committees and business stakeholders.

Staff hosted a workshop for non-profit agencies on the new Canada's Anti-Spam Legislation to increase community awareness and capacity of agencies to respond to the changing legislation.

Fire Services continues Home Inspection Program; marketing strategy by Communications. (2017)

New professional development learning sessions for non-profit agencies have been organized for fall and winter of 2017, increasing the capacity of agencies to fulfill their mandate and provide high quality services to residents.

Elder Abuse Prevention Coordinated Community Response regional model will be publicly launched in November 2018 with planned community information and training sessions with front line responder agencies.

- Provide opportunities for all residents to engage in active, healthy lifestyles, including competitive and non-competitive sports and leisure activities
Pickleball Reciprocal Agreement developed for Wilson court access. New 5 year agreement in place with Okotoks Pickleball Club.
Revised and updated scheduling for summer Saturday's, RPAC events, increased school programming for OAG and Museum. Expanded Outreach programming to Seniors homes around Okotoks and into Calgary.
Introduced Healthy Choices, Happy Bodies campaign and program to promote and encourage healthy food choices at the Recreation Centre.
Nature Stay and Play free drop-in summer park program for 8 to 11 year old children. Introduced in 2016, continued in 2017 (partnered with Healthy Okotoks Coalition for Summer Jobs Canada funding).

- Facilitate a sense of community by providing and supporting community events. Many highly successful annual events offered throughout the year with attendance increasing each year. Support and partnership to OAG's "Pop up in the Park", a new event which in turn, collected some donations for the Okotoks Family Resource Centre. Teddy Bear Picnic Resource Fair coordinated with multiple partners increased again in 2016 with new sponsorship from Alberta Milk. Celebration event held for 10 year expansion to ORC & opening of PCA. Canada Day 150 celebrations expanded for 2017. New downtown Oktoberfest event scheduled for October 2017.
- Promote and support volunteers as vital contributors to help make our community a better place for all

New website improved visibility of volunteer opportunities and streamlined online application process. Increased volunteer recognition and engagement strategies implemented with volunteer managers. Data transfer to new database complete. Increased number of volunteer opportunities advertised for community events. Scheduled orientation for programs and events allow additional connection with other volunteers, increasing engagement. Partnership with Citizens on Patrol resulted in enhanced recognition for volunteers. Nominations for dedicated volunteers were put forward for Volunteer Drivers for the Heart of Okotoks Volunteer Leadership award. Active participation with Alberta and Southern Alberta Volunteer Centre Networks resulting in enhanced messaging and information for local agencies and increased training sessions being offered. A new Volunteer database to provide better communication and tracking of volunteer involvement and more interactive volunteer engagement via a web based platform is completed. Work completed with Communications to create an online form for volunteer registration.

Better Impact volunteer database is being used with good reviews from volunteers. Cross functional planning with Community Programs and Events has resulted in better communication and increased support to event volunteers.

LEAD, a program to develop youth leadership skills will be implemented in 2018 with plans to incorporate the Children's Festival as a pilot project.
- Maintain vibrant arts, culture and heritage that provide a variety of opportunities to inspire and connect

Culture & Heritage planning Pop up in the Park event in Cimarron Park to promote community engagement and showcase local talent in August, 2017 Art on the Lawn included as part of Downtown on Thursdays in collaboration with Programs and Events; the event to include activities at the Plaza, Triangle Park, and the Okotoks Art Gallery. Ran Picnic at the Piano concert series with the support of the Okotoks Art Council, who paid for performers. Noon, Wednesdays, May through September. Planning for Picnic at the Piano Christmas Carol Sing-a-long at Recreation Centre

The Salute to our Veterans memorial on Veterans Way is 95% complete with final details being addressed. A dedication ceremony occurred on September 30, 2017. The estimated cost is \$190K, with Veterans Affairs Canada

contributing \$40K to the project and the Okotoks and District Historical Society contributing \$50K.

The proponent has been hired to undertake the Culture & Heritage Master Plan and the community consultation is underway. The project will be complete in 2018.

Council approved a budget amendment mid year to undertake the creation of a Municipal Heritage Designation Program that will recognize the importance of preserving Okotoks' heritage assets, both built and natural. The process will engage community in order to create bylaws and policy for Council's adoption. The RFP has been sent out and a decision on the candidate is forthcoming.

- Plan for neighbourhood designs and introduce strategies that help connect residents and facilitate a walkable community

Active Transportation Strategy approved by Council in August 2015, with implementation Plan presented to Council fall of 2016.

- Continue to promote active transportation

Continue to offer a variety of programs and facility schedules that meet the needs of the community demographics

Provide support and coaching for youth volunteers throughout the summer day camp program

Working with the Primary Care Network to establish a community wide Prescription for Wellness. Okotoks Recreation Centre in partnership with the Primary Care Network is registered as a Prescription to Get Active facility – a province wide initiative.

Community Programs promote active transportation in the licensed out of school care programs both on the north and south side of Okotoks. In 2016/2017 approximately 10K kilometres were walked to and from the schools by the staff and children.

Increased the pathway counter program to a total of 7 infrared sensors positioned at various locations around Town to report on pathway usage.

Increase in pathway patrols and neighbourhood parks to increase the public security. Increased patrols by Practicum and Peace Officers.

Veteran's Way pedestrian corridor complete fall 2017.

Detailed design for Laurie Boyd bridge underway fall 2017.

10. Advocate for increased health access, including extended health service hours, physician attraction and related medical services.

On-going efforts to recognize existing doctors through National Doctors Day. Two full time physicians commence work in Okotoks in 2014 The identification of a shared vision for practice in the community has been an extremely useful tool. A health conference on this topic and other community health topics was held in Okotoks in 2014. As of August 2015 two new doctors have come or are coming to Town in part related to the efforts of the Okotoks Physician Attraction & Retention Committee.

Healthy Okotoks Coalition (HOC) receives regular updates from the Health & Wellness Centre, discusses gaps in services and strongly advocated for increased parking spaces. New spaces have been added. Ongoing communication with the Health Advisory Council allows HOC to communicate the needs of Okotoks residents to Alberta Health Services. HOC participates on the Physician Attraction and Retention Committee. HOC received a grant and worked with other community stakeholders to expand the Community Garden; new plots have been built and the new space fencing completed in 2017. New partnership with the Garden Club and the Okotoks Food Bank has created increased participation from an active and healthy community.

Wellness Prescription - partnership with Primary Care Network allows physicians to refer patients to the Family Resource Centre for social supports to increase overall health.

11. Advocate for post-secondary education opportunities in our community.
Post-Secondary Education Committee has been established with Council and approved Terms of Reference in place. Continue to work with Bow Valley College as the Regional Steward for access to post-secondary education opportunities in the area. Strategic Visioning with the committee has been completed including a tour of Old's College campus. Updated post-secondary visioning presented to Council for a multi-purpose campus concept. Action step plan in the process of being developed with committee. Dual credit options are now available in high schools for some subjects. First year university level course now available at BVC. BVC has outgrown its space is looking to expand in Okotoks, potentially with other partners.
12. Develop and implement community based crime prevention strategies and initiatives to maintain a safe community:
 - Access the crime reduction unit as necessary
First member of the RCMP Crime Reduction Unit approved for deployment
 - Increase policing presence in parks and pathways during peak times
Park and pathway patrols by OME practicum students in 2014, 2015 & 2016 to educate users on bylaws that regulate these areas. Busy 2016, multiple interactions with off leash dogs, camping in river valley, monitoring building of jumps and damage to property. Due to unusual seasonal weather, pathway and foot patrols in the dog park were increased as were more dogs off leash in the park system .
 - Encourage residents to be actively involved in crime prevention
Engaged community in 'Lock It or Lose It' Program in partnership with the RCMP. Door to door visits with crime prevention information in areas of significant thefts from motor vehicles. Contacted home owners with open garage doors in areas subject to break ins where the open garage was the point of entry.
RCMP "Lock it or Lose it" program continued summer 2017. RCMP indicate 25% of households checked were found to have doors or automobiles left unsecured.

- Provide public education for safety and fire prevention
FCSS applied for funding to hire a .5 Elder Abuse Prevention Coordinator in 2015. The application is supported by community organizations. OFRC participated in training to provide community education around elder abuse. Presentations provided to community groups on the “It’s Not Right” awareness and prevention initiative on Elder Abuse. RCMP are engaged and are an integral part of the development of the Elder Abuse Collaborative Community Response steering committee. OFRC and the Elder Abuse Prevention Coordinator provided presentations to community. Coordinator hired, Steering Committee engaged, response model designed and ready to roll out in fall 2017.

Providing Crime Prevention Through Environmental Design (CPTED) studies to businesses and citizens to evaluate the safety of their locations. Provided three CPTED studies in 2015 and two in 2016. CPTED principles shared internally at Development Services meetings. Hosted CPTED level one and level two training for 16 people from 9 municipalities including two candidates from Okotoks. As a part of the course, 4 business received CPTED audits.

Public education on fire prevention through tours, fire drills, spring and fall open houses, safety messaging in media, Community Safety Net Program. Provide fire inspections and investigation in accordance with the Okotoks Fire QMP.

Okotoks Fire Services and Community Programs participating in Dementia Friendly Community initiative and spearheading business sector planning.

13. Ensure the Town is ready to respond to potential major emergencies and disasters:
 - Conduct annual mock disaster training
Annual mock disaster exercise completed in May (2014-2017). Annual Emergency Reception Centre training session held each spring (2014-2017). Emergency Social Service response plan was updated and reviewed annually, (2014-17) and staff training complete April 2015. Staff attended several emergency preparedness workshops. Participation in a regional Emergency Social Service committee to develop ESS training materials across the region. 3 staff attended a pilot training session to provide feedback on the proposed modules Dec. 2016. Annual Disaster Preparedness Week activities completed to promote awareness and preparedness with general public (2014- 2017). Safe Communities Alert Network (SCAN) mass emergency notification system implemented July 15, 2015 in partnership with FRESC and other foothills municipalities. SCAN promoted at Trade fair and other events in 2016, 2017. Active in South Central Emergency Management (SCEM) committee ICS 200 training completed by many employees in 2017. Event Management Plan developed and integrated into community event planning. Updated Community Risk Assessment.

- Update the Flood Action Plan, including enhancing plans for flood prone areas in the downtown core (2014)
Annual Flood Action Plan updates completed in 2014- 2017
Open House for flood area residents, businesses and general public held May 2015, 2016, 2017. Special in-person promotion of Safe Communities Alert Network (SCAN), the mass communication app to all flood prone areas occurred in fall 2015 by Communications.
In 2016, additional in-person promotions at high traffic facilities and events by Communications, as well as additional flood zone door to door visits by Fire in 2016 has led to a total of 1700+ registrants on SCAN.
- Complete 2013 flood remediation and mitigation projects (2014)
Flood Project tracking and reporting underway. Flood mitigation projects completed including: Pathway east of Library (complete), Lion's Campground, Rich's Playground (Sheep River Park) (complete), Bank erosion at various areas including east of Library (complete), Woodhaven siphon crossing (complete), 32nd Street guide bank and west well field (complete), Well #1 (a second well will be drilled to increase capacity to pre-flood capacity pending Alberta Environment approval (complete), Water Treatment Plant armoring (complete), Storm sewer outfall structures (in progress), pathway reconstruction of Heritage & Sheep River Park (complete), Cimarron pedestrian bridge (complete), Sheep River Park restoration of river bank, repair and/or replacement of park facilities such as cookhouse, picnic tables, benches, garbage receptacles, outdoor fitness equipment (complete) Baseball field (complete)
Final Reporting completed or in progress on several projects.
- Update the Emergency Response Plan (2015)
Administration developed a comprehensive Emergency Plan for community events, implemented and improved the plan June 2016.

14. Work with property owners and builders to ensure that residential, commercial, industrial and institutional properties are constructed to meet or exceed Alberta Building Code and related regulations.

Safety Codes and Fire QMP objectives met for year end 2016
Fire Services participation in Development Permit Applications to provide Alberta Building Code and Alberta Fire Code related input.

Strategy 7: ORGANIZATIONAL EXCELLENCE

The Town will be recognized as leaders in public service.

1. Continue to pursue organizational excellence in public service certification to further develop into a high performance, innovative, organization:
 - Maintain a culture of continuous improvement by seeking out best practices, taking responsible risks, and implementing new ideas to ensure each business centre remains progressive:

- Continue to participate in the regional benchmarking initiative
Regional benchmarking initiative delayed until 2015 and received a grant to continue work at that time. Water System benchmarking completed June 2015, Wastewater, Roadways and Snow / Ice Removal benchmarking datasets underway. Wastewater report finalized, Roads, Snow/Ice, Solid Waste, Fire in final review stage. Fire Services completed in 2017.
- Ensure best management practices are used to cost effectively deliver all core services and programs as mandated
Completed APRA Rec Focus on Arenas – Facility Level Module
Processes for increased screening and engagement of volunteers' were implemented based on best practice information. Updated forms and screening to ensure continued compliance with the Canadian Code for Voluntary Involvement and Human Rights legislation.
New 2017 Fire Prevention Bylaw.

Awards:

- Received Silver Award in Excellence, Innovation and Wellness June 2014 from Excellence Canada after extensive preparation, application and an external verification process. Highlights include creating several cross functional process maps (current state, future state and action plans) to improve understanding, training and processes for staff and customers.
- Received award for the 'most inclusive' from Between Friends for programs at ORC and PCA
- Awarded Life Saving Society for the highest number of swimming lesson registrations for communities under 100,000
- FCM award for Water Conservation and Efficiency Plan in 2015.
- Award for Visitor Guide publication from Economic Development Association in 2015
- Received 4 Economic Development and Tourism Awards in 2016: Tourism Champion Award from the Growing Rural Tourism Conference; Municipality of the Year Award - Chinook Country Tourism Assoc.; EDA Business Investment & Attraction Award- Medium Community (Okotoks Visitor Guide as well); Alex Metcalfe Award for Best of the Best Economic Development Projects of Business & Investment Attraction - EDA Alberta
- LEED Gold certification for Southridge Emergency Services building and in progress for the new Operation's Centre.
- Community Choosewell award for developing Healthy Food Policies in recreation settings.
- MarCom communications award for 2015 Community Report
- Canadian Federation of Independent Business ranked Okotoks 4th most Entrepreneurial City in Canada
- EDAC Marketing Excellence Award and Southwest Alberta Tourism Award
- **Received provincial Alberta Parks and Recreation Choose Well award for Developing Healthy Policies Award**

2. Implement the Human Resources Strategic Plan, including:

- Conduct an Organizational Design Review (2014)

- Organizational Design Review consultant hired in April and review completed involving external research of larger municipalities (25-60,000 population) and their structures; along with internal input from management and staff during May-August 2014. Consultant recommendations accepted by Business Team and presented to Council and staff on Sept. 8, 2014. Implementation to be phased in over 2 years. Introduced several new positions 2015 to assist various business centres with workload issues. Completed new position recruitments and realignments related to organizational redesign as of August 2015.
- Consultant hired in July 2015 to assist with job classification phase; career ladders and job descriptions are all being revised. Project is anticipated to be complete by end 2017.
- Incorporating various functional and positional business centre realignment of reporting relationships and GL codes (e.g. old Common Services function and costs,) to new organizational design. Finance and HR working together to revise 2016 budget structures for alignment.
- Created new employee Values in late 2015 with extensive employee involvement. 2016 finalized the desired behaviours that align to new Values for performance appraisals. New performance appraisal system with new Values launched January 2017 for annual corporate performance appraisal process. New Value posters hung in staff areas in all major buildings spring 2017.
- Respectful Workplace workshops offered in 2017 with 95 staff completing. The plan is to continue with training the remaining employees in 2018.
Managers respectful workplace 'straight talk' workshop completed for November 2017
- Complete Workforce & Succession Planning (2015)
 - Workforce Plan completed in-house July 2015, capturing potential staffing needs for the next decade. Strategic Leadership Team prioritized new positions for 2016, which included transition plans for retiring positions in 2016. Prioritized position requests will be presented annually to Council during budget discussions.
 - Succession plan building blocks including implementing the organizational design review with two new director positions and three new managers hired in 2015; the 'leadership pipeline' has been further enhanced, although orientation typically takes a full year cycle to complete as many processes are annual.
 - IAFF negotiations completed with 2011-2016 agreement ratified. Meetings scheduled for late spring/summer 2017 to negotiate the new agreement.
 - Fundamentals of Supervision course offered in February 2016 with 20 participants.
 - **All 2016 and 2017 approved additional positions were hired.**
 - **Internal Sustainability Review (workforce needs) completed June 2017 for 2018 budget priority needs and were approved by Council.**
- Develop comprehensive employee attraction and retention strategies

- **Employee Benefit Plan** enhancements implemented January 2014 include Health Spending Account increase and Fitness Incentive Plan increase to promote physical fitness and healthy living
- Completed comprehensive compensation review and implementation in May 2014; mini-reviews conducted annually.
- Additional improvements to Employee Benefits implemented August 2015 (cost share moved from 80/20 to 90/10 for health & dental care) to maintain mid-market position.
- Additional staff hired in 2014, 2015 assisting several business centres with excessive backlog and building the foundation for future growth. 2016 additional staff resource requests were prioritized and 5 FTE's approved.
- HR launched a local business corporate discount program for employees in fall 2015 to promote local shopping and social club benefits.
- Created a new employee intranet site, The Pipeline (an internal website), launched July 2015 to improve internal communication and create easier access to information for employees. Updated several times per month by HR and Communications.
- Working on enhanced wellness promotion and initiatives; offered an employee health fair in October 2016. Employee wellness survey conducted May 2017. Increased promotion of wellness and participation in Fitness Incentive Plan shows more employees are maintaining physical activity or starting being more active. Employee health fair **completed October 2017**.
- Provide a healthy and safe work environment that recognizes the need for work-life balance
 - Work-life balance opportunities used most frequently by employees include the ability to flex both the employee's regular and temporary schedules to meet personal obligations as long as operational needs are met.
 - Annual OH&S Action Plan completed which includes employee committee meeting monthly, regular facility inspections and various training.
 - External OH&S Audit completed June 2015. Passed with 81% rating. Detailed OH&S Action Plan created for upcoming year for continuous improvement. Several OH&S courses offered throughout the year. Have also agreed to be pilot community to test a new Alberta Municipal Health & Safety Assoc. audit tool in fall 2015.
 - 11 OH&S courses offered in 2016 with a total of 95 employees receiving additional training. OH&S internal safety audit complete August 2016. OH&S Advisor worked closely with Operations staff during construction and to develop new safety protocols. OH&S internal audit **completed in October 2017 received a passing grade**. 3 OH&S courses offered in 2017. OH&S Advisor attends all major public events as part of the event risk management team.
- Ensure the organization has the capacity to deliver core services and programs, as well as to achieve the future vision for the community
 - **2014 Organizational design review contributed to reviewing capacity for future. 2015 budget included several new positions to fast track implementation of organizational design and work towards closing the**

capacity gap to address backlog and prepare for future growth. 2015 workforce planning project reviewed the capacity to deliver services in each business centre and determine future position requirements in the short, medium and long term. The plan will be reviewed annually.

- Phase 1 of budget realignment to new org. design began with July 2015 adjustments completed. Phase 2 completed in fall 2016 budget presentations, although with the economic downturn, several new positions identified in the workforce plan were postponed for both 2016 & 2017.
- System and process reviews - Aquatics analyzed staff needs for succession plan as well as changes required due to increase in programming activity over the past 5 years. Operations Centre review complete to analyze staff needs and changes required due to new building.
- Change Management workshop offered to all managers and directors in December 2016
- Accountability Workshop offered to all managers & directors Feb/2017. **The management team has been implementing an accountability framework, which will over time transform the organization into one that focuses on outcomes in how it functions, creating greater cross-functionality, shared purpose and ultimately a more efficient organization. Currently members are learning and practicing coaching techniques that will help with communication between colleagues and staff.**
- Rapid Team Results workshop offered to all managers & directors in April, **September 2017**. Management Team (Directors and Managers) are now meeting bi-monthly and have selected three priority projects to improve crossfunctional teamwork within this team. **September 2017 follow-up results indicate improvements have been made in crossfunctional teamwork and 4 priority projects are complete. Learning will continue in winter 2017/2018 with directors and managers focused on peer coaching. A plan to roll-out a personal accountability program to front line staff will be prepared in 2018.**

3. Ensure all staff are trained and committed to providing exceptional customer service:

- Continue to introduce and enhance online services
 - New online services for public include new website, launched December 2014; new apps including waste app (ReCollect), report a problem app (ClickFix) August 2015; interactive maps for construction projects, streamlined and posted new Block Party Permit process etc.; several new electronic forms (e.g. permits, waste, etc.),
 - Customer Appreciation Day at ORC Sept 18, 2015
 - Recreation program registration date extension to 7 days for residents.
 - Most HR forms and processes are now electronic and available on the internal Intranet (internal website). Online recruitment system created by HR in-house and is now paperless and provides seamless service.
 - Electronic timesheets and Web Self-Serve Payroll system piloted to Municipal Centre employees fall 2015. System implemented in Operations administrative staff, Fire Services, and Recreation Facilities as of June 2016 which included a complex scheduling feature. All permanent positions on web self serve payroll system June 2017.
 - Numerous new digital forms created and/or revised in 2017 for both external customer processes (e.g. utilities and waste services, rebates,

TIPP, business license, inspection bookings, vehicle access, committee applications, etc.) and internal customer processes (e.g. most HR processes) improving access for customers, saving time and paper.

- Develop consistent standards and processes for customer service delivery
 - **Customer Experience Administrative Guideline** developed April 2014.
 - **Customer Service training** Nov. 2015.
 - **Finding Agreement conflict resolution workshop** November 2015
 - **2015 Daycamp Leaders and Programs staff trained in High Five – Principles of Healthy child Development.**
 - **6 employees attended Disney's Approach to Customer Service workshop in Okotoks and shared their learnings with others.**
 - **The triennial Community Household Survey that obtains customer service feedback from the public on Town services and was postponed due to budget challenges in 2017 and is now planned for spring 2018.**
- Review systems and processes to increase efficiencies while improving customer service and reducing red tape
 - **Excellence Canada Silver Award** recognized customer service as one of the Town's strengths.
 - **Development and business process reviews completed with several internal business centres and external participants representing small commercial development in 2014.**
Several improvements to process completed March 2015 (process maps, handbook, etc.), turnaround time reduced, and improvements underway. Development Service system & process reviews completed fall 2015.
 - **Process mapping workshop held March 2016 with 5 process maps created including special events, community engagement, Council packages, etc.**
 - **Working Smart With Outlook course (time management and software optimization course); Microsoft Word, Excel and PowerPoint Version 10 basic and intermediate courses attended by 28 employees in March 2016.**
 - **HR launched new photo Employee ID cards that are created in-house.**
 - **Process Mapping workshop offered in December 2016 with 22 participants mapping 7 crossfunctional processes.**
 - **Current process maps are being reviewed, updated and posted for all staff to view on the corporate intranet. A future needs process mapping database has been created with over 300 requests that require review and prioritization Two process mapping workshops are planned for 2018.**

4. Implement the Information Technology Strategic Plan.

- **Business Analyst/Project Coordinator hired in April 2014.**
- **I.T. Steering committee formed to review corporate priorities.**
- **Online help and training now available to all users.**
- **Ongoing cross-training of Help Desk.**
- **Workflow implementations ongoing.**
- **Implementation of consistent project management plans and charters.**
- **Refresh cycles for network infrastructure established.**
- **Network Administrator position hired June 2016**
- **Class recreation software contract awarded to Intelligenz Solutions. June 2017 start of the project which is targeted to go live July 2018**

- Database Administrator position hired July 2017