

THE TOWN OF OKOTOKS  
GOVERNANCE AND PRIORITIES COMMITTEE MEETING  
AGENDA

Monday, June 15, 2020  
5:30 PM  
via live stream

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		Pages
<b>1.</b>	<b>CALL TO ORDER</b>	
<b>2.</b>	<b>ADOPTION OF AGENDA</b>	
<b>3.</b>	<b>APPROVAL OF MINUTES</b>	
3.1	Governance and Priorities Committee - February 18, 2020	3
<b>4.</b>	<b>BUSINESS</b>	
4.1	COVID-19 Business Recovery Survey	6
	The COVID-19 Business Recovery Survey report is provided to the Governance and Priorities Committee for information and direction.	
4.2	Committee Terms of Reference	30
	Bylaw 42-18, the Affordable Housing Task Force, and Urban Deer Task Force Terms of Reference are provided to the Governance and Priorities Committee to consider updating and amendments to reflect current practices.	
4.3	Alberta Urban Municipalities Association 2020 Resolution Submissions	60
	The deadline for submitting any proposed resolutions to the Alberta Urban Municipalities Association for consideration at the fall 2020 convention is June 30, 2020.	
<b>5.</b>	<b>NEW BUSINESS</b>	
<b>6.</b>	<b>DEFERRED ITEMS</b>	
6.1	Council Donation/Sponsorship Policy Discussion (extended until September 2021)	

**7. IN CAMERA ITEMS**

(At the Committee's discretion, this portion of the meeting may be closed to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act*.)

**8. NEXT MEETING**

The next meeting of the Governance and Priorities Committee is Monday, September 21, 2020 at 5:30 p.m.

**9. ADJOURNMENT**

**UNADOPTED MINUTES  
OF THE GOVERNANCE AND PRIORITIES COMMITTEE  
OF THE TOWN OF OKOTOKS  
HELD ON TUESDAY, FEBRUARY 18, 2020  
AT THE OKOTOKS MUNICIPAL CENTRE COUNCIL CHAMBER**

**COMMITTEE MEMBERS  
PRESENT**

Councillor Christophers, Chair  
Mayor Robertson  
Councillor Heemeryck (until 7:00 p.m.)  
Councillor Rockley  
Councillor Sands (until 6:44 p.m.)  
Councillor Thorn (arrived at 6:24 p.m.)  
Councillor Watrin

**STAFF PRESENT**

Elaine Vincent, Chief Administrative Officer  
Patty Huber, Legislative Services Administrator

**1. CALL TO ORDER**

Chair Christophers called the meeting to order at 5:42 p.m.

**2. ADOPTION OF AGENDA**

MOTION: By Mayor Robertson that the agenda for the February 18, 2020 Governance and Priorities Committee meeting be adopted as presented.

Carried Unanimously  
Councillor Thorn absent

**3. APPROVAL OF MINUTES**

3.1 Governance and Priorities Committee - January 20, 2020

MOTION: By Councillor Heemeryck that the minutes of the Governance and Priorities Committee Meeting held January 20, 2020 be adopted as presented.

Carried Unanimously  
Councillor Thorn absent

#### 4. BUSINESS

##### 4.1 Governance and Priorities Committee 2020 Work Plan

Cathy Duplessis, Legislative & Policy Services Manager, reviewed the report containing the issue that the Governance and Priorities Committee's 2020 work plan requires finalization.

**MOTION:** By Councillor Heemeryck that the 2020 work plan for the Governance and Priorities Committee be adopted as discussed.

Carried Unanimously  
Councillor Thorn absent

##### 4.2 2020 Council Community Connector Plan

Cathy Duplessis, Legislative & Policy Services Manager, reviewed the report containing the issue that the 2020 Council Community Connector Plan is provided to the Governance and Priorities Committee for direction.

**MOTION:** By Councillor Sands that the Okotoks Council Community Connector Plan be held in conjunction with the Okotoks & District Chamber of Commerce Trade and Lifestyle Show on Saturday, May 9, 2020 from 10:00 a.m. to 2:00 p.m., manned by two groups of three Councillors.

Carried Unanimously  
Councillor Thorn absent

##### 4.3 Council Governance Framework and Policies

Cathy Duplessis, Legislative & Policy Services Manager, reviewed the report containing the issue that the next policies from the Council Governance Framework are brought forward for review and consideration.

Councillor Thorn arrived at the meeting at 6:24 p.m.

Councillor Sands left the meeting at 6:44 p.m.

**MOTION:** By Mayor Robertson that the Council Governance Framework policies be amended as discussed and recommended to Council for adoption.

Carried unanimously  
Councillor Sands absent

Councillor Heemeryck left the meeting at 7:00 p.m.

**5. NEW BUSINESS**

None

**6. DEFERRED ITEMS**

6.1 Council Donation/Sponsorship Policy Discussion  
(extended until September 2021)

**7. IN CAMERA ITEMS**

None

**8. NEXT MEETING**

The next meeting of the Governance and Priorities Committee is Monday, March 16, 2020 at 5:30 p.m.

**9. ADJOURNMENT**

MOTION: By Councillor Watrin that the Governance and Priorities Committee meeting of February 18, 2020 adjourn at 7:11 p.m.  
Carried Unanimously  
Councillors Heemeryck and Sands absent



## COVID-19 BUSINESS RECOVERY SURVEY

### Council / Governance Issue

The COVID-19 Business Recovery Survey report is provided to the Governance and Priorities Committee for information and direction.

### Recommendation

That the COVID-19 Business Recovery Survey report be received as information and that the Committee provide direction regarding the creation and development of grant programs in support of local business recovery.

### Background and Considerations

To provide the Town a better understanding of issues businesses are facing and identify ways to support them in their recovery due to the COVID-19 pandemic, on May 6, 2020 a survey was sent to Home Occupation and Storefront Okotoks Business License holders requesting information with regard to their current situation.

A Customer Relations Management System was used to collect this information through a short survey. The results will be used in aggregate to develop programs, policies, and strategies to assist businesses' recovery during the COVID-19 pandemic and into the future.

A number of results and learnings from the survey have been achieved including comments that support from government(s) in the way of loans and grants are viewed as the most beneficial in recovering from the pandemic. Questions that the Governance and Priorities Committee may wish to consider are:

- Is there a need/benefit of developing a municipal level support policy or program for businesses;
- Who should be able to qualify for such support;

And, if so:

- What level of funding and from what source of funding.

### Current Policy or Bylaw Analysis

n/a

### Municipal Comparisons

n/a

### CAO Comments

This is an important conversation in relation to the support needed in the community, and the appropriate role of the municipality. This guidance is important to establish the potential 'goalposts' for business recovery support.

**Attachment(s)**

1. Business Survey Results Report

Prepared by:  
Jeff Greene  
Development Services Director  
June 09, 2020



# What We Heard Report

## Okotoks Economic Development

# COVID Business Recovery Survey Report

FINAL REPORT

JUNE 1, 2020



Town of Okotoks  
COVID Business Recovery Survey Report  
June 1, 2020

Prepared by:  
Corinne Finnie, MA  
Transformation Strategist/CEO  
29° Institute  
[www.29degreesinstitute.com](http://www.29degreesinstitute.com)

## Message to Business Owners

The Town of Okotoks, in partnership with the Okotoks Entrepreneur Ecosystem\*, is here to support businesses during COVID-19. The Government of Alberta has introduced a staged Economic Relaunch, beginning on May 3<sup>rd</sup>, where businesses will slowly be permitted to open under specific Provincial guidelines. We are seeking information from businesses so we can better understand the current issues you are facing during COVID-19 and identify ways that we can support you in your business recovery.

We are using a Customer Relations Management System to collect this information through a short survey so that we can be more efficient on analyzing what our businesses need.

We will be in touch with businesses frequently during the Government of Alberta's relaunch phases so that we can continue to update you as new information arises.

We have included you in our email list, so you will be to the first to know about Okotoks Economic Development and Town of Okotoks news. These notifications will include invitations to participate in feedback sessions, business-focused events & presentations, and business news from the Town of Okotoks that has the potential to bring value to your business. Option to Unsubscribe is located at the end of this survey.

All replies will be anonymous, and the final report from the survey will be available on [www.okotoks.ca](http://www.okotoks.ca).

Town of Okotoks

Please contact Economic Development at 403- 938-8052

Refer to the Business Support Page for resources related to COVID – 19

<https://www.okotoks.ca/doing-business/business-support-and-recovery>

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## Okotoks Business Community Dashboard

### Business License Data

The following is unverified data that may need to be amended after new protocols are implemented to pull information from the Dynamics program.

#### 2019

Active Business Licenses – 1983

#### January 1, 2020 – March 14, 2020

Active Business Licenses – 1906

(96 businesses that were invoiced were cancelled; 60 new licenses had been approved)

#### March 15 – May 31, 2020

Active Business Licenses – 1927

(40 businesses that were invoiced were cancelled – 5 indicated that cancellation was due to COVID)

#### New Businesses Comparison: January 1 – May 31

Jan 01/2019 to May 31/2019 - 132

Jan 01/2020 to May 31/2020 - 76

#### Cancellations comparison: January 1 – May 31

Jan 01/2019 to May 31/2019 - 189

Jan 01/ 2020 to May 31/2020 - 145

**Outstanding 2020 invoices** -106 (# of potential cancellations unknown at this time)

**Pending approval applications** - 12

### Foothills Business Recovery Taskforce

“We are stronger and more impactful together”.

The Foothills Business Recovery Taskforce (FBRT) was developed on May 7, 2020 by M.P. John Barlow, M.L.A. Roger Reid, and key regional stakeholders to support the business community in the Foothills riding throughout the journey of the COVID-19 pandemic.

The Taskforce aims to address the unique challenges in the Foothills region that this crisis has imposed on not only the individual businesses but also local and regional business communities. It is comprised of 11 industry sector leaders and over 100 business stakeholder ecosystem representatives to offer strategic direction to businesses and stakeholders as they look to overcome challenges related to COVID-19.

[www.fbrt.ca](http://www.fbrt.ca)

## **FBRT Business Recovery Survey**

Throughout this report at relevant sections, FBRT regional and/or FBRT Okotoks specific data will be provided for context and/or to support the outcomes of the COVID Business Recovery Survey data. To access the Regional and Okotoks progress reports from FBRT go to [www.fbrt.ca](http://www.fbrt.ca).

## **Survey Overview**

### **Purpose**

In response to the COVID-19 pandemic, the Town of Okotoks drafted the Economic and Business Recovery Strategic Plan. This was the first step to position the Town of Okotoks and the business supporting service providers to respond in strategic, collaborative, and efficient ways to the crisis. The implementation of the tactics in the strategic plan take timely and effective communication to both internal and external stakeholders, impactful and concise marketing of opportunities for business owners, and a commitment to a fluid and nimble disaster recovery approach.

The journey of the business owner and entrepreneur after a disaster is well understood with the acknowledgment that the COVID-19 pandemic is profoundly different. As a result of the prolonged unknown timeframe of when full recovery will occur and the impact of continued suppression ends, the strategic plan needed to be nimble and frequently revisited. We want to ensure the plan appropriately evolves and aligns with the needs of the business community as the business community moves from suppressed levels of economic activity towards relaunching the economy in accordance to the Provincial government protocols and recommendations.

Using data analytics, understanding both the micro and macro-economic and business landscape in Okotoks will be vital in guidance and the execution of tactics for recovery. It is also valuable to look to regional partners and programs to ensure all opportunities for Okotoks business owners are identified and considered.

Through the COVID Business Recovery Support survey, we are seeking information from business owners so we can better understand the current issues you are facing during COVID-19 and identify ways that we can support you in your business recovery.

## Survey Sample

The survey was sent via email to a total of 1424 Okotoks storefront and home occupation businesses for the period of May 6, 2020 to May 31, 2020.

- 682 Home Occupations
- 742 Storefronts

## Respondents

### Survey Respondents: 286

For the purposes of this report, we removed one respondent that skewed some of the results as the respondent was a very large head office based in Nova Scotia – not Okotoks.

### Survey Respondents in dataset used for analysis: 285

## Restricted vs Non-restricted Businesses

### Number of Non-Restricted Business Respondents (137)

The industry sectors that were in the non-restricted business respondents included:

- Accommodation and Food Services
- Administrative and Support, Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting
- Construction
- Educational Services
- Finance and Insurance
- Health Care and Social Assistance
- Information and Cultural Industries
- Manufacturing
- Other services (except public admin)
- Professional, Scientific and Technical Services
- Real Estate and Rental and Leasing
- Retail Trade
- Transportation and Warehousing

### **Number of Restricted Business Respondents (148)**

The industry sectors that were in the non-essential service respondents included:

- Accommodation and Food Services
- Arts, Entertainment and Recreation
- Construction
- Educational Services
- Finance and Insurance
- Health Care and Social Assistance
- Management of Companies and Enterprises
- Manufacturing
- Other services (except public admin)
- Professional, Scientific and Technical Services
- Real Estate and Rental and Leasing
- Retail Trade
- Transportation and Warehousing

#### **Note to Reader:**

Other Services comprises organizations that primarily engaged in repairing, or performing general or routine maintenance, on motor vehicles, machinery, equipment and other products to ensure that they work efficiently; providing personal care services, funeral services, laundry services and other services to individuals, such as pet care services and photo finishing services; organizing and promoting religious activities; supporting various causes through grant-making, advocating (promoting) various social and political causes, and promoting and defending the interests of their members<sup>1</sup>.

### **Industry Sectors**

When asked the question about which industry sector the business operated within, seven respondents declined to answer the question. However, these businesses indicated they were a non-restricted business in the proceeding question. Also, many of the businesses did not select the options provided to help identify which industry sector they operated in. This was manually created for the purpose of outlining the industries in the non-restricted and restricted service categories. As a result, the data for relevant follow-up questions has been filtered according to restriction rather than by industry sector.

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<sup>1</sup> NAICS Canada 2012.

<https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464&CVD=118465&CPV=81&CST=01012012&CLV=1&MLV=5>

### Industry Sectors – All (285)

As seen in similar surveys across the region, retail trade is the most engaged industry sector with the most impact to non-food retail trade (restricted). Many organizations pivoted their business model in this sector to incorporate online sales and non-contract curb side pick-up, however some were forced to cease operations. This is highlighted in the section titled: Changes to Business Operations.



### Industry Sectors in Restricted Business (148)





## Industry Sectors in Non-restricted (130)



## Use of Language

For the survey, the term “essential” and “non-essential” were used to refer to businesses who were permitted to be open and provide services at locations accessible to the public and/or not permitted to operate according to the guidelines of the Government of Alberta.

To provide consistency with the language used in the literature and resources provided by the Government of Alberta, this report incorporates the term of non-restricted business/service, referring to those businesses that are permitted to operate at locations accessible to the public, while following general and sector-specific guidance. For this group, there is an expectation that enhanced infection prevention and controls are put into place.

The use of the term ‘non-essential’ in the survey questions refers to Restricted business/service – meaning that businesses were and/ or are not permitted to operate in locations accessible to the public.

To review the list of Non-restricted services and Restricted services by industry sector along with resources and guidance on the infection prevention and control measures that must be followed along with general and workplace guidance to keep staff and customers safe once relaunching go to: <https://www.alberta.ca/restricted-and-non-restricted-services.aspx#toc-0>

## Workforce

According to Statistics Canada, the Alberta unemployment rate for April 2020 is at 13.4%, one month after the impacts of COVID-19 in the province<sup>2</sup>. This is over double the previous year's (2019) unemployment rate of 6.7%.

### Non-Restricted Business

Sample size = 137

Approximately 50% of the non-restricted business who laid off employees will be rehiring staff back. The number of employees that will be rehired was not asked therefore the following information is the maximum number of potentially unemployed in the non-restricted services/ businesses.

<b>Full-time employees prior to March 15, 2020</b>	<b>958</b>
<b>How many will remain after you reopen</b>	850
<b>Loss of employees</b>	108
	<b>11.2%</b>

### Restricted Service Business

Sample size = 147

Within the sample size, over one third (32.1%) of the labour force were laid off in the industry sectors that were deemed restricted business by the Province of Alberta.

Nearly 60% of restricted businesses indicated they will not be rehiring laid off employees.

<b>Full-time employees prior to March 15, 2020</b>	<b>343</b>
<b>How many will remain after you reopen</b>	233
<b>Loss of employees</b>	110
	<b>32.1%</b>

<sup>2</sup> Alberta Labour Force Statistics. <https://open.alberta.ca/dataset/6b9b6e8b-247f-4513-905c-b4f49b1261c4/resource/a67fce59-0546-4d3e-8d98-5f511055eee9/download/lbr-public-package-2020-04.pdf>.

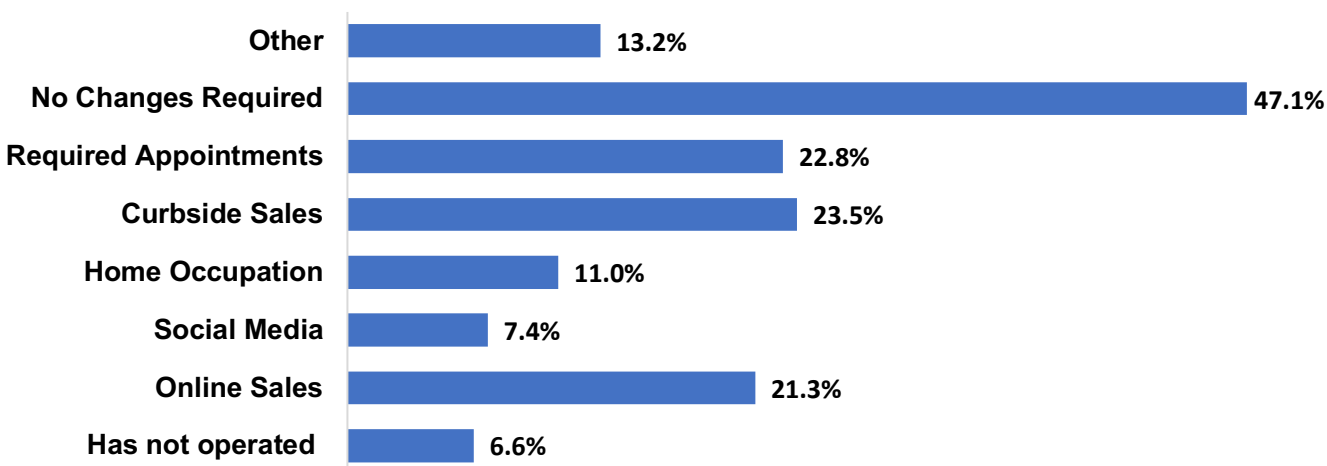
## Changes to Business Operations

### Non-restricted Business

Sample = 136; 1 skipped

Non-restricted business was asked how they have pivoted their operations to manage the public safety guidelines for the Government of Alberta. The following chart outlines how businesses adapted their operations after March 15, 2020. The respondents were able to choose all that applied to their operations with some incorporating a combination of the suggested opportunities.

Nearly half (47.1%) of the businesses did not have to change their operations however there were nine businesses (6.6%) that ceased operations as a result of COVID-19 despite being a non-restricted business.

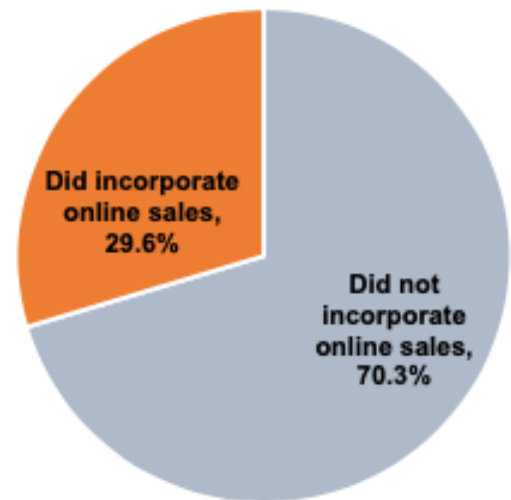


### Other Operational Changes - Themes

- Added new services
- All business done through video conferencing with electronic signatures
- Alter products to better suit public demand
- Added basic COVID protocols
- Business remained operational however working for free
- Different hours
- Services offered online
- Employees work from home
- Home delivery
- Opened up a drive thru service

## Online

When specifically asked if businesses incorporated online sales to their business operation, 70.3% of essential service businesses indicated they **did not pivot their business to online** after March 15, 2020. There were some businesses (29.6%) who took the opportunity to move their business online – with 97.5% of these businesses indicating they will maintain online sales as part of their business model. This group was also asked if they plan on moving from a storefront location to a strictly online business model, all indicated this was not part of their future plans.



## Cross-Collaboration

The non-restricted businesses were asked if they had collaborated or cross promoted with other organizations or businesses as a way to increase opportunities and sales. The majority of the respondents indicated they did not collaborate (74.0%) however, 25.9% responding that they had.

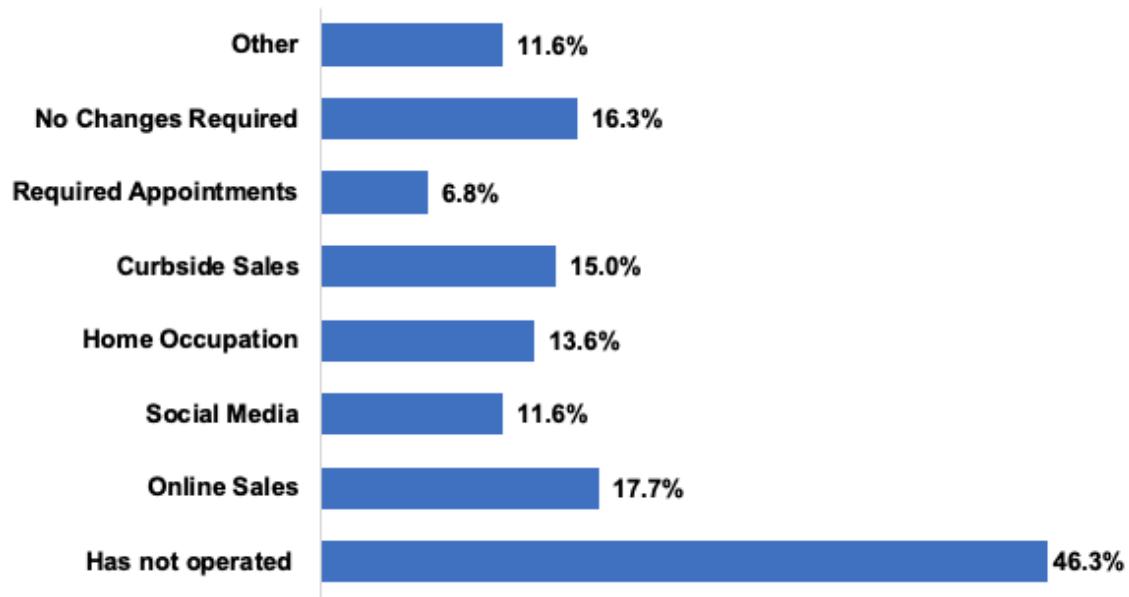
The following were some themes of collaboration and/or cross promotion for both restricted and non-restricted businessservice:

- Manufacture and sale of unique products
- Delivery of products from multiple businesses
- Promotion/advertising of businesses
- Fundraising through promotions
- Collaboration with service providers within the ecosystem
- Social media cross promotion
- Partnerships and technical collaborations
- Shopping local for products and resources
- Referral of people to local businesses
- Joint webinars
- Promotion of multiple services as a package deal

## Restricted Business

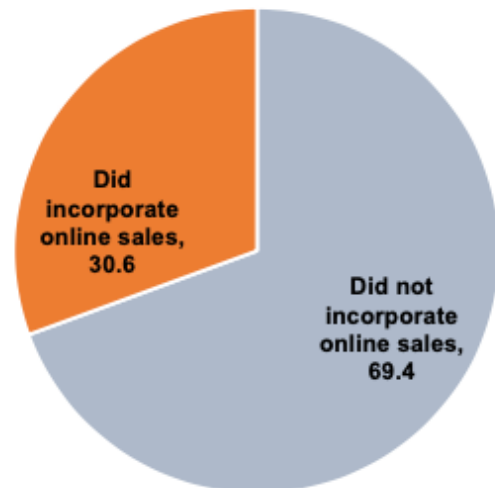
Sample = 147

Nearly half of the restricted businesses who participated in the survey have not been in operation; with a small percentage that continued with regular business operations (16.3%).



## Online

The majority of restricted business did not incorporate online sales (69.4%) into their business model. Just over 30% however, did move their business to include a component of online business operations. If a business had moved their business online, 84.4% indicated they would maintain online sales as part of their business model going forward.



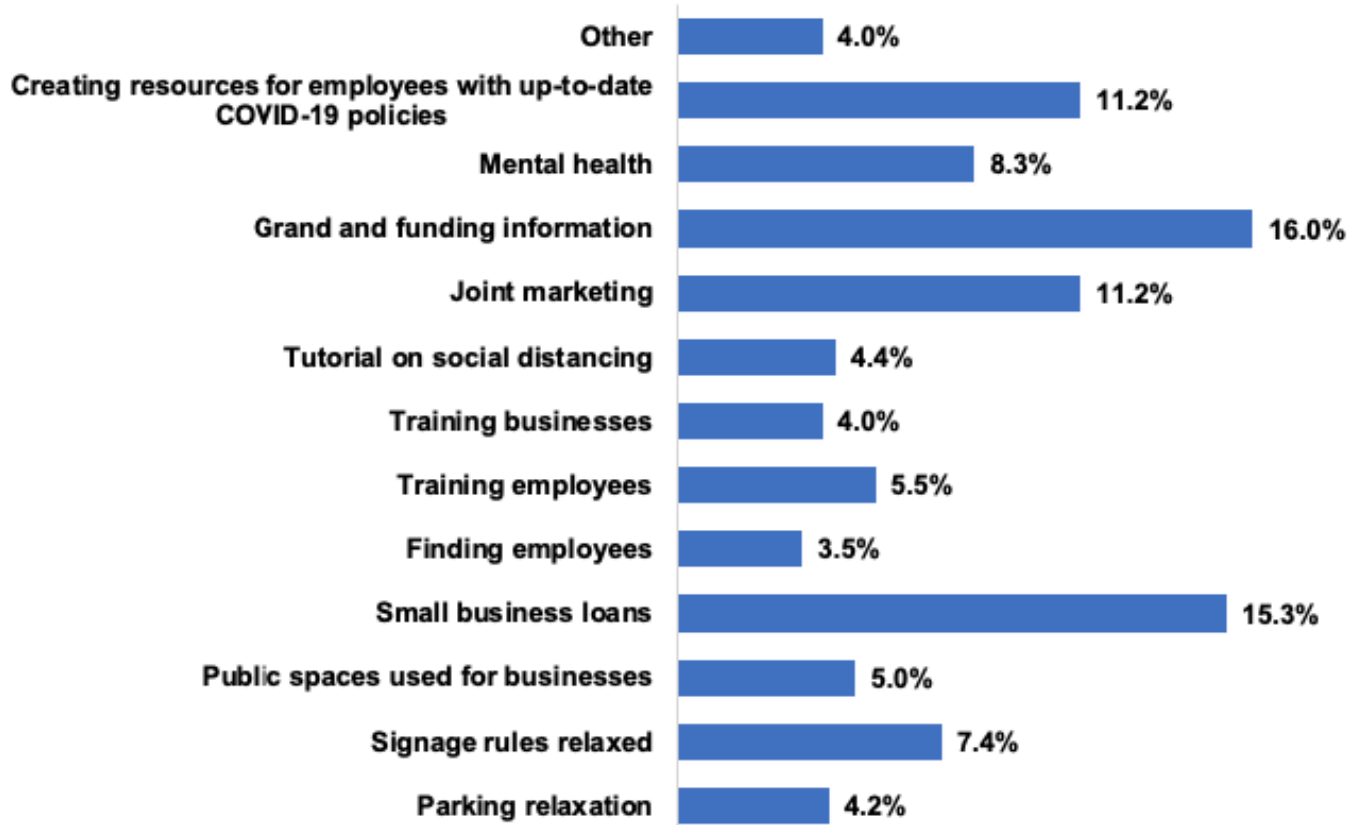
### Cross Collaboration

Similar to the non-restricted businesses, the restricted businesses indicated that the majority (74.1%) did not cross promote or collaborate with other businesses or organizations. Themes of collaboration summarized on page 12.

### Business Recovery Needs

When businesses were asked how can local levels of government, financial insitutions, business organizations, or others assist in the recovery of their business during COVID-19, the most needed supports were grants and funding information (16%), loans (15%), joint marketing (11%), and resources with up-to-date COVID-19 policies (11%).

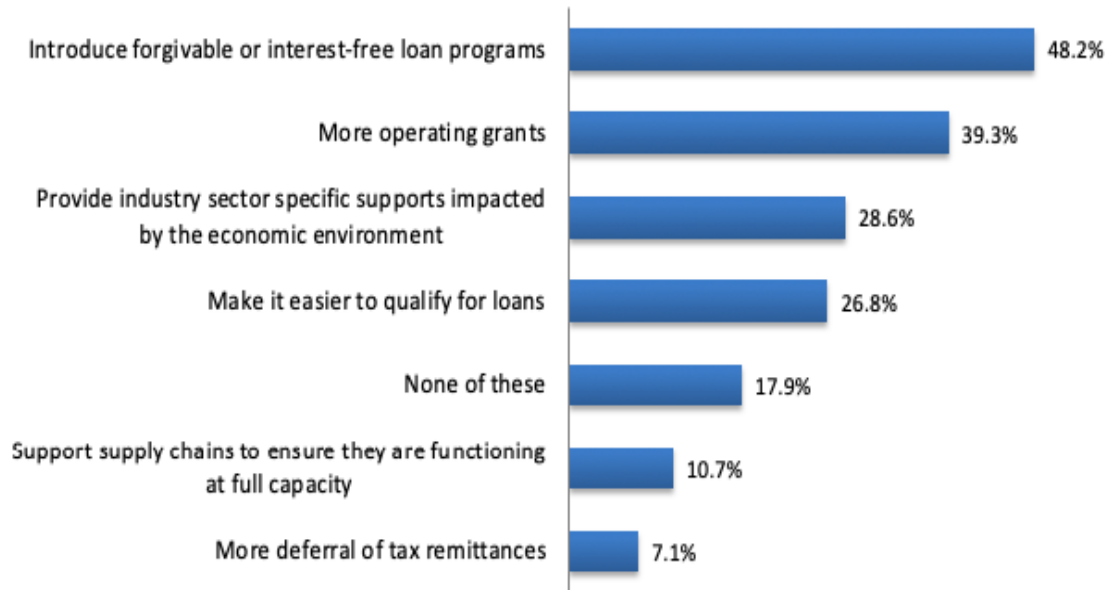
The following chart outlines the need for suggested resources and supports for businesses:



## Supporting Business Viability – Okotoks

In alignment to the outcomes of this survey, the Foothills Business Recovery Taskforce survey results also indicated that for Okotoks businesses financial support is top of mind for business owners. The following options were shared as solutions to support the viability of businesses in Okotoks over the next 2 months:

Foothills Business Recovery Taskforce – Supporting Viability: Okotoks ([www.fbrt.ca](http://www.fbrt.ca))



Other suggestions compiled from business owners in communities across the Foothills Riding include:

- Sole proprietors are not represented in any programs. Without a storefront or employees this group is at risk to be able to sustain current suppression of services and then are concerned with how the economy will impact their business in the long term. (3)
- Open up the economy. (7)
- The film industry has limited to no support compared to other provinces. This industry sector provides an opportunity to contribute to a diversified economy during recovery.
- Deferrals are not helpful – just moves the financial strain until later.
- Consider the qualifications required to access programs – small businesses do not qualify. (2)
- There are currently disruptions in in delivering and processing of agricultural products.
- Providing loans and easier access to credit may be detrimental to the business viability in the future.
- Agriculture producers have not been considered. (3)
- Government bailouts are not the answer for the COVID19 pandemic.
- One-time grants to pay for fixed operating costs for two months.

- Program requirements change making it a barrier to access the opportunity.
- Are credit unions part of the solution to improve access to support in rural Alberta?
- Wage subsidies would be helpful when businesses have reopened – not now.
- Consider Credit Line Programs for smaller Sole Proprietor businesses under \$20,000.
- Loans are not going to help with the recovery of some businesses. (3)
- Summer student programs, desperately needed in tourism and agriculture industries, student support program should be paid directly to businesses. (2)
- Assistance in helping business convert to online.
- Grants and assistance with necessary infrastructure changes and staffing addition, that are required to comply with government regulations.
- Mandate the CECRA program.
- Increase the length of the payroll subsidy program, business revenue will not be returned to normal when this program runs out.
- Interest free loans and interest eliminated from deferrals. (3)
- Assistance for start-ups, let the entrepreneurial landscape adapt (2)
- Lower the cost of permits.

## Loans and Other Financial Programs

There are resources made available through the Federal and Provincial programs along with local service providers that are funded to support the business community, such as Highwood Community Futures. Through the regional Foothills Business Recovery Taskforce, it has been identified through a survey that the Federal and Provincial programs are not necessarily helpful for many industries and/or types of businesses in rural communities.

The following chart outlines which programs have been the most useful during the COVID-19 pandemic. With less than 30% of the businesses surveyed indicating the programs are helpful, there is a large majority that did not access support and/or did not qualify.

### Foothills Business Recovery Taskforce – Ranking by Percentage of Most Useful Programs

<b>MOST USEFUL PROGRAMS</b>	<b>%</b>
Mortgage and Loan Deferral	<b>26.8</b>
Canada Emergency Business Account	<b>25.1</b>
GST Remittance Deferral	<b>24.6</b>
Emergency Wage Subsidy	<b>22.9</b>
Income Tax Deferral	<b>16.5</b>
Refund – Payroll Contributions	<b>12.7</b>
Business Credit Availability	<b>11.0</b>



Tourism Levy Remittance	1.3
Workshare Program	1.2

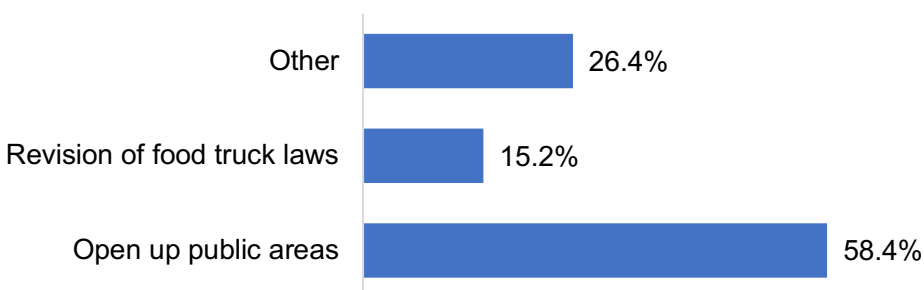
## Town of Okotoks Support

The following question was asked of business owners:

**The Town of Okotoks has bylaws and policies which businesses must adhere to within their operation, and these are guided by Provincial regulations. As businesses are now moving towards recovery, what can be done to encourage customers to return?**

With the following options to choose from:

- Open up public areas (i.e. clock tower plaza (Stephenson Park), parking lots, street parking on Elizabeth etc.) to allow for larger, spaced-out outdoor patios that could accommodate social distancing protocols while allowing for a larger number of patrons at your establishments on warm summer days.
- Revision of the food truck bylaws to adapt to the realities of COVID-19. Many people will still be close to home despite the relaunch.
- Other



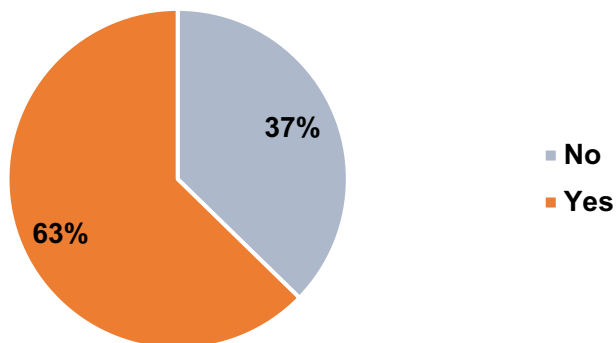
### Other

- Advertise local businesses. (4)
- Allow quicker permits and approval process for business storefronts.
- Allow more signage in public areas.
- It's up to the businesses themselves to get customers to return to their businesses.
- No food trucks – the current businesses cannot handle more competition.
- Sanitization stations throughout the community.

### Beautification Program

The following question was asked of the business owners:

**Would you participate in a beautification program if the Town of Okotoks provided an initiative?**



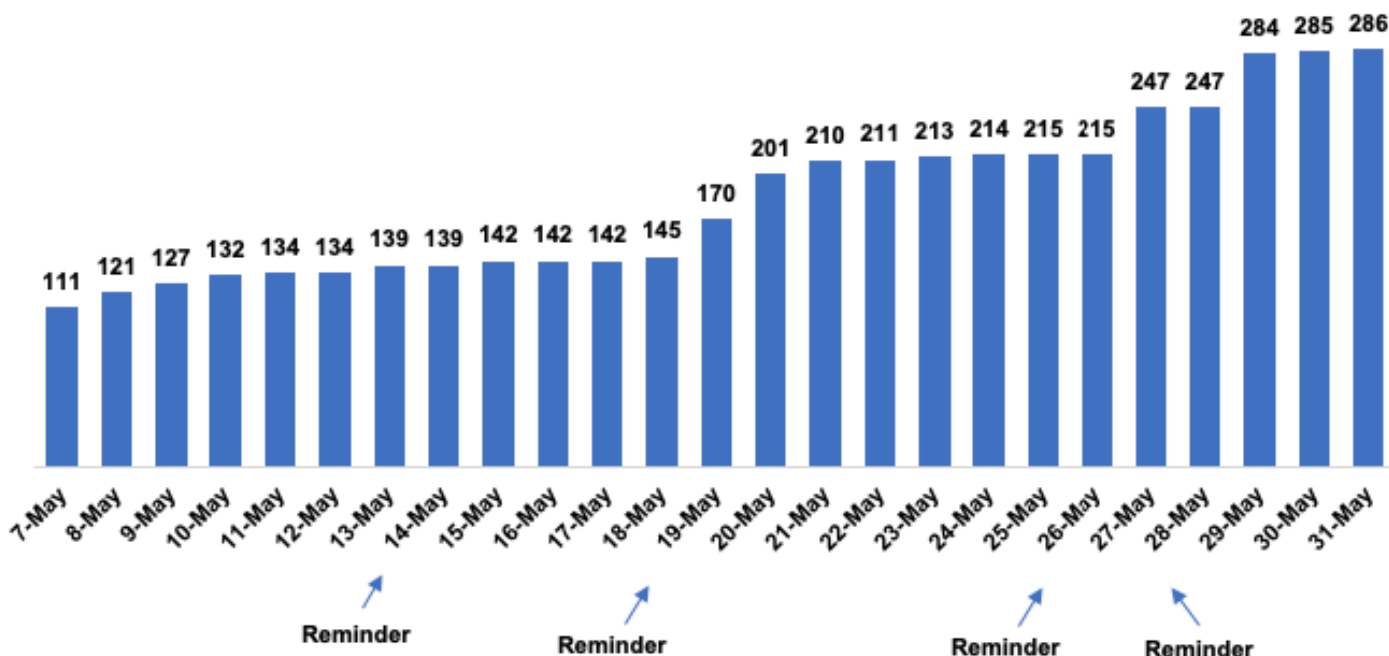
### Communication

The survey was sent via email to a total of 1424 Okotoks storefront and home occupation businesses for the period of May 6, 2020 to May 31, 2020.

- 682 Home Occupations
- 742 Storefronts

There was a consistent increase in response to completing the survey after reminders were sent out.

### Response Rate



## Communication Plan

### Background

The survey was originally scheduled to remain open for one week – May 6-13. This was extended until May 30 to allow time for more businesses to respond.

The communications plan was developed within the original one-week timeline and needed to adjust quickly to accommodate the extended deadline

### Goals:

- A statistically viable number of businesses complete the survey
- Businesses appreciate the Town's efforts to be transparent and open in listening to their concerns and needs
- Business owners understand the purpose of the survey and how it will assist the Town in responding to their recovery needs.

### Key messages

- The Town is asking business owners to complete a brief survey, which will be emailed directly to them from a new CRM system. The information collected will help the Town be more accurate in analyzing what businesses need
- The CRM system will provide another tool for the Town to communicate with businesses and share important updates and information in a timely manner
- A summary of responses will be shared with Council and will be used to identify strategies and tactics to best assist Okotoks businesses.

### Tactical Activities:

Activity	Notes
Social media teaser	Alerting businesses to watch for the survey
News Release	Sent to local media
Social media posts – follow up	Tag service provider partners
Radio advertising	Both Sun Country and the Eagle

### Communication summary

The media release generated local coverage and the social media posts tagged members of the Okotoks Entrepreneurial Ecosystem to increase awareness. Because each business received a unique login to the survey it was not possible to have a link on the website.

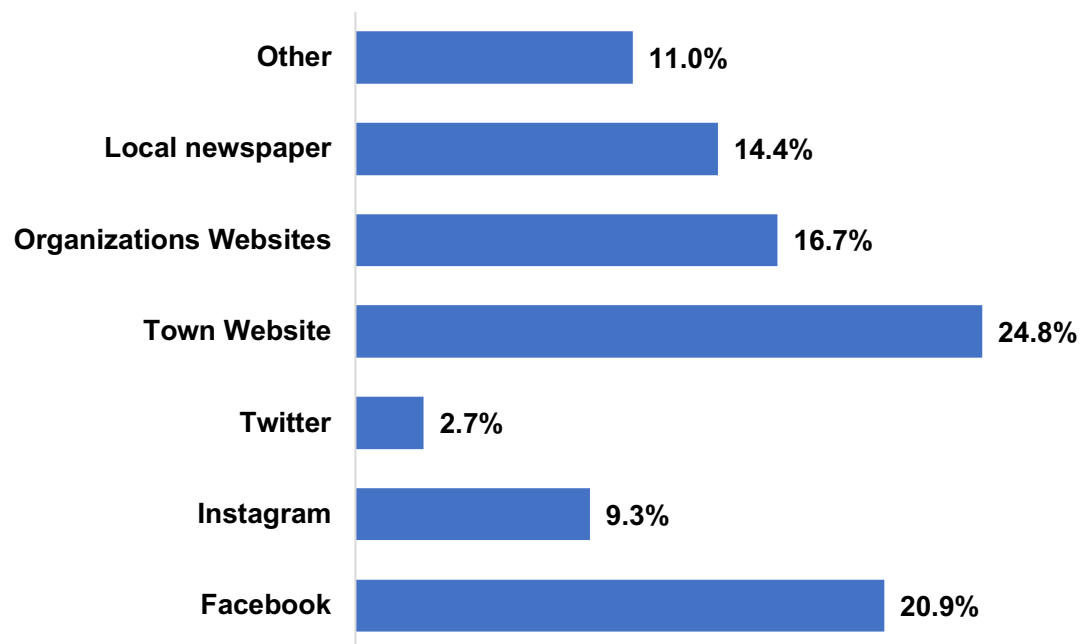
In the past Communications has found that the best practice is to keep surveys open for three-four weeks. This provides more opportunity to promote them through other channels such as the Town Pages and through the Town's eNewsletter and for stakeholders to complete it.

With all public engagement activities, it is important to establish clear goals and expectations so that the communication to stakeholders is transparent and creates a shared understanding of why the information is being collected and how it will be used. Due to the tight timelines with

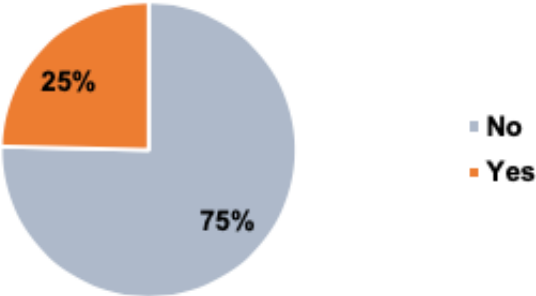
this survey, there was limited time to share the complete information with the business community.

## Business Community Engagement

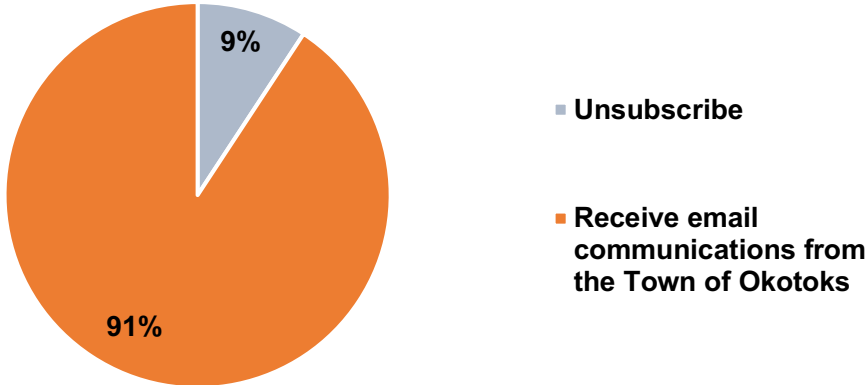
When business owners were asked where they look for information that they require the majority of the respondents indicated they go to the Town of Okotoks website (24.8%) and also the Facebook page (20.9%). They also will find information on stakeholder websites (16.7%) and in the local newspaper (14.4%). It is important to have a cohesive message and collaborative strategy for Town tactical activities and providing information to supporting organizations when engaging with the business community.



When asked if the business owners would like the Town of Okotoks to contact them about getting assistance during this crisis the majority of businesses (75.3%) did not want to be contacted.



However, when business owners were asked about receiving commercial electronic messages from Okotoks Economic Development and the Town of Okotoks, including email communications the majority (90.7%) indicated 'Yes'.





## COMMITTEE TERMS OF REFERENCE

### Council / Governance Issue

Bylaw 42-18, the Affordable Housing Task Force, and Urban Deer Task Force Terms of Reference are provided to the Governance and Priorities Committee to consider updating and amendments to reflect current practices.

### Recommendation

That the Governance and Priorities Committee recommend to Council adoption of an amendment to Bylaw 42-18 as discussed, and amendments to the Terms of Reference to extend the term to August 31, 2020 for the Affordable Housing Task Force, and to May 31, 2021 for the Urban Deer Task Force.

### Background and Considerations

In September 2018, Council passed Committees Bylaw 42-18. Periodic review of bylaws to determine their effectiveness and applicability is undertaken as a best practice. In preparation for the 2020 Organizational Meeting of Council, Administration recommends a wholesome discussion with the Governance and Priorities Committee regarding the Terms of Reference of some of the committees within Bylaw 42-18.

Administration proposes that the Finance and Audit Committee Terms of Reference be discussed and any proposed changes be included in an amending bylaw; and the Assessment Review Board Terms of Reference be amended to include complaint fee refunds.

Further, Administration recommends the Terms of Reference for the Affordable Housing Task Force be amended to extend the term to August 31, 2020; and the Urban Deer Task Force be amended to extend the term to May 31, 2021. Due to COVID-19, both Task Forces have been unable to meet for several months and will require term extensions to complete their mandate.

### Current Policy or Bylaw Analysis

Bylaw 42-18 – Committees Bylaw  
Affordable Housing Task Force Terms of Reference  
Urban Deer Task Force Terms of Reference

### Municipal Comparisons

n/a

### CAO Comments

Council implemented a new committee governance model in October of 2018. Periodic review and update is an important part of ensuring the governance framework maintains relevance today. Council has delegated authority to some committees and ensuring they have clear guidance on Council's expectations needs to become part of the annual work planning cycle.

**Attachment(s)**

1. Bylaw 42-18 - red lined version
2. Affordable Housing Task Force Terms of Reference - red lined version
3. Urban Deer Task Force Terms of Reference - red lined version

Prepared by:  
Legislative Services  
June 10, 2020

**ADMINISTRATIVE CONSOLIDATION OF BYLAW 42-18  
AS OF APRIL 27, 2020**

**BYLAW 42-18**

**A BYLAW OF THE TOWN OF OKOTOKS  
IN THE PROVINCE OF ALBERTA  
TO ESTABLISH COUNCIL COMMITTEES**

**(As amended by Bylaw 19-20)**

**WHEREAS** under the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Council may pass a Bylaw for the purpose of establishing Council Committees within the Town of Okotoks,

**NOW THEREFORE** the Council of the Town of Okotoks enacts as follows:

**1. SHORT TITLE**

This Bylaw may be known as the “Committees Bylaw”.

**2. DEFINITIONS**

**Agency Member** means a member appointed by an agency bringing a level of knowledge or expertise to a Committee.

**Chief Administrative Officer (CAO)** means the person appointed to the position of Chief Administrative Officer for the Town of Okotoks, by Council, within the meaning of the *MGA*.

**Citizen Member** means a person appointed by Council over the age of 18 years to represent the public at large.

**Committee** means a Committee, Commission, Board or other body established by Council; and in a section of this Bylaw relating to a specific Committee, means that specific Committee.

**Councillor** means a member of Council not including the Mayor, as the Mayor is ex-officio of all Committees, where applicable.

**Council Representative** means a member of Council appointed annually to act as Council’s liaison to that Committee and not as an advocate for the Committee.

**Governance Committee (GC)** means a Committee established in support of legislative requirements or to support Council’s governance role.



**Member** means all members of a Committee excluding Council Representatives.

**Municipal Government Act (MGA)** means the Municipal Government Act, R.S.A. 2000, Chapter M-26, any regulations thereunder, and any amendments or successor legislation thereto.

**Organizational Meeting** means the organizational meeting of Council as required under the *Municipal Government Act (MGA)*.

**Subdivision Officer** means a member of municipal staff as appointed by the Chief Administrative Officer for the Town to that position.

**Task Force (TF)** means a Committee established for a specified period of time and for a specific purpose.

**Terms of Reference** means the purpose and structure of the Committee.

**Town** means the Town of Okotoks.

**Youth Member** means a person appointed by Council between the ages of 14 and 19 years who attends a local school or at the discretion of Council, as needed.

### 3. ESTABLISHMENT OF COMMITTEES

- 3.1 The following Committees are established:
- a. Assessment Review Board (GC) – Schedule 1
  - b. Governance and Priorities Committee (GC) – Schedule 2
  - c. Family and Community Support Services Committee (GC)– Schedule 3
  - d. Finance and Audit Committee (GC) – Schedule 4
  - e. Municipal Planning Commission (GC) – Schedule 5
  - f. Okotoks Public Library Board (GC) – Schedule 6
  - g. Subdivision and Development Appeal Board (GC) – Schedule 7
  - h. United Way/Okotoks Partnership Committee (GC) – Schedule 8
  - i. Emergency Advisory Committee (GC) – Schedule 9

### 4. TASK FORCE

- 4.1 Council may establish, by resolution, a Task Force for the purpose of reviewing a specific issue or issues within a specific timeline.
- 4.2 A Committee may make a recommendation to Council to establish a Task Force. Council will direct the Chief Administrative Officer (CAO), or designate, to develop a Terms of Reference and a schedule along with Council reporting requirements for the Task Force.
- 4.3 The composition of a Task Force is at the discretion of Council.

## **5. MEMBERSHIP**

- 5.1 The Mayor is ex-officio of all Committees, which means the Mayor can attend and vote as a member, if applicable.
- 5.2 Where a Committee has a Council Representative, an alternate Councillor shall be appointed should the regular representative be unable to attend. It is the Councillor's responsibility to advise the alternate if not able to attend the meeting.
- 5.3 Council will establish the membership composition of Committees including whether a Committee requires a Council Representative, a Citizen Member, and/or an Agency Member.
- 5.4 Unless otherwise provided for in this Bylaw, Members are appointed by Council resolution.
- 5.5 Citizen Members must be residents of the Town, unless otherwise approved by Council or specified elsewhere in this Bylaw.
- 5.6 Town staff members may not sit as a voting member on a Committee, unless otherwise specified in this Bylaw.
- 5.7 Former Citizen Members, Councillors and Town staff may apply for appointment to a Committee after a two year hiatus from that capacity.

## **6. TERMS OF APPOINTMENT**

- 6.1 Unless otherwise stated in this Bylaw, Members are appointed at the annual Organizational Meeting of Council as follows:
  - a. Council Representatives are appointed for one-year terms.
  - b. Council Representatives are entitled to vote on appointed Committees unless otherwise noted.
  - c. Citizen Members are appointed in staggered terms of one-year, two-year or three-year terms, or as otherwise specified to ensure there is a mix of experienced and new members.
  - d. Agency Members are appointed by the agency for one-year terms.
  - e. No Member shall serve on a Committee for more than a total of six consecutive years. Council may extend the term of the Member beyond six years in extraordinary circumstances, for a maximum of another three years.
  - f. Where a Citizen Member vacates their position prior to the expiration of their appointment, Council may appoint a replacement for the remainder of that term.

- g. A Citizen Member may resign from a Committee at any time by giving written notice to Council.
- h. By resolution Council may remove any Citizen Member from a Committee at any time on the recommendation of the Mayor.
- i. By resolution Council may alter the terms of appointment of any Citizen Member.
- j. Any Citizen Member who is absent from three consecutive regular meetings of the Committee ceases to be a Member as of the date of the third meeting unless such absence is preauthorized by resolution of the Committee. Any person who ceases to be a Member due to unauthorized absence is eligible for reappointment in the future but not for the unexpired portion of the term which is forfeited.
- k. The Town will notify in writing the applicable agency if an Agency Member is absent from three consecutive meetings.
- l. All Members will review and sign the Town Code of Conduct Policy.

## **7. CHAIR AND VICE CHAIR**

### 7.1 The Chair will:

- a. Be elected annually after the Organizational Meeting of Council or as required, among the voting Members;
- b. Preside over and be responsible for the conduct of Committee meetings;
- c. Conduct meetings as set out under the Council Procedure Bylaw;
- d. Vote on matters submitted to the Committee unless otherwise disqualified;
- e. Act as the sole spokesperson for the Committee unless this role is delegated to another Member;
- f. Preferably be a Citizen Member, with the exception of the Finance and Audit and Governance and Priorities Committees.

### 7.2 A Vice Chair may be elected annually after the Organizational Meeting of Council, or as required from among the voting Members.

## **8. COMMITTEE MEETINGS**

### 8.1 At the first meeting of each Committee following the annual Organizational Meeting, the Committee will elect a Chair and if necessary, a Vice Chair.

### 8.2 All agendas and minutes of the Committee meetings will be made routinely available to the public.

### 8.3 Committees shall meet in public unless the nature of the issues being discussed requires the Committee to go In Camera. All recommendations to Council shall be made by resolution during the public portion of the meeting.

- 8.4 Special meetings may be called by the Chair or in the Chair's absence, the Vice Chair, by providing the members with five (5) days' notice. The Committee may, by unanimous consent, waive notice of a special meeting at any time if every member of the Committee is present.
- 8.5 Quorum for Committee meetings shall be the majority of voting Members unless otherwise stated.

## **9. ADMINISTRATIVE SUPPORT**

- 9.1 The CAO may provide staff liaison(s) as required, to Committees to assist Committees to fulfil their mandate. Staff liaison(s) may include:
- a. Administrative Liaison(s) - Town staff who have knowledge related to the Committee mandate and who work in an area related to the terms of reference of the Committee, and who will:
    1. Attend all meetings of the Committee to which they are assigned or appoint a delegate;
    2. Work with the Chair in developing the meeting agendas;
    3. Provide advice and expertise in regard to municipal services, legislative, regulatory, industry best practices, and policy to the issues being considered;
    4. Coordinate the attendance of other Town staff to attend the meeting to provide background and other information on the topics on the agenda;
    5. Provide administrative recommendations as required; and
    6. Develop an annual orientation for each Committee.
  - b. Administrative Support - Town staff who work in an area related to the terms of reference of the Committee and who provide administrative and recording secretary support which may include:
    1. Compiling and distributing Committee agendas;
    2. Providing procedural support and expertise to meeting processes, including:
      - i. Drafting resolutions;
      - ii. Recording formal motions and action items of the Committee;
      - iii. Working with the Administrative Liaison to ensure the outcome of items are reported back to the Committee;
      - iv. Ensuring processes are followed as per the Council Procedure Bylaw;
      - v. Preparing minutes of all meetings and distributing such minutes; and
      - vi. Assisting with the orientation of new Members of the Committee.

## **10. REFERRALS TO COMMITTEES**

- 10.1 The referral process for Committees are as follows:
- a. Council may refer items to a Committee and will provide reasonable time limits for the Committee to consider issues. If the Committee requires additional time, it must request an extension, providing reasons;
  - b. Administration may refer items to a Committee through the Administrative Liaison and will provide reasonable time limits for the Committee to consider issues. Referrals from Administration must be in writing and shall include sufficient background information for the Committee to consider the issue in its context; or
  - c. Public requests for consideration of issues, concerns or presentations may be put forward, in writing to the Administrative Liaison for consideration by the Committee. The Chair, in consultation with the Administrative Liaison, will determine if public requests fall within the Committee's mandate and/or authority, and, if so, when the item will be added to a future agenda.

## **11. REPORTING TO COUNCIL**

- 11.1 The Council Representative on a Committee shall report on key and/or major Committee activities during the "Council Representative Reports" portion of the Regular Meetings of Council.
- 11.2 Committee minutes may be submitted for inclusion in the Regular Council Agenda Packages.
- 11.3 The Chair of Governance Committees shall be expected to annually (or at the discretion of Council), present at a Regular Council Meeting, a summary or highlight report of activities.

## **12. POWER OF AUTHORITY**

- 12.1 Except as otherwise specified in this Bylaw, no Committee or Member has the:
- a. Power to pledge the credit or course of action of the Town or enter into any agreement on behalf of the Committee or the Town;
  - b. Power to authorize any expenditure to be charged against the Town without prior approval by Council;
  - c. Authority to act administratively (e.g. direct staff or set mandates outside of assigned roles).

### 13. SEVERABILITY

It is the intention of Council that each separate provision of this Bylaw shall be deemed independent of all other provisions herein and it is the further intention of Council that if any provision of this Bylaw is declared invalid, all other provisions hereof shall remain valid and enforceable.

Bylaw 20-16 and any amendments thereto are hereby repealed upon this Bylaw coming into effect.

This Bylaw shall come into full force and effect upon third and final reading.

Bylaw 42-18 received third and final reading September 24, 2018.

ORIGINAL SIGNED BY  
MAYOR AND CHIEF ADMINISTRATIVE OFFICER

Bylaw 19-20 received third and final reading April 27, 2020.

ORIGINAL SIGNED BY  
MAYOR AND CHIEF ADMINISTRATIVE OFFICER

**Schedule 1 – Assessment Review Board (ARB)**

**Committee Type**

Governance

**Purpose**

To fulfill the requirements of the *MGA* to establish one or more Assessment Review Boards and establish one or more positions to carry out the powers, duties or functions of a designated officer.

**Membership**

Definitions:

- a. **Member** means a Member of an Assessment Review Board appointed by Council or the Province under the *MGA*.
- b. **Regional Pool** means a group of Assessment Review Board members appointed by the Councils of municipalities, of which the Town is one, participating in a joint regional agreement.

The Assessment Review Boards for the Town are established as:

- a. One or more local assessment review boards that shall consist of one member;
- b. One or more local assessment review boards that shall consist of three members;
- c. One or more composite assessment review boards that shall consist of one member;
- d. One or more composite assessment review boards that shall consist of three members.

Members shall be appointed to the Regional Pool from time to time by resolution of Council.

A Member appointed to the Regional Pool by a municipality, who is a party, along with the Town, to the Assessment Review Board Joint Regional Agreement, is a member appointed by Council.

Members shall be compensated as follows:

Meeting Time	Chair	Member
Up to 4 hours	\$219	\$164
4-8 hours	\$383	\$290
Over 8 hours	\$601	\$427

	<p>ARB Members shall be remunerated for travel expenses as per the Elected Officials Remuneration and Expense Reimbursement Policy when conducting required business of the ARB and mandatory training.</p>
	<p>All Members are required to successfully complete a training program set or approved by the applicable Minister, which will provide them with an understanding of all legislative enactments respecting the procedures, powers, and obligations of the Board.</p>
<b>Authority</b>	<p>The ARB shall carry out the duties and responsibilities as set out in the <i>MGA</i> and the Matters Relating to Assessment Complaints Regulation.</p>
	<p>The Legislative Administrators and Assessment Administrator shall be appointed as Clerks of the Assessment Review Board.</p>
	<p>The Clerk of the Assessment Review Board shall carry out his/her duties and responsibilities as outlined in the <i>MGA</i>, Part 11, Assessment Review Boards, and the Matters Relating to Assessment Complaints Regulation.</p>
<b>Term</b>	<p>Ongoing</p>
<b>Meeting Frequency</b>	<p>As needed, depending on number of complaints filed.</p>
<b>Funding</b>	<p>As authorized by Town Council during the annual budget cycle.</p>
<b>Complaint Fees</b>	<p>Complaint fees for the assessment complaint process shall be set at:</p> <p><b>Residential:</b>            3 or fewer dwellings and farm land under one roll number - \$50 per complaint</p> <p><b>Residential:</b>            4 or more dwellings - \$325 per complaint</p> <p><b>Non-residential:</b>    \$650 per complaint</p>
<b>Complaint Fee Refund</b>	<p><b>Fees must be refunded if:</b></p> <ul style="list-style-type: none"> <li>a. the Board decides in favour of the Complainant;</li> <li>b. the Board’s decision is not in favour of the Complainant, but on appeal, the Court of Queen’s Bench makes a decision in favour of the Complainant; or</li> <li>c. a Complainant withdraws a complaint on agreement with the assessor to correct any matter or issue under complaint.</li> </ul>



## Schedule 2 – Governance and Priorities Committee (GPC)

<b>Committee Type</b>	Governance
<b>Purpose</b>	The purpose of the Governance and Priorities Committee is to enhance the organizational governance framework in order to ensure that roles and responsibilities of Council, the Chief Administrative Officer, and Administration can be differentiated, explained, and understood by all stakeholders.
<b>Membership</b>	All members of Town Council.
<b>Authority</b>	<p>The Governance and Priorities Committee will:</p> <ol style="list-style-type: none"> <li>a. Provide an opportunity for Council to lead the governance processes;</li> <li>b. Develop a comprehensive governance and policy framework to support Council;</li> <li>c. Ensure Council’s intentions, directions and expected outcomes are captured in their governance and policy framework;</li> <li>d. Review Council’s governance and policy collection and make recommendations and enhancements;</li> <li>e. Identify priorities for updating Council’s governance and policy framework and suggested timing;</li> <li>f. Review Council’s Committee structure and recommend changes to Committee mandates and roles;</li> <li>g. Only consider agenda matters which are not addressed or fully addressed by current Town policy.</li> </ol> <p>All governance issues being placed before Council must first be considered by the Governance and Priorities Committee ensuring that the Committee is advisory to Council.</p> <p>Matters of information only will not be added to the agenda of the Governance and Priorities Committee.</p> <p>The Committee is not intended to replicate the meetings of Council but rather shall provide a more informal forum for the discussion of governance matters.</p>

<b>Term</b>	Ongoing
<b>Meeting Frequency</b>	The third Monday of each month, or when called by the Mayor. Meetings will be scheduled for 4:30 p.m. at the Municipal Centre Council Chamber.
<b>Funding</b>	Not Applicable

### **Schedule 3 – Family and Community Support Services Committee (FCSSC)**

<b>Committee Type</b>	Governance
<b>Purpose</b>	To provide leadership in the identification and addressing of social issues and program delivery in order to enhance the quality of life of Town residents.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• One (1) Council Representative and one (1) alternate</li> <li>• Six (6) Citizen Members</li> <li>• Two (2) Youth Members (preferably one from each school jurisdiction)</li> </ul>
<b>Authority</b>	<p>Promote and initiate social wellness programs and services, including the ongoing assessment of community social needs. Ensuring that such programs and services meet the mandate of preventative social services in accordance with the terms of the annual FCSS funding agreement between the Municipality and the Province of Alberta.</p> <p>Recommend policies and procedures to Council for development and revision of Family Community Support Services programming and community social wellness.</p> <p>Review all applications for Family Community Support Services community grants, and determination of those grants annually considering needs assessment(s) and the changing needs within the Town. Ensure projects are in accordance with the terms and conditions of the Family and Community Support Services Regulation, and ensure annual grant information is forwarded to Council.</p> <p>Assist Administration in facilitating the planning, development, and implementation of social programs that will meet community needs, ensuring that fragmentation, overlapping and/or duplication of programs or services are minimized.</p> <p>Cooperate and liaise with community agencies to ensure that effective communication is ongoing between the Committee and the community.</p> <p>Provide cooperation and joint planning with related community groups and agencies.</p>

	Promote, encourage and facilitate volunteerism, the use of volunteers, and citizen participation in the community.
<b>Term</b>	Ongoing
<b>Meeting Frequency</b>	The FCSSC meets a minimum of six (6) times per year.
<b>Funding</b>	<p>As authorized by Town Council in the Community Wellness Budget during the annual budget cycle.</p> <p>The Town's general municipal tax revenues and the Province's FCSS grant will serve as sources for funding the operations and expenditures of the FCSSC Committee.</p>

### Schedule 4 – Finance and Audit Committee (F&A)

<b>Committee Type</b>	Governance
<b>Purpose</b>	<p>To provide financial policy leadership and assist in Council's decision making related to the financial operations of the Town; and</p> <p>To assist Council in the discharge of its oversight responsibilities through the monitoring of financial reporting, internal controls and enterprise risk management processes.</p>
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Three (3) Council Representatives (one of which must be Chair).</li> <li>• Three (3) Citizen Members</li> </ul>
<b>Authority</b>	<p>Promote transparency and accountability in regards to municipal finance, including the public posting of meetings and budget materials.</p> <p>Review and make recommendations on current and long range fiscal planning for the Town, and in particular, the annual operating and capital budgets and any proposed amendments thereto.</p> <p>Receive and review quarterly variance reports on the actual revenues and expenditures of the Town compared with estimates in the operating and capital budgets approved by Council.</p> <p>Review and make recommendations on the establishment and use of the Town's reserves.</p> <p>Review, report, and make recommendations on general financial and budget items for issues that Council refers to the Committee.</p> <p>Coordinate the selection of the External Auditor and recommend appointment and audit fees to Council including:</p> <ol style="list-style-type: none"> <li>a. The Committee in relation to the appointment of the Town's external auditor will:           <ul style="list-style-type: none"> <li>• Approve the selection process and criteria;</li> <li>• Review all materials submitted by applicants;</li> <li>• Approve the short list of candidates;</li> <li>• Participate in interview of the short listed candidates; and</li> <li>• Make recommendations to Council about the appointment and fees payable to the external auditor including the extension or termination of existing contracts.</li> </ul> </li> </ol>

- b. The Committee has the power to approve the external auditor's work plan and the external auditor's requests for changes to the annual work plan. The work plan will include:
- The objective and scope of external audit work;
  - Materiality limits;
  - Areas of audit risk;
  - Audit reports required;
  - Timelines for the work plan; and
  - The identity and credentials of senior staff performing external audit work.
- c. The Committee will review the external auditor's audit and other reports, post-audit and management letter and will, in particular, address any significant issues or findings on:
- Financial reporting matters including judgements on estimates, assumptions and clarity of disclosures;
  - Difficulties or impediments encountered during audits;
  - Identification and assessment of deficiencies in internal controls;
  - Selection and application of accounting principles or standards and application of elective principles or methods;
  - Audit limitations;
  - Response to and status of implementation of audit recommendations and follow up; and
  - Contingencies that could have a material effect on the Town's financial statements.
- d. The Committee will receive for information the external auditor's annual confirmation regarding the external auditor's independence.
- e. The Committee may request additional information from the external auditor about any part of the external auditor's work plan or reports.
- f. Administration will present an annual report to the Committee regarding;
- Categories of non-audit services the external auditor is permitted to provide to the Town; and
  - The cost and nature of non-audit services the external auditor provides to the Town.
- g. The Committee is responsible for providing an annual assessment of the work of the external auditor.

### Value for Money Audits

- a. The Committee will:
  - Recommend to Council the subject for Value for Money Audits based on recommendations from Administration;
  - Approve the purpose and scope of the Value for Money Audit being proposed;
  - Receive the auditor's report from Administration and forward to Council;
  - Review and approve Administration's Value for Money implementation plan and refer any recommendations requiring Council approval, such as budget, through the normal budget and Council processes;
  - Receive progress reports from Administration at a schedule determined by the Audit Committee.

### Financial Statements

- a. The Committee will annually review the following matters:
  - The completeness and clarity of financial statement reporting;
  - Estimates and assumptions underlying financial statement reporting;
  - Financial statement reporting practices;
  - Compliance with generally accepted accounting standards for the public sector or changes to those standards;
  - Impact of any change in the Town's reporting practices on the Town's financial statements; and
  - Issues affecting approval of the Town's audited financial statements.
- b. The Committee will recommend to Council;
  - That the annual audited financial statements be approved; and/or
  - Further actions or information that Council may desire in relation to the Town's financial reporting.

### Enterprise Risk Management

- a. "Enterprise Risk Management" means systems and processes for identifying and managing actual or potential financial risk, strategic risk, operational risk, hazards and other risks to an organization.

- b. The Committee will review reports about the Town's enterprise risk management framework including:
  - The Town's Enterprise Risk Management policies;
  - Processes for identifying and assessing risk;
  - Evaluation of enterprise risk including, but not limited to insurance risk; and
  - Actions taken by Administration to mitigate risks.

#### Internal Controls

- a. "Internal Controls" means systems, processes and procedures developed to:
  - Safeguard assets;
  - Ensure the accuracy of the financial data;
  - Promote operational efficiency; and
  - Promote adherence to policies.
- b. The Committee has authority and responsibility to:
  - Review reports from Administration about the Town's internal control systems including technology, security and financial controls and assess whether they are operating effectively;
  - Review reports from Administration regarding the Town's policies and procedures to safeguard the Town's assets and assess whether these policies and procedures are operating effectively; and
  - Report and recommend to Council any actions or decisions regarding the Town's system of Internal Controls.

#### Administrative Compliance

- a. The Committee monitors Administration's compliance with existing policies and legislation.
- b. The Committee has authority to review reports regarding the adequacy and effectiveness of corporate policies on fraud, misconduct and policy compliance that deter, detect and prevent fraud and misconduct

#### Planning, Training and Self Evaluation

- a. An annual work plan is to be completed by the Committee and endorsed by the February of the calendar year to which the annual work plan applies.



- b. Members of the Committee shall have the opportunity to obtain education, either from within the Town or from outside educational programs, to ensure their knowledge is sufficient to fulfill their responsibilities as Committee members.
- c. On an annual basis, the Committee will conduct a self-evaluation; criteria are to be established by the Committee.

**Term**

Ongoing

**Meeting  
Frequency**

Meetings are held monthly or at the call of the Chair.

### Schedule 5 – Municipal Planning Commission (MPC)

<b>Committee Type</b>	Governance
<b>Purpose</b>	To fulfill the requirements of the <i>MGA</i> and Subdivision and Development Regulations to establish a MPC to perform functions relating to the subdivision and development of land, and advice Council on planning matters.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Two (2) Council Representatives and one (1) alternate</li> <li>• Five (5) Citizen Members</li> </ul>
<b>Authority</b>	<p>The MPC will:</p> <ol style="list-style-type: none"> <li>a. act as a Development Authority to the extent required or permitted by the Land Use Bylaw;</li> <li>b. act as a Subdivision Authority to the extent required or permitted by the <i>MGA</i> and the Subdivision and Development Regulations on applications for outline plan and subdivision approval;</li> <li>c. consider and advise on planning bylaws including statutory plans, and Land Use Bylaw amendments and any other planning matters referred to it; and</li> <li>d. advise Council with regard to planning policy issues arising from development and subdivision applications reviewed by the MPC as Council may require.</li> </ol> <p>The MPC may delegate to the Subdivision Officer, as appointed by the CAO, the power to make decisions on the following matters:</p> <ol style="list-style-type: none"> <li>a. approval of tentative plans of subdivision which conform on all aspects or conform with variances which are in the opinion of the Subdivision Officer of a minor nature with an outline plan of subdivision as approved by the MPC;</li> <li>b. refusal of any subdivision matter which could not be approved by the MPC;</li> <li>c. subdivision applications to be affected by instrument which comply in all aspects to the applicable enactments</li> <li>d. time extensions to subdivision approvals and minor amendments to existing approvals.</li> </ol>
<b>Term</b>	Ongoing

### Schedule 6 – Okotoks Public Library Board (Bylaw 19-20)

<b>Committee Type</b>	Governance
<b>Purpose</b>	The purpose of the Okotoks Public Library Board is to oversee the operation of the Library and encourage development of services and activities for the benefit of residents.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• One (1) Council Representative</li> <li>• One (1) Foothills County Council Representative</li> <li>• Five (5) Citizen Members (of which no more than 2 shall be from Foothills County)</li> </ul>
<b>Authority</b>	<p>The Okotoks Public Library Board manages, regulates and controls the Okotoks Public Library as per the <i>Libraries Act</i>.</p> <p>The Board shall, before December 1<sup>st</sup> annually, prepare a budget to operate and manage the Okotoks Public Library for the ensuing fiscal year. Council may approve that budget in whole or in part.</p>
<b>Term</b>	Ongoing
<b>Meeting Frequency</b>	Meets monthly.
<b>Funding</b>	As authorized by Town Council during the annual budget cycle.

### Schedule 7 – Subdivision and Development Appeal Board (SDAB)

<b>Committee Type</b>	Governance
<b>Purpose</b>	To fulfill the requirements of the <i>MGA</i> to hear and determine appeals with respect to the subdivision and development of land.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Seven (7) Citizen Members</li> </ul> <p>All members are required to successfully complete a mandatory training program, which will provide them with an understanding of all legislative enactments respecting the procedures, powers, and obligations of the SDAB.</p> <p>Current Members of the Okotoks Municipal Planning Commission, or those who carry out subdivision or development powers, duties and functions on behalf of the Town, may not be appointed to the SDAB.</p>
<b>Quorum</b>	<ul style="list-style-type: none"> <li>• Three (3) Members</li> </ul>
<b>Authority</b>	<p>The SDAB will:</p> <ol style="list-style-type: none"> <li>a. Hear and determine appeals brought to it in respect to an order, decision or development permit of a Subdivision or Development Authority.</li> <li>b. When hearing an appeal, shall follow the order of appearance set out in the Municipal Affairs training handbook.</li> <li>c. Require that the party making the written submission shall present the submission to the Board. If such party is absent from the hearing, the person who makes the report to the SDAB may present the written submissions.</li> <li>d. In arriving at its decision and formulating its reasons, may obtain advice and assistance from the Town's staff, legal advisors and other technical agencies.</li> <li>e. Comply with the Procedure Bylaw, the <i>MGA</i> and any applicable Regulations.</li> </ol>

Members shall be compensated as follows:

<b>Meeting Time</b>	<b>Chair</b>	<b>Member</b>
Up to 4 hours	\$219	\$164
4-8 hours	\$383	\$290
Over 8 hours	\$601	\$427

SDAB Members shall be remunerated for travel expenses as per the Elected Officials Remuneration and Expense Reimbursement Policy when conducting required business of the SDAB and mandatory training.

All Members are required to successfully complete a training program set or approved by the applicable Minister, which will provide them with an understanding of all legislative enactments respecting the procedures, powers, and obligations of the Board.

The CAO shall appoint a Clerk to the SDAB, who shall;

- a. Keep and maintain a file for inspection by the public during all reasonable hours, which includes the following official records:
  - i. A register of all appeals to the SDAB and the decisions thereon;
  - ii. Written minutes/summary of all meetings and business transacted by the SDAB; and
  - iii. Copies of all decisions rendered by the Board.
- b. Have the authority to sign on its behalf an order, decision, approval notice, or other thing made or given by the SDAB.

**Term**

Ongoing

**Meeting  
Frequency**

Upon the receipt of the statutory notice of an appeal.

**Funding**

As determined by Council during the annual budget process as legal counsel services may be required.

### Schedule 8 – United Way/Okotoks Partnership Committee (UWOP)

<b>Committee Type</b>	Governance
<b>Purpose</b>	The purpose of the United Way/Okotoks Partnership Committee is to sustain a partnership with the United Way of Calgary and Area, to oversee a community fundraising campaign and to distribute United Way funding to eligible organizations serving residents of Okotoks and surrounding area, according to identified community priorities.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• One (1) Council Representative and one (1) alternate</li> <li>• Eight (8) Citizen Members (of which no more than 2 may be from the area surrounding Okotoks in the MD of Foothills)</li> </ul>
<b>Authority</b>	The Committee will ensure that the terms of the Memorandum of Understanding between the Town and the United Way Calgary are met for fundraising campaigns and the distribution of annual funds to local agencies.
<b>Term</b>	Ongoing
<b>Meeting Frequency</b>	At least six (6) regular meetings of the Committee shall be held annually.

### Schedule 9 – Emergency Advisory Committee (EAC)

<b>Committee Type</b>	Governance
<b>Purpose</b>	To fulfill the requirements of the <i>Emergency Management Act</i> to establish an Emergency Advisory Committee (EAC).
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Mayor</li> <li>• Two (2) Council Representatives</li> </ul>
<b>Authority</b>	<p>The Emergency Advisory Committee shall:</p> <ol style="list-style-type: none"> <li>a. advise Council on the development of emergency plans and programs; and</li> <li>b. comply with the Procedure Bylaw, the Emergency Management Bylaw, The Alberta Emergency Plan, <i>The Emergency Management Act</i> and the <i>MGA</i>.</li> </ol> <p>The power to declare, renew or terminate a state of local emergency (SOLE) in accordance with the <i>Emergency Management Act</i> is hereby delegated to the Emergency Advisory Committee (EAC), however;</p> <ol style="list-style-type: none"> <li>a. when the EAC members are not all available, the available EAC member(s) and other members of Council to replace EAC members; or</li> <li>b. when no members of the EAC are available, any three (3) available Members of Council.</li> </ol>
<b>Term</b>	Ongoing
<b>Meeting Frequency</b>	At least once a year.

### Affordable Housing Task Force (AHT)

<b>Committee Type</b>	Task Force
<b>Purpose</b>	To provide advice, information, ideas/models/tools, and other needed support to The Town of Okotoks in the preparation of an Affordable Housing Strategy and Action Plan, and to support communication and engagement efforts so that the resulting Strategy and Action Plan is effectively implemented.
<b>Membership</b>	<ul style="list-style-type: none"> <li>• 7 community members (residing and/or working in the Town) with specific experience, knowledge and/or networks relevant to affordable housing</li> <li>• 2 community members (residing in the Town) drawn from the general public, in order to provide a “sounding board” as well as local knowledge/experience</li> <li>• The Town to provide a staff liaison.</li> </ul>
<b>Authority</b>	<p>The chair and vice-chair for the Task Force to be elected by members.</p> <p>The AHT will report to Council once every six months.</p> <p>The overarching responsibility of this Council-appointed Task Force is to assist the Town as they examine all aspects of the affordable housing situation in Okotoks, and as they form recommendations to take action to ensure greater provision of and access to affordable housing.</p> <p>This Task Force will have a time-limited term, a clearly-defined role and set of responsibilities, and a tight focus on topic area.</p> <p>The Task Force will:</p> <ol style="list-style-type: none"> <li>1. Review, discuss and comment on Town of Okotoks efforts to:             <ol style="list-style-type: none"> <li>1.1 profile, document and assess the current state of housing in the Town of Okotoks (including current housing stock, needs, opportunities and challenges) as a baseline for further work;</li> <li>1.2 identify any and all stakeholders, agencies or other community resources that could offer information, solutions, resources or other support to the creation and/or implementation of said strategy;</li> <li>1.3 identify and assess current best practices, proven and evolving models, promising tools and effective strategies for affordable housing in municipalities similar to the Town of Okotoks:</li> </ol> </li> </ol>



- 1.4 identify relevant demographic trends, and determine current and predicted population needs for affordable housing;
- 1.5 identify and assess the "levers" and "tools" available to the Town to take action in support of the provision of and access to affordable housing (including but not limited to speeding up regulatory processes, adjusting zoning, identifying suitable lands, exploring innovative partnerships with stakeholders and/or other levels of government, etc.);
- 1.6 examine options and policies in support of affordable housing as a priority within the Town's upcoming MDP update;
- 1.7 clearly identify where and how the Town can lead, partner in, or advocate for affordable housing;
- 1.8 develop a set of clearly-worded objectives that an Affordable Housing Strategy will be developed to achieve;
2. Add information, studies, knowledge, and perspective from their own experience to any and all of the above points;
3. Ensure that the work of this Task Force is strongly connected to and coordinated with the Town's stated corporate and community values and vision;
4. Advise the Town on the content and language of a set of clearly-worded, strategic, and action-oriented recommendations that can inform the development of an Affordable Housing Strategy that the Town and its partner agencies, stakeholders, and citizens can and will begin implementing as soon as possible;
5. Provide public communication and engagement support to the Town in all their efforts to develop a detailed and effective Affordable Housing Strategy;
6. Consider how they can each, separately and/or jointly, support the successful implementation of said recommendations and Strategy, where relevant and as needed.

**Term**

Unless extended through Council resolution, this Task Force's term expires after a two-year period (2018—2019), **on or before August 31, 2020.**

**Meeting Frequency**

As needed and determined by the AHT.

**Funding**

No annual budgeted funding.

## Urban Deer Task Force (UDTF)

<b>Committee Type</b>	Task Force				
<b>Purpose</b>	To provide advice, information, ideas/models/tools, and other needed support to the Town of Okotoks in preparing an Urban Deer Strategy and Action Plan, and to support communication and engagement efforts to ensure the resulting Strategy and Action Plan is effectively implemented.				
<b>Membership</b>	<p>The Task Force will be comprised of:</p> <ul style="list-style-type: none"> <li>• up to a maximum of seven (7) community members who meet some or all of the following criteria:             <ul style="list-style-type: none"> <li>• specific experience, education, knowledge and/or networks relevant to wildlife and conservation issues;</li> <li>• are drawn from the general public, in order to provide a “sounding board” as well as local knowledge and experience;</li> <li>• provincial wildlife or Fish &amp; Game Association representative;</li> </ul> </li> <li>• one (1) Town staff liaison.</li> </ul> <p>The Chair and Vice Chair for the Task Force will be elected by members.</p>				
<b>Authority</b>	<p>The UDTF will report to Council once every three months.</p> <p>This Council-appointed Task Force’s overarching responsibility is to assist the Town in researching all aspects of urban deer management and developing recommendations for an Urban Deer Strategy and Action Plan that reflect best practices and align with provincial regulations.</p> <p>This Task Force will have a one-year term with clearly defined roles and responsibilities and a specific focus on the topic area.</p> <p>The Task Force will establish a schedule for meeting days and times.</p> <p>The following timeline of actions is to be utilized as a guideline for the Task Force:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Timeline</th> <th style="text-align: left;">Actions</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;">3 months</td> <td>Review the current status of urban deer in Okotoks including: deer population, public survey data, and number/type of complaints.</td> </tr> </tbody> </table>	Timeline	Actions	3 months	Review the current status of urban deer in Okotoks including: deer population, public survey data, and number/type of complaints.
Timeline	Actions				
3 months	Review the current status of urban deer in Okotoks including: deer population, public survey data, and number/type of complaints.				

	<p>Undertake inter-municipal research to explore strategies and tactics used by other municipalities to manage urban deer.</p> <p>Develop an inventory of deer management strategies and alternative options that align with provincial regulations.</p>
6 months	<p>Identify challenges and issues with current public perception of Okotoks' urban deer and provide recommendations on potential solutions.</p> <p>Review Okotoks' public education materials (printed and electronic) regarding urban deer and methods of sharing information; identify gaps/opportunities to improve effectiveness of public outreach.</p> <p>Review Okotoks bylaws and policies related to wildlife/deer, identify potential gaps or opportunities.</p>
9 months	<p>Identify potential public participation strategies that involve the general public or other stakeholders on urban deer management.</p> <p>Provide guidance and support for the Town's public participation activities.</p> <p>Attend public participation events.</p>
12 months	<p>Provide recommendations to Council that will be considered for inclusion in an Okotoks Urban Deer Strategy and Action Plan. The recommendations must include a clear timeline or logical sequence for implementing any actions, bylaws or activities, as well as an assessment of associated costs (if any).</p>

**Term**

Unless extended through Council resolution, this Task Force's term expires after a one (1) year period **on or before May 31, 2021**.

**Meeting Frequency**

As needed and determined by the UDTF.

**Funding**

Minimal expenses to cover expert speaker travel costs and other meeting expenses drawn from existing budget.



## ALBERTA URBAN MUNICIPALITIES ASSOCIATION 2020 RESOLUTION SUBMISSIONS

### Council / Governance Issue

The deadline for submitting any proposed resolutions to the Alberta Urban Municipalities Association (AUMA) for consideration at the fall 2020 convention is June 30, 2020.

### Recommendation

That the Alberta Urban Municipalities Association resolution(s) as discussed, be recommended to Council for approval at the June 22, 2020 Regular Council Meeting.

### Background and Considerations

As set out in AUMA's resolutions policy, any resolutions should be of municipal concern on a regional or provincial level and adopted by the sponsoring municipality.

One draft resolution lobbying for increased flood mapping standards is attached for consideration.

The deadline for 2020 AUMA resolutions to be submitted has been extended to June 30, 2020 this year due to the COVID-19 pandemic. A further change in the process is the requirement for any resolutions to be seconded by an additional municipality whose council has formally approved the resolution.

### 2020 AUMA Timelines:

#### Timelines (Revised April 2020)

Deadline for submitting resolution, along with confirmation of endorsement by the councils of the moving and seconding municipalities, to <a href="mailto:resolutions@auma.ca">resolutions@auma.ca</a>	June 30, 2020
AUMA's Municipal Governance Committee and Board of Directors reviews, categorizes, and comments on submitted resolutions based on criteria set out in AUMA's <a href="#">Resolutions Policy</a>	July 2020
AUMA publishes resolutions book	August 28, 2020
Members debate and vote on resolutions	AUMA Annual Convention, September 23-25, 2020 in Calgary

### Current Policy or Bylaw Analysis

n/a

### Municipal Comparisons

n/a

**CAO Comments**

AUMA resolutions are important to influence and potentially change provincial priorities. Identifying key advocacy issues is an important role for Council.

**Attachment(s)**

1. Provincial Flood Mapping Standards 2020 AUMA resolution

Prepared by:  
Cathy Duplessis  
Legislative & Policy Services Manager  
June 8, 2020



## Provincial Flood Mapping Standards

**Title of resolution: Increase Provincial Flood Mapping Standards**

**Moved by: Town of Okotoks**

**Seconded by:**

**WHEREAS** flooding is the most common cause of large losses of social aspects, economic impacts, and the loss of life to communities and increasing frequencies of events are evident due to deforestation and climate changes; and

**WHEREAS** current and detailed provincial flood mapping is a crucial element of risk management to all Alberta municipalities; and

**WHEREAS** the design flood mapping is the design that is used to delineate the flood hazard area and is statistically created and based off the 1:100 year return period, 1% chance of occurring in any given year, calculated at the time of the mapping; and

**WHEREAS** current and detailed flood mapping is required to support proper land use policies, infrastructure, transportation, flood warning, evacuation and emergency management planning to prepare and respond to flooding;

**IT IS THEREFORE RESOLVED THAT** the AUMA advocate the Government of Alberta to produce current flood mapping based on a 1:200 year return period.

### **BACKGROUND:**

Floods affects both individuals and communities, and have social, economic, and environmental consequences. The consequences of floods, both negative and positive, vary greatly depending on the location and extent of flooding, and the vulnerability and value of the natural and constructed environments they affect.

Floods have large social consequences for communities and individuals. As most people are well aware, the immediate impacts of flooding include loss of human life, damage to property, destruction of crops, loss of livestock, and deterioration of health conditions owing to waterborne diseases. As communication links and infrastructure such as power plants, roads, and bridges are damaged and disrupted, some economic activities may come to a standstill, people may be forced to leave their homes, and normal life is disrupted.

Similarly, disruption to industry can lead to loss of livelihoods. Damage to infrastructure also causes long-term impacts, such as disruptions to supplies of clean water, wastewater treatment, electricity, transport, communication, education, and health care.





Loss of livelihoods, reduction in purchasing power, and loss of land value in the floodplains can leave communities economically vulnerable.

Floods can also traumatise victims and their families for long periods of time. The loss of loved ones has deep impacts. Displacement from one's home, loss of property, and disruption to business and social affairs can cause continuing stress. For some people, the psychological impacts can be long lasting.

Better and more detailed flood mapping is critical to generate data to determine communities' risk areas, safe evacuation routes, and response planning. Better mapping can also inform municipal planning policies, infrastructure, transportation, and emergency management planning.

As these events have the potential for expanding in frequency and intensity, all municipalities must be provided with proper tools to mitigate impacts where possible.

DRAFT



WE ARE  
economies  
OF SCALE

WE ARE THE  
support  
YOU NEED

WE ARE THE  
experts  
IN MUNICIPALITIES

WE ARE YOUR  
advocate