



THE TOWN OF OKOTOKS
REGULAR COUNCIL MEETING
AGENDA

Monday, February 12, 2024

3:00 PM - Public Session

Pages

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. CLOSED SESSION

(At Council'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*.)

3.1 Citizen Member Appointments (FOIP s. 17(4)(d)(f), 17(5(i))

3.2 Land Sales (FOIP s. 16(1), 24(1)(c)(g), 25(1)(c))

3.3 Regional Planning (FOIP s. 21(1), 24(1)(a)(c)) (verbal report) ADDED ITEM

4. DELEGATIONS (3:00 P.M.) OR (6:00 P.M. by prior arrangement)

4.1 REQUESTED DELEGATIONS

4.2 PUBLIC DELEGATIONS

5. MOTION(S) ARISING FROM CLOSED SESSION

6. CONSENT AGENDA

6.1 MINUTES OF PREVIOUS MEETING

6.1.1 Regular Council Meeting - January 22, 2024

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6.2 BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE

6.2.1 Chief Administrative Officer Approvals

13

Policies CMD-R-4.3 Flag Protocol and CMD-R-4.4 Proclamations and Lighting of the Municipal Centre delegate authority to the Chief Administrative Officer to approve requests.

6.3 FIRST READING BYLAWS

6.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS

6.5 CORRESPONDENCE FOR INFORMATION

- | | | |
|-------|---|----|
| 6.5.1 | Honourable Todd Loewen, Minister of Forestry and Parks, Re: Timber Harvesting - January 15, 2024 | 17 |
| 6.5.2 | Friends of Champion Park Society - Financial Statements for the year ended December 31, 2022 - January 23, 2024 | 19 |
| 6.5.3 | Dr. Theresa Tam, Chief Public Health Officer of Canada, Re: Pan-Canadian Age-Friendly Community Initiative - January 26, 2024 | 25 |
| 6.5.4 | Honourable Devin Dreeshen, Minister of Transportation and Economic Corridors, Re: Nanton Regional Water Supply Funding Request - February 5, 2024 | 27 |

6.6 BOARD AND COMMITTEE MINUTES

- | | | |
|-------|---|----|
| 6.6.1 | Intermunicipal Committee - January 23, 2024 | 29 |
|-------|---|----|

6.7 DISCLOSURE OF CLOSED SESSION ITEMS

7. BUSINESS ITEMS FOR ACTION

- | | | |
|-----|--|----|
| 7.1 | <p>Foothills Tourism Development Zone Report</p> <p>Representatives from Travel Alberta will be in attendance to provide the Foothills Tourism Development Zone Report to Council for information.</p> | 33 |
| 7.2 | <p>Provincial Police Governance Survey and Legislative Amendments</p> <p>The Province is asking stakeholders to respond to a survey regarding the development of regulations related to the <i>Police Amendment Act, 2022</i>.</p> | 93 |

8. BYLAWS

- | | | |
|-----|---|-----|
| 8.1 | <p>Bylaw 13-24 - Fees, Rates, and Charges Bylaw Amendments</p> <p>The purpose of Bylaw 13-24 is to amend Schedule 'A' of Revised Bylaw 09-24 Fees, Rates, and Charges by reordering specific items under the "Utilities" heading to provide increased clarity to stakeholders and establishing GST categories for previously undesignated items.</p> <p>This Bylaw is ready for three readings.</p> | 102 |
|-----|---|-----|

9. NOTICES OF MOTION

10. MOTIONS RE NOTICES

11. CORRESPONDENCE FOR ACTION

- | | | |
|------|--|-----|
| 11.1 | <p>Christine Oakes, Sheep River Health Trust Fund Development & Communications Coordinator, Re: Lighting of the Christmas Tree Raffle Request - February 2, 2024</p> | 196 |
|------|--|-----|

- 12. COUNCILLOR INQUIRIES AND SUGGESTIONS**
- 13. COUNCIL REPRESENTATIVE REPORTS** 198
- 14. PUBLIC HEARING(S) - 7:00 P.M.**
- 14.1 Bylaw 06-24 - Road Closure 199
- The purpose of Bylaw 06-24 is to permanently close and create title to an approximately 1.6 m wide portion of the Westland Street road right-of-way in accordance with the Tillotson Neighbourhood Area Structure Plan.
- 14.2 Bylaw 02-24 - Land Use Redesignation 207
- The purpose of Bylaw 02-24 is to amend Land Use Bylaw 17-21 by redesignating approximately 9.58 hectares (23.67 acres) of NW 20-20-29 W4M from Agricultural and Land Holdings District to Traditional Neighbourhood District and Neighbourhood Core District.
- 15. BYLAWS / BUSINESS RELATING TO HEARING(S)**
- 15.1 Bylaw 06-24 - Road Closure
- Depending on the outcome of the Public Hearing this Bylaw is ready for first reading only.
- 15.2 Bylaw 02-24 - Land Use Redesignation
- Depending on the outcome of the Public Hearing this Bylaw is ready for second reading only.
- 16. ADJOURNMENT**



**TOWN OF OKOTOKS
UNADOPTED MINUTES
FOR THE REGULAR COUNCIL MEETING
HELD MONDAY, JANUARY 22, 2024
AT THE OKOTOKS MUNICIPAL CENTRE
COUNCIL CHAMBER**

**COUNCIL MEMBERS
PRESENT**

Mayor Thorn
Councillor Hallmark
Councillor Heemeryck
Councillor Lang
Councillor Robinson
Councillor Swendseid

**COUNCIL MEMBERS
ABSENT**

Councillor Actemichuk

**ADMINISTRATION
PRESENT**

Chief Administrative Officer Elaine Vincent
Legislative Services Administrator Patty Huber

1. CALL TO ORDER

Mayor Thorn called the meeting to order at 2:12 p.m. and provided a traditional land acknowledgement.

2. ADOPTION OF AGENDA

The following Closed Session item was added to the agenda:

3.6 External Service Level Review Request (*FOIP* s. 24(1)(c)) (verbal report)

MOTION 24.C.019

By Councillor Swendseid

That the agenda for the January 22, 2024 Regular Council Meeting be adopted as amended.

Carried Unanimously

3. CLOSED SESSION

MOTION 24.C.020

By Councillor Lang

That the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 2:14 p.m.

Carried Unanimously

3.1 Land Acquisition (*FOIP* s. 24(1)(a)(g))

3.2 Water Update (*FOIP* s. 24(1)(c))

3.3 Lease Options (*FOIP* s. 16(1)(a), 24(1)(c)(g), 26(1)(c))

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Corporate Services Acting Director Paula Bernat

Chief Financial Officer Ralph Ettenauer

Community Growth, Investment & Sustainability Director Jeff Greene

Operations & Utilities Director Jeremy Huet

Parks & Recreation Director Christa Michailuck

Legislative & Policy Services Manager Cathy Duplessis

Special Projects, Events & Library Liaison Manager Janette Messer

Community Growth & Investment Manager Chris Sargent

Communications & Government Relations Strategic Advisor Ben Morgan

Economic Development Specialist Josh Welz

Planner Colton Nickel

IT Support Analysts Dean Chabot and Trevor Laboucane

Legislative Services Administrators Patty Huber and Janice Storch

MOTION 24.C.021

By Councillor Lang

That the meeting come out of Closed Session at 3:11 p.m.

Carried Unanimously

Break at 3:12 p.m. Reconvene at 3:18 p.m.

4. DELEGATIONS

4.2 PUBLIC DELEGATIONS

- 4.2.1. Okotoks resident David Clark was in attendance to provide comments on draft Bylaw 11-24 Election Signage.
- 4.2.2 Okotoks resident John Nobes was in attendance to provide concerns regarding paper billing charges in Fees, Rates and Charges Bylaw 09-24.

6. CONSENT AGENDA

- 6.1 MINUTES OF PREVIOUS MEETING
 - 6.1.1 Regular Council Meeting - January 8, 2024
- 6.2 BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE
 - 6.2.1 Local Government Fiscal Framework
 - 6.2.2 Recreation Fee Assistance Policy Utilization
 - 6.2.3 Fire Services Medical Responses Monthly Update
 - 6.2.4 Chief Administrative Officer Approvals
- 6.3 FIRST READING BYLAWS
 - 6.3.1 Bylaw 12-24 - Land Use Bylaw Amendment
 - 6.3.2 Bylaw 11-24 - Election Signage
- 6.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS
 - 6.4.1 Councillor Robinson - Okotoks Property Assessment Categories
- 6.5 CORRESPONDENCE FOR INFORMATION
 - 6.5.1 United Way/Okotoks Partnership Committee Member Resignation - January 7, 2024
 - 6.5.2 Jessica Hunting, Community Relations Lead Power & Energy Solutions Projects Canada, TC Energy, Re: Saddlebrook Solar and Storage Project In-Service - January 17, 2024
- 6.6 BOARD AND COMMITTEE MINUTES
 - 6.6.1 Governance and Priorities Committee - January 15, 2024
 - 6.6.2 United Way / Okotoks Partnership Committee - January 9, 2024
- 6.7 DISCLOSURE OF CLOSED SESSION ITEMS
 - None

MOTION 24.C.022

By Councillor Swendseid

That items 6.2.1 and 6.2.2 be exempt from the Consent Agenda and added to Business Items for Action; the minutes under 6.1.1 be adopted as presented; Bylaw 12-24 Land Use Bylaw Amendment and Bylaw 11-24 Election Signage be read a first time; and the remaining items be received as information.

Carried Unanimously

7. BUSINESS ITEMS FOR ACTION

7.1 Local Government Fiscal Framework

Chief Financial Officer Ralph Ettenauer responded to questions from Council regarding the Local Government Fiscal Framework report.

MOTION 24.C.023

By Councillor Swendseid

That the Local Government Fiscal Framework report be received as information.

Carried Unanimously

7.2 Recreation Fee Assistance Policy Utilization

Parks & Recreation Director Christa Michailuck and Family Resource Centre Specialist Sherri Mullen responded to questions from Council regarding the Recreation Fee Assistance Policy Utilization report.

MOTION 24.C.024

By Councillor Swendseid

That the Recreation Fee Assistance Policy Utilization report be received as information.

Carried Unanimously

8. BYLAWS

8.1 Bylaw 10-24 - Election Procedures Bylaw Amendment

Legislative & Policy Services Manager Cathy Duplessis reviewed the report containing the issue that the purpose of Bylaw 10-24 is to amend the Election Procedures Bylaw by setting out the differences in procedures for by-elections.

MOTION 24.C.025

By Councillor Lang

That Bylaw 10-24 be read a first time.

Carried Unanimously

MOTION 24.C.026

By Councillor Heemeryck

That Bylaw 10-24 be read a second time.

Carried Unanimously

MOTION 24.C.027

By Councillor Swendseid

That authorization be given to read Bylaw 10-24 a third time.

Carried Unanimously

MOTION 24.C.028

By Councillor Hallmark

That Bylaw 10-24 be read a third time and passed.

Carried Unanimously

9. NOTICES OF MOTION

None

10. MOTIONS RE NOTICES

None

11. CORRESPONDENCE FOR ACTION

None

12. COUNCILLOR INQUIRIES AND SUGGESTIONS

Councillor Lang provided information that the outside benches at the Okotoks Arts and Learning Campus are in poor condition, and inquired when they will be repaired.

Chief Administrative Officer Elaine Vincent provided a response that the design of the benches is not conducive to Alberta weather adding that they are under warranty and Administration is in discussion with the supplier to find an alternate product.

Councillor Robinson provided a comment that he was sent a photograph of a resident using the outdoor arena next to John Paul II School and asked for confirmation that this ice surface is in full operation with working lights, etc.

Chief Administrative Officer Elaine Vincent provided a response that the Parks team cleared pathways and skating rinks last week and confirmed that there are now five (5) rinks open with working lights, adding that the Town's website is updated daily to inform residents of the outdoor arenas that are ready for use.

Councillor Swendseid provided an inquiry regarding the future widening of 32nd Street and if this decision will be based on population.

Chief Administrative Officer Elaine Vincent provided a response that intersection changes are governed by the Traffic Management Plan (TMP) and a Traffic Impact Assessment (TIA). A TMP is a high-level document that anticipates population growth and level of service implications on the road network. A TIA is completed whenever development is considered in an area to determine if the proposed changes to development will impact the traffic service level that is approved by Council. If the TIA indicates an established service level is deemed "failed" it then prompts an intersection to be upgraded. If intersection changes are required, funding is provided by the Town and development dependent upon how much is background growth (Town funded) versus development growth (developer funded).

13. COUNCIL REPRESENTATIVE REPORTS

Mayor Thorn, Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid reported on their activities since the last Council meeting.

14. PUBLIC HEARING(S)

None

15. BYLAWS / BUSINESS RELATING TO HEARING(S)

None

3. CLOSED SESSION (RESUMED)

MOTION 24.C.029

By Councillor Lang

That the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 4:29 p.m.

Carried Unanimously

3.3 Lease Options (*FOIP* s. 16(1)(a), 24(1)(c)(g), 26(1)(c)) (continued)

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Corporate Services Acting Director Paula Bernat

Chief Financial Officer Ralph Ettenauer
 Community Growth, Investment & Sustainability Director Jeff Greene
 Operations & Utilities Director Jeremy Huet
 Parks & Recreation Director Christa Michailuck
 Legislative & Policy Services Manager Cathy Duplessis
 Special Projects, Events & Library Liaison Manager Janette Messer
 Community Growth & Investment Manager Chris Sargent
 Communications & Government Relations Strategic Advisor Ben Morgan
 Economic Development Specialist Josh Welz
 Planner Colton Nickel
 IT Support Analyst Trevor Laboucane
 Legislative Services Administrator Patty Huber
 Legislative Services Administrator Janice Storch (absent from 4:42 to 4:52 p.m.)

3.4 Intermunicipal Approvals (*FOIP* s. 21(1), 24(1(a)(c))

In Attendance

Mayor Thorn
 Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid
 Chief Administrative Officer Elaine Vincent
 Corporate Services Acting Director Paula Bernat
 Community Growth, Investment & Sustainability Director Jeff Greene
 Parks & Recreation Director Christa Michailuck
 Legislative & Policy Services Manager Cathy Duplessis
 Special Projects, Events & Library Liaison Manager Janette Messer
 Community Growth & Investment Manager Chris Sargent
 Communications & Government Relations Strategic Advisor Ben Morgan
 Planner Colton Nickel
 Legislative Services Administrators Patty Huber and Janice Storch

MOTION 24.C.030

By Councillor Hallmark

That the meeting come out of Closed Session at 5:58 p.m.

Carried Unanimously

4. DELEGATIONS (RESUMED)

4.1 REQUESTED DELEGATIONS

4.1.1 Awesome Kid Awards

Grade 4 and 5 students from Ecole Percy Pegler School's Nature Based Learning Class were in attendance to be recognized for helping with snow shoveling in the community.

3. CLOSED SESSION (RESUMED)

MOTION 24.C.031

By Councillor Lang

That the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 6:17 p.m.

Carried Unanimously

3.5 Champion Park (*FOIP* s. 24(1)(a)(c))

3.6 External Service Level Review Request (*FOIP* s. 24(1)(c))

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Corporate Services Acting Director Paula Bernat

Parks & Recreation Director Christa Michailuck

Legislative & Policy Services Manager Cathy Duplessis

Special Projects, Events & Library Liaison Manager Janette Messer

Communications & Government Relations Strategic Advisor Ben Morgan

Legislative Services Administrators Patty Huber and Janice Storch

MOTION 24.C.032

By Councillor Lang

That the meeting come out of Closed Session at 7:07 p.m.

Carried Unanimously

5. MOTION(S) ARISING FROM CLOSED SESSION

MOTION 24.C.033

By Councillor Robinson

That option 2B as contained in Closed Session item 3.2 be endorsed.

Carried Unanimously

16. ADJOURNMENT

MOTION 24.C.034

By Councillor Lang

That the January 22, 2024 Regular Council Meeting adjourn at 7:08 p.m.

Carried Unanimously


CHIEF ADMINISTRATIVE OFFICER APPROVALS
Information Release

Policies CMD-R-4.3 Flag Protocol and CMD-R-4.4 Proclamations and Lighting of the Municipal Centre delegate authority to the Chief Administrative Officer (CAO) to approve requests.

For Council's information, the following requests have been approved by the CAO or were previously approved on a recurring basis.

Proclamations, raising and lowering of flags, and lighting of the Municipal Centre events are published on the Town's website.

Requesting Organization	Type of Request and Date		
	Proclamation	<i>Lighting of the Municipal Centre</i>	Flag Raising
Wear Red Canada	Wear Red Canada Day - February 13	n/a	n/a

Attachment(s):

1. Wear Red Canada Proclamation Request

Prepared by:

Legislative Services
February 06, 2024



**Wear Red Canada Day
February 13, 2024**

WHEREAS, Heart disease is the number one killer of women worldwide and the leading cause of premature death for Canadian women, a fact unknown to many women and their healthcare providers; and

WHEREAS, The Canadian Women's Heart Health Alliance is an organization of volunteer health professionals and patients working hard to improve women's heart health; and

WHEREAS, Wear Red Canada Day is celebrated annually to raise awareness for all Canadians, but especially Canadian women, to be mindful, curious, and proactive in the management of their heart health and wellness; and

WHEREAS, We want to see better prevention, diagnosis, and care and fewer women dying prematurely from heart disease;

THEREFORE Members of Okotoks Town Council, do hereby proclaim February 13, 2024 as Wear Red Canada Day in the Town of Okotoks.

Dated this 12th day of February 2024

---- Original Signed ----



Proclamation, Lighting or Flag Request at the Municipal Centre

Town of Okotoks Corporate Services
 5 Elizabeth Street
 Okotoks AB T1S 1K1
 Inquiries: Phone 403.938.8900 or cao@okotoks.ca

Please Note: Please ensure your request has come in no less than 10 business days prior to the requested Start Date.

Name of the Requesting Organization *

WEAR RED CANADA

Occasion Title *

WEAR RED CANADA DAY

Request Type *

- Proclamation
 Lighting of the Municipal Centre
 Honorary Flag Raising

If requesting a proclamation, the proclamation document must be uploaded below.

Proclamation Start Date *

2/13/2024

Proclamation End Date *

2/13/2024

Please provide comments to support your request below:

Good afternoon,

I hope this email finds you well. I am writing with a request to submit a proclamation for Wear Red Canada Day on February 13th 2023, an initiative run by the Canadian Women's Heart Health Alliance---a volunteer and non-profit based group of healthcare professionals, patients, and advocates for women's heart health.

Wear Red Canada Day is aimed towards spreading awareness about female heart health, which is an overlooked and undertreated issue affecting 32,000 Canadian women each year. This initiative will involve many fundraisers across the country, with all proceeds going towards the Canadian Women's Heart Health Alliance, which provides research, funding, and healthcare for women with heart disease.

In this email I have attached a letter with more information, as well as a drafted proclamation letter.

Please let me know if you have any questions and I look forward to hearing back!

Thank you for supporting women's heart health.

Best,

Khushman Sekhon

Contact Information

First Name *

KHUSHMAN

Last Name *

SEKHON

Phone *

[REDACTED]

Email *

[REDACTED]

Confirm Email *

[REDACTED]

Address *

Street Address

40 RUSKIN STREET, ROOM S-112

Street Address Line 2

City / Town

OTTAWA

Province

ON

Postal Code

K1Y 4W7

Please upload the proclamation document and any other documents or details supporting your request (i.e.: letter from organization, promotional material, etc.). *

proclamation draft.docx

18.9KB

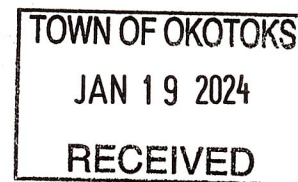
The personal information on this form is being collected under the authority of Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act and will be used to respond to your request. Should you have any questions regarding the collection or use of your personal information, please contact the FOIP Coordinator at foip@okotoks.ca or 403.938.8944.



ALBERTA

Forestry and Parks

Office of the Minister
MLA, Central Peace - Notley



AR-18144

JAN 15 2024

Her Worship Tanya Thorn
Mayor, Town of Okotoks
Office of the Mayor
PO Box 20, Stn. Main, 5 Elizabeth Street
Okotoks AB T1S 1K1

Dear Mayor Thorn:

My colleague, Honourable Rebecca Schulz, Minister of Environment and Protected Areas, forwarded your November 24, 2023 letter regarding timber harvesting in southern Alberta and the rules governing these activities. As Minister of Forestry and Parks, I appreciate the opportunity to respond on behalf of Alberta's government.

All forest management activity in Alberta is based on the Alberta Forest Management Planning Standard, developed in accordance with *Canadian Standards Association Z809-02 Sustainable Forest Management: Requirements and Guidance* document. Timber harvesting activities are governed by the *Forests Act* which legislates the long-term sustainability of forest resources and requires Alberta's forests be managed in accordance with sustainable forest management principles. All forest companies are required to demonstrate how they will manage for many factors including the maintenance of watershed values such as water quality and water quantity.

As our forests age, they become increasingly susceptible to catastrophic wildfire. Normally, wildfire is a natural process of regeneration in the boreal forest, but as we have seen this year, catastrophic wildfire can be devastating not only to the landscape, but also to people's homes, lives, and livelihoods. Harvesting is an important part of responsible forest management in that it removes some of the fuel that enable catastrophic wildfires to start and spread. Forestry companies are responsible for the reforestation of the area that is logged, and forest management plans are developed using an integrated planning approach that incorporates watershed, aesthetics, fisheries, wildlife, pest risk and damage, wildfire, and recreation.

Forest management activities are further informed by the higher-level South Saskatchewan Regional Plan that recognizes timber harvesting as an approved activity on the landscape and maintains the view that healthy resilient forests help support a dynamic forest industry and community stability over the long term.

Forest management plans are developed using an integrated planning approach that incorporates watershed function, aesthetics, fisheries, wildlife, pest risk and damage, wildfire risk, and recreation. Harvest areas are designed to maintain cover and different habitat types for a variety of species and areas requiring additional protection, such as watercourses, are protected with unharvested buffers based on the watercourse size and function.

.../2

Her Worship Tanya Thorn
Page Two

Predicting the impacts of forestry activities to water quantity is a requirement under the Alberta Forest Management Planning Standard. To inform the province's forest management decisions, the department's assessment and hydrological modelling are based on the best available science and practices. Our forest hydrologists are constantly evaluating research and best practices to improve forest management policies to ensure the long-term health of all our forest resources. Current analyses of the approved 2023 harvest in the Upper Highwood area indicate the activity poses low risk of negative impact to the hydrology of the area's watercourses and, consequently, downstream users.

Adherence to all relevant legislation and regulation is an expectation of timber disposition holders operating on public land in Alberta. The Alberta Timber Harvest Planning and Operating Ground Rules (2023) (available at <https://open.alberta.ca/publications/timber-harvest-planning-and-ogr-2023>) has specific provisions to mitigate risk and protect water values. Sections 2.17 and 2.18 outline specific provisions the company must follow to ensure important hydrological and wildlife values are maintained.

The proposed harvest in the Highwood area mentioned in your letter was scheduled to take place between 2021 and 2031, as part of the Spray Lake Sawmills Forest Management Plan (available at <https://open.alberta.ca/publications/spray-lake-sawmills-2021-forest-management-plan>) approved in 2021. The timing of the harvest, commencing in late 2023, does not represent an acceleration.

The Government of Alberta has a variety of engagement processes to address the needs of the public, key stakeholders, and Indigenous peoples. Indigenous consultation per *The Government of Alberta's Guidelines on Consultation with First Nations on Land and Natural Resource Management (2014)*, and *The Government of Alberta's Proponent Guide to First Nations and Metis Settlements Consultation Procedures (2019)* was conducted on the Forest Management Plan at Level 3 (extensive), and the associated General Development Plan at Level 2 (standard). The adequacy of those consultations was a critical consideration in the plan approvals. As industry engagement with the public and First Nations are ongoing processes, I encourage you to seek opportunities to share your ideas and concerns directly with Spray Lake Sawmills.

Considering the importance of managed disturbance to the health and integrity of our forests, their ecosystems, and the myriad services they provide to Albertans, the ministry does not support a moratorium on harvesting in the eastern slopes. Responsible forest harvesting is a critical tool in ensuring the sustainability of our forest resources.

The Government of Alberta routinely evaluates policy and practices for improvements that reflect science, societal, cultural, economic, and environmental information and the *Forests Act* was recently amended in 2020. If you would like to hear more about our Forest Management Planning processes and our compliance/enforcement framework, please contact Erica Samis, Calgary Forestry Manager, Forestry and Parks, at 403-644-1734 or erica.samis@gov.ab.ca.

Sincerely,



Todd Loewen
Minister

cc: Honourable Rebecca Schulz
Minister of Environment and Protected Areas

FRIENDS OF CHAMPION PARK SOCIETY

STATEMENT OF REVENUE AND EXPENDITURES

DECEMBER 31, 2022

FRIENDS OF CHAMPION PARK SOCIETY

DECEMBER 31, 2022

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SCASE & PARTNER

CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Members of Friends of Champion Park Society:

We have audited the accompanying statement of revenue and expenditures of the Friends of Champion Park Society for the year January 1, 2022 to December 31, 2022 under an agreed-upon procedure engagement using specified audit procedures.

In our opinion, the accompanying statement of revenue and expenditures presents fairly, in all material respects the financial position of the Friends of Champion Park Society for the year January 1, 2022 to December 31, 2022.

Management's Responsibility for the Statement

Management is responsible for the preparation of the statement of revenue and expenditures in accordance with such internal control as management determines is necessary to enable the preparation of a statement that is free from material misstatement, whether due to fraud or error. The statement includes specific information related to the funding of the Society.

Auditor's Responsibility

Our responsibility is to express an opinion on the statement based on evidence we have obtained. We conducted our audit in accordance with specified audit procedures. The CPA Canada Handbook - Accounting require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the statement. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, if any, as well as evaluating the overall presentation of the statement of revenue and expenditures.

We believe that the audit evidence we obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis of Accounting and Restriction on Distribution and Use.

Without modifying our opinion, we draw attention to the summary of accounting policies for the statement of revenue and expenditures which describes the basis of accounting. As a result, the statement of revenue and expenditure may not be suitable for another purpose. Our report is intended solely for the stakeholders and members of Friends of Champion Park Society and should be limited in its distribution to the stakeholders and members of the Friends of Champion Park Society.

Calgary, Alberta
September 9, 2023



Chartered Professional Accountants

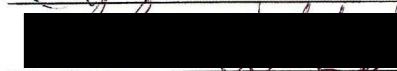
FRIENDS OF CHAMPION PARK SOCIETY

STATEMENT OF REVENUE AND EXPENDITURES FOR THE YEAR JANUARY 1 TO DECEMBER 31

	2022	2021	
Budget-Unaudited			
REVENUE			
Receipts from stakeholders	\$ 294,187	\$ 231,931	\$ 190,064
Summer job grants	3,655	2,685	2,025
Rent and others	1,500	6,750	1,350
	299,342	241,366	193,439
EXPENDITURE			
Property management and staffing	81,614	82,850	65,244
Railway Maintenance	105,500	72,044	20,956
General maintenance	40,470	25,971	39,565
Utilities	25,065	20,966	19,988
Repairs and maintenance	25,350	17,682	25,686
Insurance	8,293	9,470	9,132
Professional fees	3,790	8,078	3,900
Telephone and internet	1,860	1,913	1,728
Travel expenses	1,600	1,700	1,736
Security	1,000	641	641
Office	4,800	51	4,863
	299,342	241,366	193,439
EXCESS OF REVENUE OVER EXPENDITURES	\$ NIL	\$ NIL	\$ NIL

APPROVED ON BEHALF OF THE BOARD:

 Director

 Director

FRIENDS OF CHAMPION PARK SOCIETY

NOTES TO THE STATEMENT OF REVENUE AND EXPENDITURES

AS AT DECEMBER 31, 2022

INCORPORATION AND NATURE OF OPERATIONS

Friends of Champion Park Society (the "Society") was incorporated on August 28, 2017 under the Societies Act of Alberta by the County of Foothills and the Town of Okotoks. The Society's aim is to maintain, preserve and operate the Champion Park for the benefit of residents of the County of Foothills, the Town of Okotoks and surrounding areas. The two stakeholders, the County of Foothills and the Town of Okotoks hold equal interests in the Society and all assets are owned by the two stakeholders. The organization is not taxable under Section 149(1)(i) of the Income Tax Act.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND NOTES TO STATEMENT

This statement of revenue and expenditures has been prepared by management in compliance with accounting standards for not for profit organizations and as required by the stakeholders. The statement has, in management's opinion, been properly prepared within the framework of the accounting policies summarized as follows:

- (a) The Society follows the accrual basis of accounting for revenue and expenses.
- (b) The Society has entered into an agreement with AbiCo Property Solutions Inc. to provide limited administrative, security and ground maintenance services. Under the terms of service in this agreement, the Society may renew the contract for up to five (5) additional one (1) year periods, subject to the issuing a notice of intention to do so to AbiCo Property Inc. no later than one hundred (120) days before the last day of the existing term.

The existing term of the current agreement is for the current year January 1, 2022 to December 31, 2022 and this agreement with AbiCo Property Solutions Inc. was entered into prior to the current year ended.

- (c) The land and other assets of Champion Park are owned equally by the County of Foothills and Town of Okotoks.
- (d) All the expenses related to the Society are equally funded by the County of Foothills and Town of Okotoks.

2. COMMITMENTS

The Society's contract with AbiCo Property Solutions Inc. is based on:

- (a) A base fee of \$5,437 per month plus GST.
- (b) Reimbursement for utilities and supplies as prescribed in the budget.
- (c) Mileage for AbiCo Property Solutions Inc.'s vehicles used in the provision of the services at a per kilometre rate in accordance with current Canada Revenue Agency guidelines.



Her Worship Tanya Thorn, Mayor of the Town of Okotoks
5 Elizabeth Street
Okotoks, AB T1S 2C1

Dear Mayor Thorn:

On behalf of the Public Health Agency of Canada (PHAC), I am pleased to offer my congratulations to the Town of Okotoks on being recognized by the Government of Alberta for its commitment to becoming an Age-Friendly Community (AFC).

Making communities age-friendly has been identified as one of the best ways to help older adults remain healthy and active, while enabling them to be and do what they value. Age-friendly communities encourage healthy aging by improving and preserving health, physical, social and mental wellness, independence and quality of life. At the same time, they create better, safer and healthier places for all Canadians to live and thrive as they age.

PHAC and the World Health Organization (WHO) recognize the importance of creating social and physical environments in communities that facilitate active and healthy aging. By creating environments that foster the abilities of older people, the Town of Okotoks is supporting the United Nations Decade of Healthy Ageing (2021-2030). On behalf of PHAC and the WHO, I am pleased to endorse the Government of Alberta's recognition of your community's commitment to becoming age-friendly.

In becoming part of the Pan-Canadian Age-Friendly Community Initiative, Okotoks has the immediate benefit of also being pre-approved to join the WHO Global Network for Age-Friendly Cities and Communities. To finalize the process of being added to the list of WHO Network Members, please visit the following link: <https://extranet.who.int/agefriendlyworld/application-form/>.

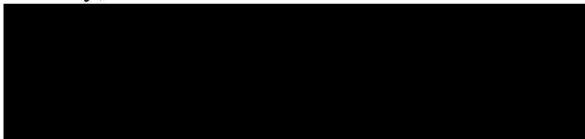
Once membership is processed by the WHO, you can log in to your profile page to download an official certificate of membership. Please note that while you will be required to enter general information about Okotoks' age-friendly work, you will not have to undergo an additional screening process and will be accepted upon completion of the form. For further information about membership in the Global Network you are invited to read the Terms of Reference for Membership at the following link: <https://extranet.who.int/agefriendlyworld/membership/>.



I would encourage active engagement in the Global Network, as this will allow you the greatest benefit and international visibility. Members are also required to submit at least one Age-Friendly practice per year in order to maintain membership. Your age-friendly practices can be submitted via the following link: <https://extranet.who.int/agefriendlyworld/submit-afp/>.

Please accept our best wishes for your continued efforts to support healthy aging, and in leading the way for other communities in Alberta, and across Canada, to become age-friendly.

Sincerely,



Dr. Theresa Tam, BMBS (UK), FRCPC
Chief Public Health Officer of Canada

c.c.:

Thiago Hérick de Sá, Age-friendly Environments, WHO
herickdesat@who.int

Sian Anderson, Community Wellness Team Lead, Town of Okotoks
sanderson@okotoks.ca

Carol Ching, Seniors, Community and Social Services, Government of Alberta
carol.ching@gov.ab.ca



ALBERTA

TRANSPORTATION AND ECONOMIC CORRIDORS

*Office of the Minister
MLA, Innisfail-Sylvan Lake*

February 5, 2024

AR 96013

Her Worship Tanya Thorn
Mayor
Town of Okotoks
P.O. Box 20, Station Main
5 Elizabeth Street
Okotoks, AB T1S 1K1
tthorn@okotoks.ca

Dear Mayor Thorn:

Thank you for your letter expressing your Council's support of the Town of Nanton's 2024 project application seeking funding for a potable water pipeline from High River to Nanton through the Water for Life (W4L) program.

The Government of Alberta recognizes the challenges faced by municipalities in undertaking municipal infrastructure projects, particularly drinking water. The W4L program is intended to promote regional collaboration in delivering water and assists in constructing high-priority municipal water supply and treatment, wastewater treatment, and disposal projects. W4L prioritizes the support for regional systems as, in the long run, they are, more cost-effective and environmentally sustainable than independent systems.

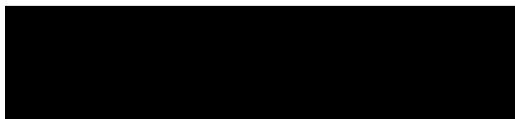
I am pleased to know the objectives of the program are welcomed by groups of municipalities collaborating collectively, and wish you success in implementing your own Foothill-Okotoks Regional Water Project. I understand that this collaborative effort also supports the long-term growth, economic development, and sustainability of your communities.

The department is currently in the process of evaluating and ranking applications for the program, carefully considering priorities and budget availability. Once budget approval is confirmed by Treasury Board and Finance, I will review the recommended projects and communicate decisions on the applications soon after the annual budget announcement.

.../2

Thank you for your interest in the regional potable water pipeline project between the Town of Nanton and the Town of High River. I value your ongoing commitment to advancing our shared goals within our communities.

Sincerely,



Honourable Devin Dreeshen, ECA
Minister of Transportation and Economic Corridors

cc: Chelsea Petrovic, MLA for Livingstone-Macleod
Jennifer Handley, Mayor, Town of Nanton
Craig Snodgrass, Mayor, Town of High River
Darren Davison, Director, Southern Region, Transportation and Economic Corridors.

**UNADOPTED MINUTES
OF THE FOOTHILLS COUNTY AND TOWN OF OKOTOKS
INTERMUNICIPAL COMMITTEE MEETING
HELD ON JANUARY 23, 2024
IN THE OKOTOKS COUNCIL CHAMBER AND VIA VIDEOCONFERENCE**

PRESENT	<u>Foothills County</u> Reeve Dillah Miller Deputy Reeve Don Waldorf (Alternate) Councillor R.D. McHugh	<u>Town of Okotoks</u> Mayor Tanya Thom Councillor Ken Heemeryck Councillor Brent Robinson
STAFF PRESENT	Harry Riva Cambrin, Municipal Manager Ryan Payne, Chief Administrative Officer Julie McLean, Deputy Director of Planning Jeff Porter, Manager of Parks and Recreation Sheri Barrett, Manager of Legislative Services Krista Conrad, Legislative Services Morgan Nesom, Legislative Services	Elaine Vincent, Chief Administrative Officer Ralph Ettenauer, Chief Financial Officer Jeff Greene, Community Growth, Investment & Sustainability Director Jeremy Huet, Operations & Utilities Director Christa Michailuck, Parks & Recreation Director Paula Bernat, Corporate Services Acting Director Janette Messer, Special Projects, Events & Library Liaison Manager Colton Nickel, Planner Janice Storch, Legislative Services Administrator
GUESTS:	Councillor Suzanne Oel (Foothills - Alternate) Councillor Barb Castell (Foothills)	

1. CALL TO ORDER

Town of Okotoks Chief Administrative Officer Elaine Vincent called the meeting to order at 1:02 p.m. and provided a traditional land acknowledgement.

Foothills County Chief Administrative Officer Ryan Payne indicated that Foothills County has designated Reeve Miller as the Co-Chair and the Alternate Co-Chair is Councillor McHugh.

Town of Okotoks Chief Administrative Officer Elaine Vincent indicated that the Town of Okotoks has designated Mayor Thom as the Co-Chair and the Alternate Co-Chair is Councillor Heemeryck.

MOTION: By Reeve Miller that Reeve Miller from Foothills County and Mayor Thorn from the Town of Okotoks be acknowledged as the Co-Chairs; and that Councillor McHugh from Foothills County and Councillor Heemeryck from the Town of Okotoks be acknowledged as the Alternate Co-Chairs of the Intermunicipal Committee.
Carried Unanimously

Mayor Thorn assumed the Chair at 1:07 p.m.

2. ADOPTION OF AGENDA

MOTION: By Deputy Reeve Waldorf that the January 23, 2024 agenda for the Intermunicipal Committee Meeting be adopted as presented.
Carried Unanimously

3. MINUTES OF PREVIOUS MEETING

3.1 Intermunicipal Committee Meeting - September 21, 2023

MOTION: By Councillor Heemeryck that the word “decision” be replaced with the phrase “to proceed as discussed” in the Motion Arising regarding Closed Session item 5.3, and the minutes of the Intermunicipal Committee Meeting held September 21, 2023 be adopted as amended.
Carried Unanimously

4. BUSINESS

4.1 Foothills / Okotoks Regional Water Project Update

Operations & Utilities Director Jeremy Huet reviewed the report containing the issue that an update on the Foothills / Okotoks Regional Water Project is provided for information.

MOTION: By Councillor Robinson that the Foothills / Okotoks Regional Water Project Update be received as information.
Carried Unanimously

4.2 338 Avenue Overpass Update

Reeve Miller provided an update regarding the anticipated inclusion of the Highway 2 and 338 Avenue Overpass in the Provincial budget at the end of February 2024, as well as discussions Foothills County have had with the Alberta Transportation and Economic Corridors Ministry regarding possible design changes at the intersection of Highway 2A and 306 Avenue.

MOTION: By Deputy Reeve Waldorf that the Highway 2 and 338 Avenue Overpass Update discussion be received as information.
Carried Unanimously

5. CLOSED SESSION

MOTION: By Reeve Miller that the meeting go In Camera as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 1:17 p.m.
Carried Unanimously

5.1 Champion Park (FOIP s. 24(1)(a)(c))

In Attendance

All Elected Officials and municipal staff present remained in the room for the discussion.

MOTION: By Councillor Heemeryck that the meeting come out of Closed Session at 2:02 p.m.
Carried Unanimously

6. MOTIONS ARISING

6.1 Champion Park

MOTION: By Deputy Reeve Waldorf that the discussion regarding Champion Park be postponed to the March 26, 2024 Intermunicipal Committee Meeting.
Carried Unanimously

7. NEXT MEETING DATE

The next meeting of the Intermunicipal Committee is March 26, 2024 at 1:00 p.m. in High River.

8. ADJOURNMENT

MOTION: By Councillor Robinson that the January 23, 2024 Intermunicipal Committee Meeting adjourn at 2:04 p.m.

Carried Unanimously



Council
February 12, 2024

FOOTHILLS TOURISM DEVELOPMENT ZONE REPORT

Issue

Representatives from Travel Alberta will be in attendance to provide the Foothills Tourism Development Zone Report to Council for information.

Motion Proposed by Administration

That the Foothills Tourism Development Zone Report be received as presented and used as an economic development document to guide future planning that strengthens Okotoks' local economy.

Report, Analysis and Financial Implications

In 2019, the Government of Alberta identified tourism as a priority sector for economic growth and job creation and set an ambitious target to double tourism expenditures by 2030. To accomplish this, Travel Alberta introduced the Bootstrap Plan, a three-year initiative designed to kickstart Alberta's 10-year Tourism Strategy. After extensive engagement across the Province, Travel Alberta identified 10 Tourism Development Zones with a high potential for tourism growth and economic impact over the next 10 years. The Foothills region has been identified as one of the 10 Tourism Development Zones and includes the following communities: Calgary, Canmore, Bragg Creek, Diamond Valley, High River, Longview, Nanton and Okotoks.

Travel Alberta has compiled the attached Discovery Report, summarizing the key findings following engagement with stakeholders in the region. The purpose of this report is to serve as a basis for future destination development plans in the Foothills. In order to develop the Foothills tourism region, a comprehensive destination plan is necessary to guide and align all stakeholders.

This Discovery Report informs and identifies specific actions Travel Alberta, the Government of Alberta and communities within the Foothills Tourism Development Zone should take to support the design of a comprehensive Destination Development Plan. This report aligns the tourism development ambitions of local stakeholders with the Province's goal to double tourism revenue by 2030.

As Travel Alberta makes progress on these development plans, Administration will meet regularly with Travel Alberta and provide regular progress reports to Council.

Strategic Plan Goals

<input checked="" type="checkbox"/>	Responsibly Managed Growth	<input type="checkbox"/>	Demonstrated Environmental Leadership
<input checked="" type="checkbox"/>	Strong Local Economy	<input type="checkbox"/>	Enhanced Culture & Community Health
<input type="checkbox"/>	Organizational Excellence		

Equity/Diversity/Inclusivity Impacts and Strategy

Tourism can promote equity, diversity, and inclusivity by actively embracing and celebrating the rich tapestry of cultures, traditions, and perspectives present in Okotoks. Encouraging the development of locally-owned businesses, supporting cultural festivals, and facilitating authentic interactions between visitors and residents can foster a more inclusive tourism and community experience.

Additionally, promoting responsible tourism practices that respect and preserve the natural and cultural heritage of destinations ensures that benefits are distributed equitably among local populations. By prioritizing diversity in marketing and representation, Okotoks can create an environment that welcomes visitors from all walks of life, fostering a sense of belonging and shared understanding.

Ultimately, a commitment to equity, diversity, and inclusivity in tourism not only enriches the travel experience but also contributes to the sustainable development and well-being of Okotoks.

Environmental Impacts

The Government of Alberta is striving to double the tourism economy by 2030 by capitalizing on rural Alberta's untapped potential. Doubling tourism in Alberta presents an opportunity to bolster the economy, but also raises concerns about environmental sustainability. Effective tourism management is paramount to mitigate the negative environmental impacts associated with increased visitor numbers. By prioritizing sustainable practices such as promoting eco-friendly or active transportation, implementing renewable energy solutions, enforcing stringent waste management policies, setting carrying capacity limits for sensitive ecosystems, and fostering responsible tourist behavior through education and community engagement, we can ensure that tourism growth aligns with environmental conservation goals. Proactive management not only safeguards natural resources and habitats but also preserves the unique cultural heritage of the region, making tourism a force for positive change while minimizing its ecological footprint.

Governing Policies/Bylaws/Legislation or Agreements

The Town of Okotoks 2022-2025 Strategic Plan focuses on a strong local economy. Tourism plays a pivotal role in driving Okotoks' strategic initiative towards a robust local economy by infusing the community with economic vitality and growth. As visitors come to experience the town's natural beauty, cultural heritage, and recreational offerings, they contribute to increased spending in local businesses, thus stimulating entrepreneurship and job creation. Moreover, the revenue generated from tourism can be reinvested into infrastructure development, further enhancing the town's appeal and accessibility. By strategically promoting Okotoks as a must-visit destination, the tourism sector becomes a catalyst for

economic diversification, resilience, and long-term sustainability, ensuring that the town thrives economically while preserving its unique identity and charm for generations to come.

Public Participation Strategy

The recent Foothills Tourism Development Zone engagement sessions consisted of 227 stakeholders, comprising of 76 businesses representing 6 diverse communities. These sessions served as a platform for collaborative dialogue and collective vision-building. Through open discussions and active participation, valuable insights were gathered, illuminating the aspirations, concerns, and unique perspectives of all involved parties. The culmination of these engagements is encapsulated in the comprehensive "What We Heard" report, a cornerstone document attached to the Foothills Tourism Development Zone Discovery Report.

Alternatives for Consideration

n/a

CAO Comments

Advancing this strategy provincially will help inform local activities that are based on an extensive engagement strategy.

Attachment(s)

1. Foothills Tourism Development Zone Discovery Report 2023
2. Travel Alberta's Bootstrap Plan

Prepared by:
Lorie Watson
Economic Development Specialist
February 01, 2024

TOURISM DEVELOPMENT ZONE

Foothills



**DISCOVERY
REPORT
2023**

CONTENTS

- 03 **Preface**
- 04 **Introduction**
- 10 **Stakeholder Engagement**
- 12 **Indigenous Engagement**
- 14 **Discovering the Destination**
- 18 **Destination Analysis**
- 28 **Vision for the Future**
- 31 **Conclusion and Next Steps**



Front cover:
Elevated Escapes, Bragg Creek

Eau Claire Distillery, Diamond Valley

PREFACE

To achieve its full potential, the Foothills Tourism Development Zone (TDZ) requires an unprecedented commitment to prioritize tourism. Public and private partners must commit to taking a regenerative approach to tourism that ensures a positive influence on the economy, enhances the quality of life for residents, preserves agricultural and ranching heritage, and protects the ecology of the natural environment.

The purpose of this Foothills TDZ Discovery Report is to:

- Highlight tourism assets most likely to attract a diverse array of high-value visitors
- Identify the specific challenges facing the area
- Outline strategies for making the most of this TDZ
- Build a strong business case that immediate investment in the Foothills zone will increase profitability from tourism, improve destination livability, and protect and sustain the area's tourism assets for generations to come

It is important to note that this Discovery Report is a living document and will continue to evolve to reflect ongoing work, including Indigenous engagement that is currently underway.

This Discovery Report informs and identifies specific actions Travel Alberta, the Government of Alberta and communities within the Foothills TDZ should take to support the design of a comprehensive Destination Development Plan. This report aligns the tourism development ambitions of local stakeholders with the province's goal to double tourism revenue by 2035.



03 INTRODUCTION



Bar U Ranch National Historic Site, Longview

LAND ACKNOWLEDGMENT

In the spirit of respect, reciprocity, and truth, we honour and acknowledge the traditional territories of the many First Nations, Métis, and Inuit in Alberta. We value these sacred gathering places and aim to inspire others to appreciate and embrace stewardship of the land as they explore our great province.

The Foothills TDZ lies at the intersection of a number of historical and present-day lands that Indigenous Peoples have cared for and lived on for generations. We honour the traditional lands of the Treaty 7 signatories, including the Blackfoot Confederacy, Tsuut'ina and Stoney Nakoda homelands. We also acknowledge members of the Foothills Métis District and Rocky View Métis District within the homeland of Métis and the Otipemisiwak Métis Government, as well as Indigenous Peoples living in urban areas throughout the Foothills. We appreciate that modern borders do not align with traditional land use, and we honour the neighbouring Indigenous communities who have travelled and inhabited this land throughout history.



Siksika Nation

APPRECIATION

Travel Alberta would like to thank all those who participated in the creation of this Discovery Report.

Please note, Indigenous engagement is currently underway.

- **Cheryl Greisinger** - Owner, Forage and Farm; Foothills Tourism Association (FTA) Board Member
- **David Farran** - President, Eau Claire Distillery
- **David Kalinchuk** - Economic Development Officer, Rocky View County
- **James Carmichael** - General Manager, Granary Road Farmer's Market; FTA Board Chair
- **Jason Glynn** - General Manager and CFO, Azure Ridge Estate Hotel; FTA Board Member
- **Khalid Mohammed** - Manager of Planning, Town of High River
- **Lorie Watson** - Economic Development Specialist, Town of Okotoks
- **Monique Leblanc** - Economic Development, Diamond Valley (Towns of Turner Valley and Black Diamond)
- **Mac Makenny** - Owner, Homeplace Ranch; FTA Board Member
- **Neil Maclaine** - Moose Mountain Horseback Adventures
- **Neil Smith** - Chief Administration Officer, Town of Nanton
- **Veronica Kloiber** - Executive Director, FTA
- **Ursula Sherwood** - Executive Director, Community Futures Highwood (CFH)

COMMITMENT TO SUSTAINABILITY & REGENERATIVE TOURISM

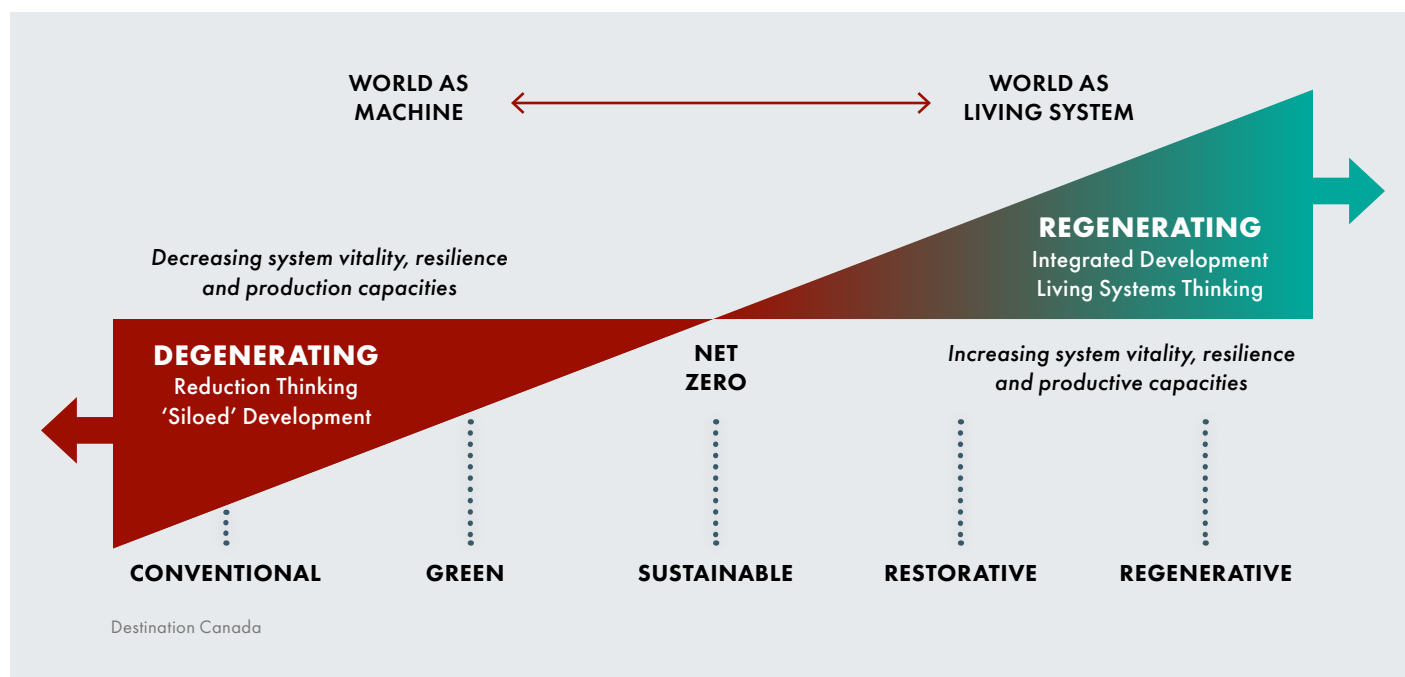
Tourism is a key economic sector in Alberta with strong potential to diversify the economy, create jobs, grow Indigenous tourism businesses, bring the “taste of place” to our guests’ tables and build vibrant communities. It also allows us to preserve and share culture and history, maintain or enhance the environment and foster innovation.

However, as outlined in Destination Canada’s report titled, “A Regenerative Approach to Tourism In Canada”, more and more communities are rejecting uncontrolled tourism development. The rising sentiment is that current approaches:

- Are too often extractive and degenerative
- Reduce quality of life for residents
- Damage ecosystem health
- Diminish local culture and community in the interest of efficiency and scale

An alternative approach is gradually emerging — and in many ways re-emerging. It recognizes the world not as a machine but as a living ecosystem, with humans playing an integral part. And it is from this worldview that the concept of regeneration arises.

Spectrum of Worldviews & Strategies



TOURISM DEVELOPMENT ZONES

Collaborating with Communities

Pre-pandemic, nearly 60 per cent of visitation and 75 per cent of tourism expenditures occurred in the mature tourism destinations of Banff, Lake Louise, Canmore, Jasper, Calgary and Edmonton. By developing additional “emerging” destinations, we expand opportunities for Albertans to explore their own backyard, creating more space for international visitation in legacy destinations while reducing Alberta’s traveller deficit.

To support tourism development in these emerging destinations, Travel Alberta identified 10 Tourism Development Zones (TDZs) across the province with a high potential for tourism growth over the next 10 years. With successful and sustainable development, these destinations will have the ability to make a meaningful contribution to Alberta’s visitor economy.

In partnership with communities and stakeholders, Travel Alberta has co-developed a series of TDZ Discovery Reports. These Discovery Reports will inform and guide our future Destination Development Plans that include medium- and long-term strategies to contribute to the growth of Alberta’s visitor economy across many high-potential regions of the province.

Together with industry, Indigenous Peoples, government and residents across each TDZ, we strive to:

- Grow & diversify the economy
- Support jobs
- Preserve cultures
- Foster innovation
- Conserve the environment
- Improve resident quality of life



DESTINATION DEVELOPMENT PLAN

A Destination Development Plan (DDP) is a 10-year strategic roadmap to optimize and future-proof the potential of a zone’s visitor economy. The realized benefits of a comprehensive DDP include: increased revenues coming into communities from visitors; support for the growth of small-to-medium size businesses; the alignment of public, private and community sectors; more opportunities for employment; and enhanced pride of place and quality of life for Albertans.

In this first phase, we took a data-driven and community-led approach to better understand the state of the local visitor economy in each TDZ and begin to identify the inter-related elements of a comprehensive DDP. We assessed resident sentiment and the commitment of stakeholders and municipal governments to determine whether or not local leadership was present and committed to diversifying their zone’s economy through tourism. In many TDZs, it was evident that multiple initiatives (and even past studies) have assessed the tourism potential across counties and communities. We speculate

that these previous assessments have not resulted in optimized local tourism sectors because — as reflected in the DDP framework — comprehensive optimization requires attention, consideration and investment of resources across more elements than most organizations have the capacity or resources to coordinate.

As this report demonstrates, we have identified both opportunities and barriers across many of these elements. Going forward, there is much work to be shared amongst stakeholders in each TDZ, using the DDP as a framework. Travel Alberta is committed to collaborating with local and provincial partners to help drive the development and execution of a DDP in those communities that are equally committed to building up Alberta’s visitor economy.

Now that this Discovery Report has been released, it is key that Travel Alberta, the Government of Alberta and the many stakeholders within the Foothills TDZ work together to address the following relevant inter-related elements:



(Adapted from Failte Ireland)

METHODOLOGY

Working with Travel Alberta, the consulting firm FLOOR13 partnered with the IBI Group, Jennifer Nichol Consulting, EDG Planning & Design and Grant Thornton in preparing their observations that are captured in this report.

A two-part methodology allowed Travel Alberta and the consulting team to become acquainted with regional stakeholders and communities, determine their vision for the future growth of the local visitor economy and identify key action steps to support a path forward in the design of a destination development plan for the Foothills TDZ.

In the “**discovery and destination profiling**” phase, Travel Alberta worked with the consulting team to access research material, build a steering committee (including local operators and government representatives), and establish a framework for engagement.

In the “**exploration, imagining and visioning**” phase, the consulting team met with the steering committee to determine opportunities, challenges and goals; facilitated a Foothills Tourism Association planning session; and conducted in-depth community assessments within the Foothills TDZ. These assessments included visits to six key communities (Bragg Creek, Diamond Valley, Okotoks, High River, Nanton, and Longview), visits to proposed investment sites, meetings with over 200 industry partners and members of local government, interviews with business operators and community members, and interviews with over 40 stakeholders.



Handle Bar Cafe, Bragg Creek

04 STAKEHOLDER ENGAGEMENT



227

Stakeholders

76

Businesses

6

Communities

WHAT WE HEARD

Integral to understanding the Foothills TDZ was hearing from its communities. The following were key items and opportunities that came out of engagement:

- Municipal and provincial policies and processes (including access to land, land use bylaws and development permits) need to evolve and become better aligned with each other to develop the visitor economy.
- Agri-tourism is an important part of this TDZ, though it is not well reflected in the municipality and county planning.
- There is a need for the local destination management organization, the Foothills Tourism Association, to obtain sustainable funding, enabling it with resources to be more effective.
- The tourism product and experience offerings need to increase and be diversified across the TDZ.
- Operators need improved access to capital from multiple sources — including all orders of government, financial institutions, and the private sector.
- Visitor length of stay needs to be extended beyond day trips from Calgary and one-night stays.
- Businesses need to generate more stable revenues and develop more consistent visitation throughout the year (not just at peak season in the summer).
- Operating season must be extended for parks with the greatest potential (for example, Sheep River Provincial Park), and the infrastructure within parks, trails and campgrounds requires improvement to accommodate year-round activity.
- Significant developments should be concentrated in key tourism clusters and locations.

The Foothill TDZ stakeholders were very clear in their enthusiasm to develop tourism visitation in the zone but were adamant that this would require the support of multiple orders of government. Many stakeholders pointed to the fact that they are small business owners and lack the resources to maneuver through the system.

Comprehensive Indigenous community engagement is currently underway and will provide further insights and observations.

05 INDIGENOUS ENGAGEMENT



Warrior Women, Jasper National Park

Across generations, Indigenous Peoples have warmly embraced their neighbors on ancestral lands, fostering deep, mutually enriching bonds through the customs and protocols of treaty-making and visitation. This enduring approach is steeped in the ancient traditions of hospitality and attentive listening.

In active relationship with Indigenous Tourism Alberta, Travel Alberta has enlisted our teams to engage and share space with First Nations, Councils, Settlements, Coops, Confederacies, and community leaders and community members to nurture mutual understanding, trust, and respect. Our engagement protocols and approaches are deeply anchored in the wisdom of our ancestors and knowledge shared by and from the communities we work with and for. Throughout our outreach efforts, we have and will continue to invite in and convene Indigenous leaders and community members with *kisêwâtisiwin* — kindness.

We look forward to weaving the insight we gain into this Discovery Report upon completion.

We hold the belief that Travel Alberta is dedicated to continuous engagement, active listening, and taking effective measures to nurture and grow these relationships, fully comprehend shared aspirations, and further strengthen trust. Together with Travel Alberta and Indigenous Tourism Alberta, we acknowledge and extend our gratitude to the Elders, Knowledge Carriers, Youth, and leadership of these communities and to all our participants and relatives in this transformative work.

kahkiyaw niwâhkômâkanitik — All my relations.

Ali Tapaquon
principle and founder
Tatâga Inc.

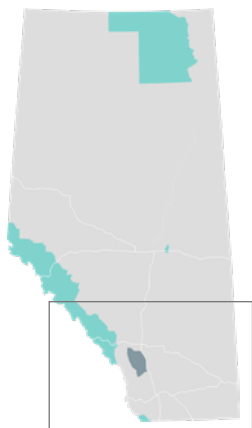
Suzanne Denbak
principle and founder
Cadence Strategies

05 DISCOVERING THE DESTINATION



Anchor D Guiding & Outfitting, Diamond Valley

THE FOOTHILLS



The Foothills TDZ is a picture-perfect area depicting visitors' expectations of western Canada. According to perception research conducted by Travel Alberta, the Foothills is one of the best-known tourism development zones and ranks high on lists of places Albertans intend to visit, whether for a day trip or an overnight excursion.

Majestic mountains views, rolling hills, and an agricultural setting of farms, ranches, and farmers' markets provide a stunning backdrop for communities where Indigenous, cowboy, Hutterite, and ranching culture are intertwined.

The Foothills is internationally known for scenic vistas, the quintessential picture of Alberta beauty.

Beneath the mountains, farms and ranches populate most of the zone and allow visitors to see life as it once was. The area is gaining a reputation for unforgettable and immersive culinary experiences, including farm-to-table, specialty products and craft beverages.

The Foothills has always been a soft adventure playground for Albertans and, more specifically, for the Calgary market. The zone offers long and scenic roads for cycling and motorbike riding, cross-country skiing, trekking, horseback riding and backcountry snowmobiling.

Multiple high-profile movies and television series (including *Heartland* and *The Last of Us*) have been filmed in the Foothills zone, making it a sought-after destination in the entertainment industry.

These established tourist draws provide an opportunity to consolidate emerging tourism clusters with new products and services appealing to both regional and international markets, thus making the Foothills a viable overnight destination offering an authentic "western" experience.



DEMOGRAPHICS AND POPULATION

Like the rest of Alberta, the Foothills area has a relatively young population that indicates a fairly strong labour pool and local consumer base. It benefits from proximity to Calgary, which helps ensure labour availability.

52,067

POPULATION

2,385

INDIGENOUS POPULATION

10%

POPULATION GROWTH
OVER PAST 10 YEARS
(PRIMARILY IN OKOTOKS)

41

AVERAGE AGE

9.34%

UNEMPLOYMENT RATE

\$117,215

MEDIAN FAMILY INCOME

(Alberta Regional Dashboard, 2023)

ECONOMIC PROFILE

Communities within this zone depend upon transportation, light manufacturing, warehousing and distribution, natural resource development, agriculture and value-added processing, tourism, film, and retail. Small and home-based businesses are also prevalent throughout the Foothills and are considered significant contributors to the local economy.

1,987

BUSINESSES

96.9%

SMALL BUSINESSES

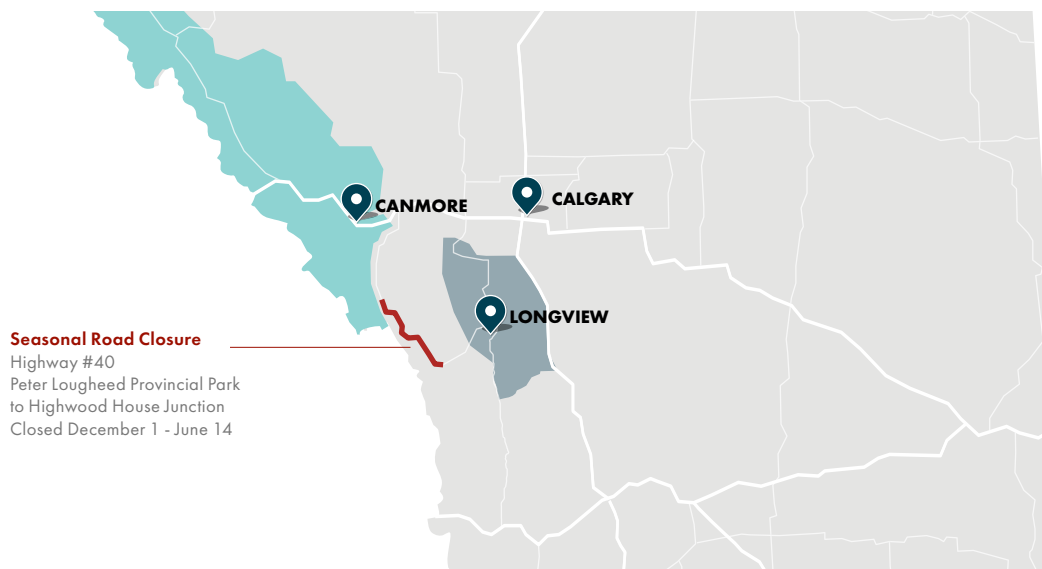
\$82.4M

MAJOR PROJECTS

(Source: Alberta Regional Dashboard, 2023)

ACCESS

The Foothills TDZ lies on the outskirts of Calgary, benefitting from ease of access to the Calgary International Airport and well-maintained highways connecting communities from north to south. Highway 22, also known as "the Cowboy Trail" is the articulating north-south axis of the zone. During the spring and summer, the Foothills benefits greatly from proximity to Kananaskis Village by way of Highway 40/541. The highway closures in the winter, impact all-season potential for add-on itineraries from the Rockies. Highways 549, 546 and 541 provide easy access to the Canadian Rockies to the west. Highways 548, 7, 543, and 540 link the zone to Highway 2 to the east.



POLICY AND PLANNING CONSIDERATIONS

A number of policy and planning documents were analyzed to better understand the regulatory environment of the Foothills TDZ as it relates to tourism development. Key findings include:

- The Foothills TDZ lies mainly within Foothills County, a municipal district adjacent to south Calgary. It is part of the Calgary Metropolitan Region Board and has its own municipal development plan and land-use bylaws.
- High River is currently finishing a new municipal development plan that will see a community-driven triple bottom line approach to growth and will encompass destination development.
- The towns of Black Diamond and Turner Valley were incorporated into a single town, Diamond Valley, on January 1, 2023. Prior to this, the two formerly separate regions developed the Intermunicipal Economic Development Strategy, which recognizes the value of tourism as an economic opportunity.
- The Calgary Metropolitan Region Growth Plan (2022) reflects growth aspirations for this region and identifies tourism, particularly agri-tourism, as an industry that will play a key role in the region in the next six to 10 years.
- The South Saskatchewan Regional Plan provides guidance to provincial and local decision-makers regarding land-use management for the region. It identifies tourism as a key sector for advancing economic development in the South Saskatchewan Region.

DESTINATION ECOSYSTEM

Destination Marketing/Management Organizations (DMOs)

In 2019, the Foothills Tourism Association (FTA) was created as a not-for-profit DMO responsible for marketing and promoting the region and its many products and experiences. Funded through membership fees and Travel Alberta grants, as of June 2023, the FTA does not currently have any staff members and has limited financial resources. The Bragg Creek Chamber of Commerce also maintains a tourism promotional website, which promotes a soft adventure lifestyle image. The Town of Okotoks promotes the community under the banner of Destination Okotoks and the Town of High River provides tourism-related information on their website.

Economic Development Organizations

There are a number of economic development organizations in the TDZ, including the Town of Okotoks economic development office, the Nanton Chamber of Commerce, Community Futures Highwood, and Economic Development Diamond Valley. Though each have varying areas of focus, all communities and organizations support economic development initiatives including business retention and expansion, investment attraction and provide supports to start-ups.

VISITATION

According to Travel Alberta's anonymized mobile data, in 2019, 96.8 per cent of visitors to this zone were from within Canada and just under three per cent were from the United States. While most visitation to the zone comes from nearby Calgary, the area does see some visitors from other parts of Canada. British Columbia accounted for just over three per cent of visitors in 2019, followed by Ontario and Saskatchewan.

AB

VISITOR ORIGIN

Visitation to the Foothills, like the whole of Alberta, is highly domestic, with the majority of visitors coming to the area from nearby Calgary (65.8%), Okotoks (11.1%), High River (5.9%), Lethbridge (3.4%) and Edmonton (3.1%).

50%

REPEAT VISITORS

50 per cent of visitors to the Foothills visit two or more times per year.

45 hours

AVERAGE LENGTH OF STAY

On average, visitors spend approximately 45 hours, or two days and one night in this zone. International visitors to the zone spend just under an average of 35 hours in this zone. Generally, a longer stay, including at least one overnight, will result in visitors spending more.

Note: Percentages represent the devices detected in the destination for the identified period. They do not represent total visitation and may be impacted by differing traveller technology or a lack of cell coverage.

(Source: Near Mobile Data, 2019)

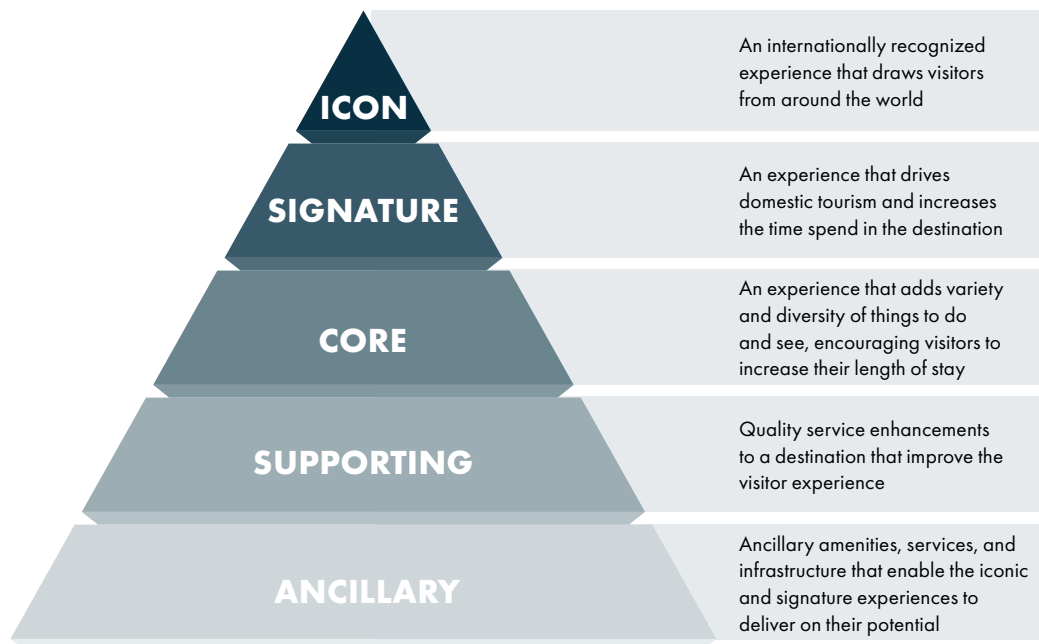
05 DESTINATION ANALYSIS



McLean Creek, Bragg Creek
Caitlyn Giorgio @caitlynicoledesigns

SUPPLY AND DEMAND ANALYSIS

In order to fulfill the tourism potential of this area, it is imperative to understand its tourism product, experience and accommodation mix, and the role each play within the development zone. Moving forward, this understanding will guide targeted investment toward the right products and places.



(Adapted from Fáilte Ireland)

While the majority of the products in the Foothills TDZ are considered core products, there is a need for additional supporting and ancillary products, such as accommodations and restaurants, to aid future growth and facilitate access to the signature products that exist in the zone. Filling this gap in product types will be a priority within the zone moving forward.



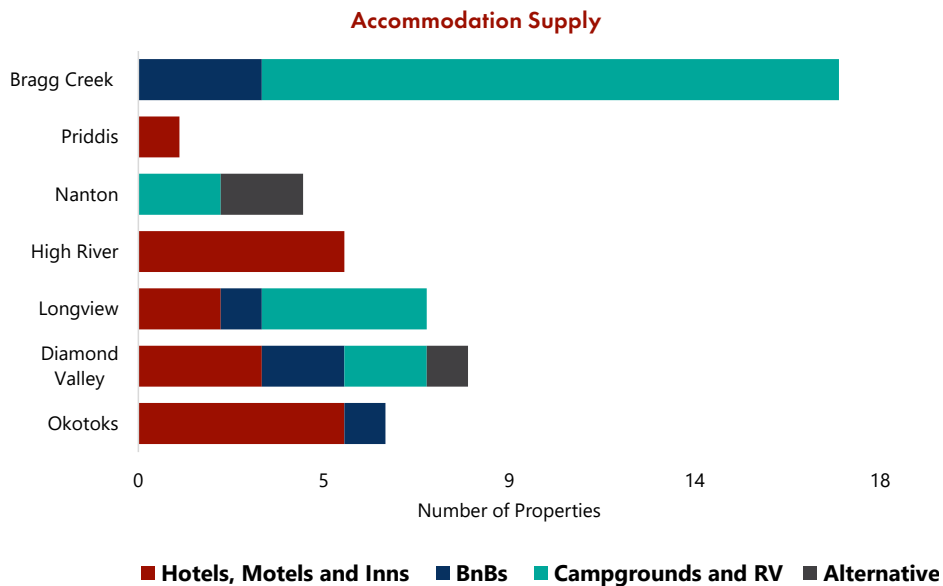
Trails of Bragg Creek

Supply: Accommodation Mix

The concentration of accommodations in this TDZ is in the communities of Okotoks and High River.

Existing Foothills accommodations are primarily economy-branded hotels, except for Azuridge (13 rooms), and a limited number of campgrounds that are only open six months a year.

Moving forward, the need to prioritize “glamping” options and hotel development in the upper-upscale category is critical to meet the expectations of our target visitor. Some of the new accommodation developments in the pipeline that can meet these expectations include: The Laskin - Bragg Creek, Gateway Village - Bragg Creek, River Retreat Kananaskis, Longview and the Eau Claire Boutique Hotel - Diamond Valley.



(Source: STR, 2022; Floor13, IBI Group, 2023; Alberta Parks, 2023)

Supply: Products and Experiences

An analysis conducted within the zone identified just under 300 tourism-related products and experiences. While most of the tourism products and experiences in this TDZ appeal to a regional visitor, they need improvements to meet the expectations of an international visitor. The quantity of experiences needs to increase to ensure there is enough product available to develop itineraries.

Local operators, include:

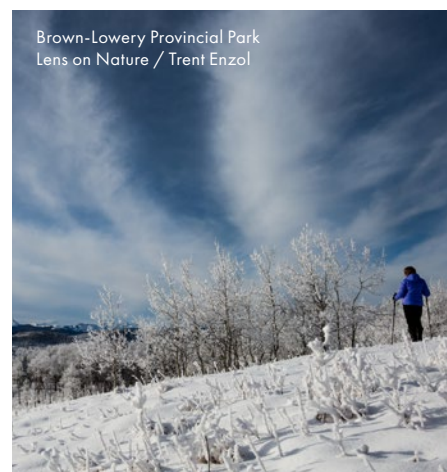
- Eau Claire Distillery
- Spirit Hills Winery
- Granary Road Farmers Market
- Hard Knox Brewery
- Bomber Command Museum of Canada
- Homeplace Ranch
- Elevated Escapes Glamping
- Museum of the Highwood
- Forage and Farm
- High River Brewery

Based on Travel Alberta’s anonymized mobile data (2019), top visited tourism products or experiences in the Foothills, include:

- Eau Claire Distillery
- Fahr Brewery
- Turner Valley Golf Club
- Azure Ridge Hotel
- Longview Steakhouse
- Hard Knox Brewery

Key Provincial and National Parks and Historic Sites, include:

- Bragg Creek Provincial Park
- Bluerock Wildland Park
- Sheep Creek Natural Area
- Brown-Lowery Provincial Park
- Bluerock Wildland Provincial Park
- OH Ranch Heritage Rangeland
- Chain Lakes Provincial Park
- Bar U Ranch National Historic Site
- Okotoks Erratic

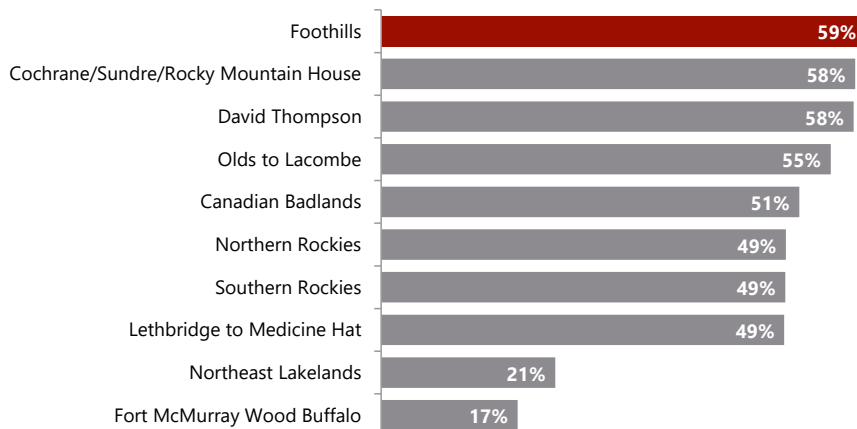


Demand: Amongst Albertans

Perception research conducted by Travel Alberta in November 2022 was undertaken to better understand the awareness, perception, and travel interest to each of the 10 TDZs. Over 1,000 Albertans were surveyed. Key findings from this research indicated:

- Six out of 10 Albertans are familiar with the Foothills as a vacation destination
- Respondents already have a positive impression of the area and more than half will likely travel to the TDZ for a leisure trip in the next 12 months
- Hiking, staying in cabins and enjoying farmer’s markets were the top choices experiences in this TDZ

Familiarity with Destination (Per cent familiar with each TDZ)

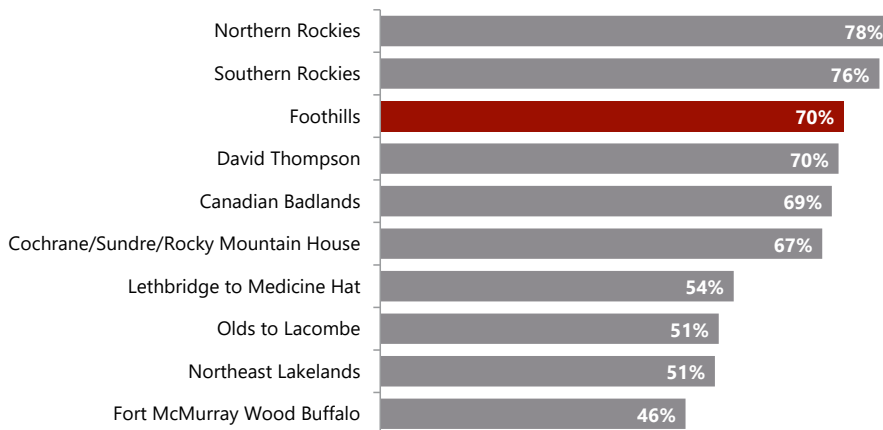


Almost three in five Albertans feel familiar with Foothills and 70% have a positive impression.



Anchor D Guiding & Outfitting Ltd, Diamond Valley
Roam Creative

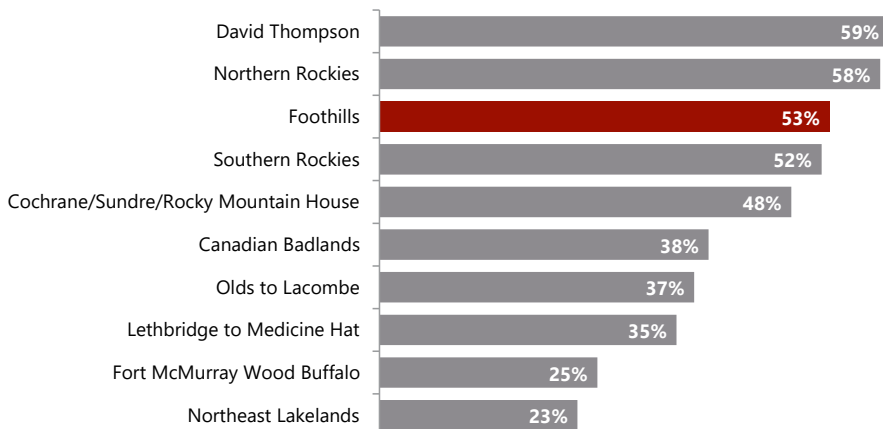
Overall Impression of Destination (Per cent with positive overall impression of each TDZ)



Likelihood to Visit Destination (Per cent likely to travel to each TDZ)

34%
 MOST LIKELY TO VISIT
 OUTSIDE OF PEAK SEASON

50%
 LIKELY TO ONLY STAY
 BETWEEN ONE AND TWO NIGHTS



Activities Albertans are most likely to enjoy in the Foothills TDZ

Hiking, cabins and farmers markets are most popular potential activities in Foothills



Demand: International Travellers

Top trip anchors, which are those activities a visitor would centre their trips around, and supporting activities identified by Global Tourism Watch research align well with both existing and potential products and experiences in the Foothills TDZ.

Trip anchors in this zone include:

- Distilleries, breweries and wineries
- Parks
- Self-guided driving tours
- Local culinary experiences

The experiences that resonate with travellers from within Alberta, US, and across Canada are well-aligned with current tourism offerings in the Foothills.

Guest ranch and farm stays as an accommodation choice among US travellers have seen significant growth over the past several years.

Key points of interest amongst visitors from international source markets include:

- Natural attractions
- Hiking
- Camping
- Historical/archaeological/world heritage sites
- Parks

(Source: Global Tourism Watch, 2021)

Year-round connectivity to the Bow Valley will be important for this zone as it offers the potential for building on programming of interest to international visitors.

Demand: Alberta's Target Travellers

Travel Alberta has identified "Curious Adventurers" and "Hotspot Hunters" as the high-value travellers likely to spend more per visit, yield the highest return on investment, and contribute the most to the province's economic growth. Tourism businesses, communities, and associations can attract these valuable visitors by tailoring products and experiences to their unique travel styles.



Priddis

For Curious Adventurers, travel is about getting a different perspective on the world. In the Foothills, these travellers can immerse themselves in the landscape — leaving time for the unplanned encounters and activities that allow them to genuinely get know a destination, such as:

- Exploring the Rocky Mountains on a three-day guided hiking tour
- Immersing themselves in cowboy culture on a horseback ride followed by an authentic steak lunch around a campfire
- Enjoying an evening art gallery showing with wine and the opportunity to meet local artists



Eau Claire Speakeasy, Diamond Valley

For Hotspot Hunters, travel is about achievement and accomplishments. They want to visit the top attractions, participate in unique experiences, and connect with local experts. Examples of a Hotspot Hunter's preferred experiences in the Foothills include:

- Staying at a boutique hotel and sampling award winning whiskey
- Enjoying a walking culinary tour that showcases the top five places to eat in the community and includes an opportunity to meet with chefs and farmers
- Taking the whole family on a wild foraging adventure and learning to prepare and cook local plants

Trends impacting tourism

As destination organizations at all levels and businesses look to adapt and thrive, it will be important they stay attuned to emerging trends that are driving the industry moving forward. These trends and descriptions, identified by Twenty31 in their 2022 Tourism Trends report, will impact supply and demand and shape the future of tourism over the short and long-term.

TREND:

Inspiration from social media and streaming

DESCRIPTION:

Tik Tok and Instagram influencers pushing inspirational travel content is no longer niche, while streaming services like Netflix and HBO provide endless opportunities to create destination awareness — think *Game of Thrones* for Dubrovnik in the 2010s and *The White Lotus* for Sicily in 2022.

KEY TAKEAWAY FOR TDZ

The Foothills is a choice location for many film and TV productions including *Heartland*, *The Last of Us*, *Black Summer*, and *Unforgiven*. This success has prompted the development of new assets, including *Heartland* lead Amber Marshall's recently opened country store in Diamond Valley.

Regenerative travel

The complexity of arranging a trip will result in travellers booking fewer trips but increasing the length of their stay in a single country. "Travel less, travel better" will determine booking behaviour this year.

Within this zone, there is a strong orientation toward sustainable agriculture, which fuels the local culinary and farm-to-table scene. The majority of businesses within the Foothills are locally owned, providing visitors an opportunity to support residents and contribute to the local visitor economy.

Exotic destinations attract young travellers

Regenerative travel will help make tourism a pillar for sustainable economic development for destinations. Eighty-three per cent of global travellers will make sustainable travel a priority in the future, while 66 per cent want their travel spending to directly benefit local communities.

The Foothills zone offers immersive travel, adventure, and western culture experiences to suit this market. Its close proximity to Calgary and the Rockies makes it an easy destination for visitors to have off-the-beaten-path adventures. There are existing tour companies, including Disney Travel Adventures, operating within this zone.

Single destination, longer stays

The complexity of arranging a trip will result in travellers booking fewer trips but increasing the length of their stay in a single country. "Travel less, travel better" will determine booking behaviour this year.

Travellers choosing Calgary or the Rockies will benefit from an Alberta-made add-on itinerary focused on experiencing the Foothills. Previously, many trips to the Rockies would have been limited to three to five days, travellers are now interested in extending this stay and experiencing surrounding destinations.

(Source: Twenty31, 2022)

RESIDENT SENTIMENT

The success of developing tourism across Alberta's TDZs hinges on tourism's impact on the quality of life for local residents. Quite simply, if it's not good for residents, it's not good for visitors. Travel Alberta has been tracking resident sentiment across the province for the past year, and as part of this initiative, we assessed resident sentiment at a TDZ level, as highlighted below.

In the Foothills TDZ, residents are interested in seeing more visitors in their community, which indicates they are open to seeing growth in the tourism sector. However, development must take place in a manageable way.

Resident engagement and education can help residents understand that their zone's amenities are tourism assets. It is important that residents see the connection between tourism and their everyday lives.

In the Foothills TDZ, over half of the residents surveyed identified the importance of farms tours, ranch stays, horseback riding, breweries, wineries, distilleries, and farmers markets to tourism in their communities.

Highlights: Resident Sentiment

QUESTIONS	TOTAL ALBERTA RESIDENTS	FOOTHILLS RESIDENTS
Tourism is important to my community.	70%	75%
I would welcome more visitors to my community.	62%	70%
A strong tourism industry improved my quality of life.	61%	60%
The attractions, events and things to do here are an important part of making my community a vibrant place.	83%	88%
This is a vibrant community and area. There is always lots to see and do.	70%	77%
My community offers experiences I want to tell others about.	65%	84%
I can see the direct impact of tourism on my day-to-day life.	40%	35%

(Source: Stone Olafson, 2023)

SWOT ANALYSIS

Using findings from primary and secondary research and extensive stakeholder engagement, a strengths, weaknesses, opportunities and threats (SWOT) analysis was conducted to evaluate the TDZ. The analysis takes into consideration both the current and potential future drivers that will influence tourism within the zone.

Strengths

- Significant market catchment: 1.27 million people within a 2.5 hour drive
- Close proximity to Calgary International Airport
- Seasonally connected to Kananaskis Country
- High disposable income and a young, active population in Calgary and Okotoks
- Landscape, scenery and western culture is of interest to international travellers
- Variety of outdoor, year-round recreation and outdoor trail systems
- Mostly strong broadband internet
- Well-maintained highways and main roads, with the new ring road making it easier to attract employees from Calgary
- Positive resident sentiment and awareness of the destination
- Okotoks is fast growing
- Strong awareness and perception of the zone as a tourism destination among Albertans

S

W

Weaknesses

- Key highway 40 (Highwood Pass), connecting Foothills to Bow Valley closed six months of the year
- Very limited export-ready accommodation suitable for leisure travellers
- Area considered a day trip with visitors residing in Calgary or staying in accommodations in South Calgary
- Long travel distances between existing tourism assets, few clustered assets
- Current policies may create barriers for growth of agri-tourism products and experiences
- Broadband west of Diamond Valley is poor
- The local DMO is currently operating with limited funding and no employees, which may put its longevity at risk
- The DMO focuses primarily on destination promotion and less so on destination management
- Zone lacks a coordinated strategy related to tourism infrastructure and transportation
- Poor wayfinding and signage make it difficult for visitors to navigate
- Lack of staff housing in some of the smaller, more rural communities

Opportunities

- International visitors are interested in the culture and scenery of the area
- Strong domestic population to support regional growth
- Proximity to Calgary International Airport strengthens business case for investment attraction
- Potential for connectivity with Bow Valley offers significant opportunity to create linkage with travel trade, develop itineraries, and support a more diversified visitor mix
- Interest in collaboration among communities
- Businesses can access labour from Calgary and growing communities to support tourism growth

O

T

Threats

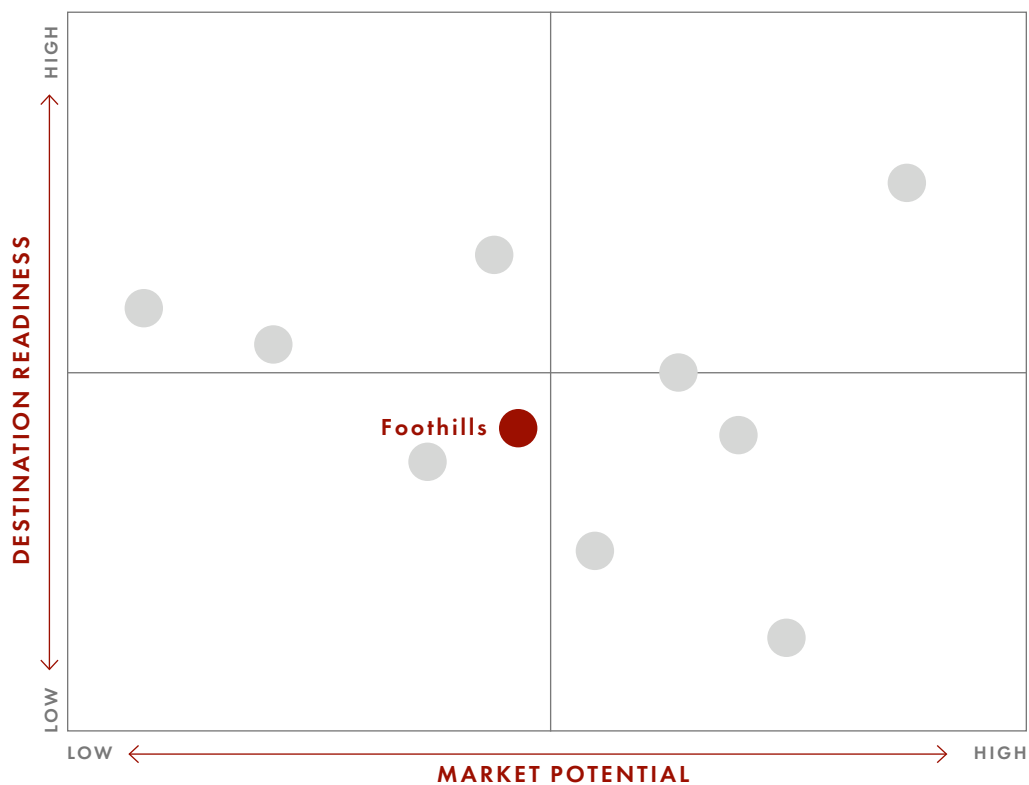
- Hesitancy from some local community members about certain impacts of tourism development (i.e. increased traffic, inflation of housing costs, loss of community connection)
- Continued tourism development in B.C.-bordering communities attracting Albertans away from the province
- Further policies and regulatory environment may limit tourism growth in key opportunity areas
- Tourism is not currently a high priority for community decision makers and therefore may not be given the same consideration as other sectors in planning
- Lack of investment in municipal and provincial assets such as parks, roads, etc.

DESTINATION MATURITY AND READINESS

The Foothills TDZ has significant potential (as shown in red on the matrix) to become an enabling environment for tourism with an improved mix of tourism products and experiences. Based upon all that was observed in this discovery phase, Travel Alberta assessed each TDZ on two primary criteria, i) market potential and ii) destination readiness to help inform the stages of future resource allocation for TDZs. To broaden our internal assessment, Travel Alberta will garner further input from stakeholders involved in the project to weigh into our initial assessment as indicated in table.

Key issues pertaining to this zone, include:

- Sustainability and capacity of DMO
- Lack of access within the zone reduces the ability to market itineraries to international visitors
- Restrictive policies may limit product development that align with market potential, such as agri-tourism



The grey dots represent the position of the Foothills TDZ relative to the ten other TDZs across the province.

05 VISION FOR THE FUTURE



Stone Wood & Steel, Millarville

“Our collaborative tourism region will build on its natural beauty and western heritage to become a year-round visitor destination offering authentic visitor experiences and creating economic, environmental, social, and cultural benefits for all its communities.”

– Foothills TDZ Steering Committee

DESTINATION 2035

To balance tourism growth within the zone and ensure a community-first approach in achieving the TDZ vision, a cluster-based method was proposed by the consultants. It is recommended that over the next 10 years, the following five clusters identified in the Foothills TDZ should be built out in a way that allows for manageable growth in visitor revenue:

- **Bragg Creek**
Hiking, cross-country skiing, natural sites, overall soft adventure, accommodations
- **Okotoks**
Agri-tourism, film tourism, services centre, recreational, culinary, accommodations
- **High River**
Agri-tourism, film tourism, recreational, culinary, accommodations, art and culture
- **Diamond Valley/Longview**
Recreational, agri-tourism, culinary, historical discovery, natural sites, back country horseback riding, and upper-scale accommodations

- **Nanton**
Historical discovery, agri-tourism, recreational, and accommodations

These clusters will not only attract a high-value visitor, but will meet the expectations of Albertans and Canadians, and be attractive to international visitors and receptive tour operators.

By 2035, the connectivity of the Foothills will be year-round to the Rockies, providing for more sustainable and financially stable businesses to offer tourism products, experiences, and accommodations that are in demand by our target visitors from Alberta, Canada, and around the world.

STRATEGIC INITIATIVES

A community-first approach, preserving authenticity and ensuring manageable growth

In support of tourism development within the Foothills TDZ, multiple strategic initiatives were identified by local stakeholders and communities. This included:

01. Advance tourism leadership at a local level.
02. Support the creation of an enabling environment for tourism entrepreneurs.
03. Increase the overall accommodations offering, with a focus on upscale boutique hotels, guest ranches and other glamping accommodations.
04. Increase the overall product offering.
05. Address challenges around DMO governance and sustainability.
06. Improve inter-regional transportation connectivity.
07. Maintain and grow resident sentiment in support of tourism and its positive impact on quality of life for residents and economic diversification.
08. Position tourism as a driver of economic development with high-value tourism-related investments.

OUTCOMES

Successful implementation of these strategic initiatives will enable the development of products, accommodations, and robust multi-day itineraries that increase the length of time visitors stay and how much they spend throughout the Foothills TDZ. Specifically, the desired outcomes of these initiatives include:

Improved seasonality of visitation

Businesses will operate predictably, visitors will have positive experiences, and community members will appreciate the value visitors bring to their communities.

Public and private sector investment

The identification of specific gaps in products, experiences and infrastructure will have created awareness of community needs and market demand, spurring private and public sector investment.

Capacity and capability

Tourism companies, entrepreneurs and destination organizations across the province will be well-equipped to expand, establish, and support their businesses, creating jobs and more vibrant communities.

Awareness and understanding of benefits

Tourism growth will result in a more diversified economy, reduce dependency on other sectors, improve quality of life for residents, and legitimize the benefits of tourism in this TDZ.

Reconciliation and cultural awareness

If the results of the ongoing Indigenous engagement in the region show that local Indigenous communities are in favour of tourism development, Travel Alberta will collaborate with Indigenous Tourism Alberta and Indigenous tourism operators to foster growth in the sector. Community-led tourism will offer opportunities for economic development, the sharing of cultures, and the development of infrastructure that will benefit residents.

Cooperation among communities

Communities will bring their unique perspectives and assets to the table to develop strong tourism products and experiences that attract visitors to the zone and encourage them to stay longer.



Roam Creative

06 CONCLUSION AND NEXT STEPS

As highlighted within this report, the majority of Albertans are already aware of the Foothills region, think of it favourably, and are likely to travel there. Communities within the Foothills TDZ are open to the development of their tourism assets, provided this development is done in a community-centric and sustainable way. The local stakeholders, DMOs, and all levels of government must prioritize investment in sustainable and regenerative tourism products and accommodations that will attract more visitors (particularly international visitors) to the Foothills TDZ. This will then encourage all visitors to stay beyond the current average — an overnight or day-trip excursion.

Successfully implementing the strategic initiatives outlined in this report will unlock the zone's existing potential and create new regional growth and prosperity opportunities. The findings in this report will be used to establish the foundations for a sustainable, attractive, and economically viable destination.



Kananaskis Country
Richelle Watson @richelle_watson



**CONTACT YOUR DESTINATION
DEVELOPMENT MANAGER FOR SUPPORT**

Cameron Spence
Foothills & Canadian Rockies
403-612-8397
cameron.spence@travelalberta.com





THE BOOTSTRAP PLAN

RETRENCH, REFRESH, RENEW

2021 - 2024

A Three-Year Business Plan for the New Travel Alberta
to Jumpstart Alberta's 10-Year Tourism Strategy





Boundary Ranch, Kananaskis Country / Karl Lee

BOOTSTRAP (ˈbʊt,strap)

NOUN

bootstrap (noun) •

bootstraps (plural noun)

1. a loop at the back of a boot, used to pull it on.
2. a means of advancing oneself or accomplishing something.

VERB

bootstrap (verb) • bootstraps (third person present)

3. get (oneself or something) into or out of a situation without the aid of others.

ADJECTIVE

bootstrap (adjective)

4. **relying entirely on one's efforts and resources.**
5. **self-generating or self-sustaining.**

INTRODUCTION

From the beginning of the Canadian Pacific Railway and the establishment of the National Parks system in Canada, Alberta has enjoyed a “must-explore” reputation amongst Canadians and international visitors. Anchored by the iconic Rocky Mountains and brand-builders like the Calgary Stampede, Alberta became a destination for visitors chasing adventure in modern cities, historic towns, and rugged, ancient landscapes. Later, the development of the energy sector created an important stimulus for business travel to our key centres of Calgary, Edmonton, and Fort McMurray, driving investment and development of accommodations and meeting spaces, accordingly.

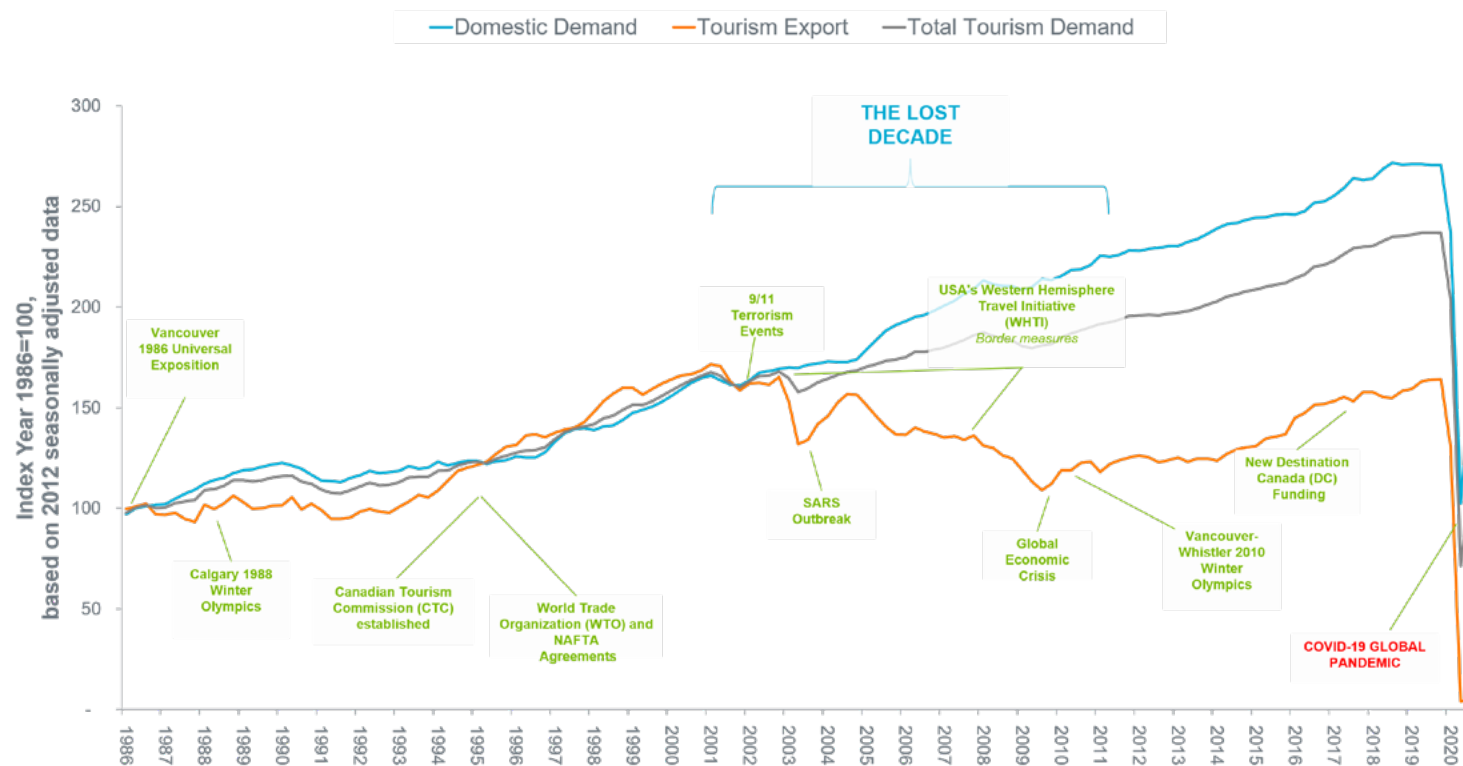
Much like the rest of Canada, in the later part of the 20th century, Alberta’s tourism industry reaped the benefits of its proximity to the U.S. market and a predictable and favourable currency exchange with the U.S. dollar. However, unlike the Maritimes, Quebec, Ontario, and B.C.’s lower mainland, which collectively have access to a base of 45 million Americans within a six-hour drive, Alberta is primarily a fly-to market. So, while Alberta’s fortunes as a leisure and business destination tracked with relative stability with the rest of Canada, we have always had to fight just a little bit harder for that higher-value international visitor.

Alberta, like much of North America, experienced a “lost decade” post 9-11, resulting in a reduction of international visitation. At the same time, Alberta lagged behind its U.S. and Canadian competitors (i.e., B.C., Ontario, and Quebec) in product and destination development due to an uncertain policy and regulatory environment. However, from 2011-19, Alberta benefited from the success of global tourism emerging as one of the fastest growing sectors on the planet, and Canada’s fastest growing services export sector.¹ Much of this success can be attributed to the growing disposable income in major developed countries and a new emerging middle-class amongst the developing economies of Brazil, Russia, India, and China (BRIC).²

¹ UNWTO, Why Tourism.

² Travel Market Report, BRIC Nations Drive Global Tourism Growth (2013).

LOOKING BACK





The Burmis Tree, Crowsnest Pass / Chris Amat

This led to a decade of unprecedented growth in the aviation sector, which included the development of new aircraft and air liberalization, resulting in new air routes for Calgary and Edmonton with increased international routes that might have been otherwise unsustainable.

Canada, at a national level, and Alberta at a provincial level, began to see limitations to this growth trajectory starting in 2018 – well before the pandemic crisis. Sensing these headwinds, Destination Canada developed a long-term strategy to guide future growth of the tourism sector.³ In 2019, the Government of Alberta and Travel Alberta began the development of a 10-Year Tourism Strategy, intended to take a broader destination management approach to growing and diversifying the province's tourism industry.

In some ways, COVID-19 changes everything and it changes nothing. What we know is that EVERYONE in the visitor economy needs to hit the restart button, and future success will be determined by accelerated growth in the first three years coming out of this crisis.

THE OPPORTUNITY

Alberta's visitor economy plays an important role in local and provincial economic wealth and prosperity. According to research conducted in 2016 by Longwoods International,⁴ destination development and promotion creates a "halo effect" contributing to a positive overall impression of a destination. Consumers who recalled destination promotion campaigns were not only more likely to visit, but also more likely to have a positive impression of a destination as a good place to live, retire, start a business, or attend post-secondary. As we look towards a post-pandemic world, Alberta's tourism industry will play a central role in the province's economic recovery and future success.

The global tourism industry has been disproportionately impacted by the pandemic. Prior to the pandemic, Alberta's tourism industry generated \$8.2 billion in revenue, supported 20,000 businesses, and generated

nearly 68,000 jobs in communities throughout the province.⁵ Based on a February 2021 Tourism Economics forecast,⁶ which assumes that borders will remain closed until November of 2021, tourism expenditures are expected to fall to \$4.9 billion for 2020, marking a 48 per cent decrease as compared to 2019.⁶ Further, they are not expected to return to 2019 levels for regional until the later part of 2021, 2022 for the rest of Canada, and 2024 for the U.S. and overseas. January 2021 unemployment rates for Alberta's tourism sector were more than double, as compared to the total labour force. While some of these jobs are likely to be recovered when travel and health restrictions ease and travel resumes, there is currently a decline of just over seven per cent of active tourism businesses in Alberta.⁷

In 2019, the Government of Alberta identified tourism as a priority sector for economic growth and job creation and set an ambitious target to double tourism expenditures by 2030. While not impossible, this will be challenging.

³ Destination Canada, *Unlocking the Potential of Canada's Visitor Economy* (2018).

⁴ Longwoods International, *The Halo Effect of Tourism* (2016).

⁵ Statistics Canada, *Visitor Travel Survey and National Travel Survey* (2019).

⁶ Tourism Economics, *Travel Impact Scenarios and Spending Segmentation for Alberta* (February 2021).

⁷ Statistics Canada, *Tourism Custom Tabulation from experimental estimates for business openings and closures for Canada, provinces and territories, seasonally adjusted*.

THE NEW TRAVEL ALBERTA

In 2021, Travel Alberta was given the expanded mandate as a full destination management organization. Under this new mandate, Travel Alberta will assume responsibility for destination development in addition to promotion, streamlining and uniting the responsibilities for growing Alberta's tourism sector within one organization. This, coupled with the pandemic, provides a unique opportunity to re-envision our approach to tourism in Alberta.

To drive increased industry relevance, Travel Alberta will make data and research informed business and investment decisions. Travel Alberta will also increase its commercial literacy to help drive economic returns to Alberta's tourism businesses.

To strengthen accountability, Travel Alberta will adopt a multi-tiered approach to tracking and reporting the effectiveness of the organization over the course of the three-year business plan cycle. This will include a collection of metrics based on the activities of each business area as well as macro level industry metrics to monitor progress in advancing the recovery and growth of the tourism industry.

As the provincial destination management organization, Travel Alberta is positioned to support economic recovery through the delivery of coordinated programs and services that will support and position Alberta for strategic, responsible and sustainable growth.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FOCUS

As a public sector agency, Travel Alberta recognizes it has a responsibility to be accountable for more than growing Alberta's

tourism economy and contributing to economic recovery. We must also ensure that that agency has a positive impact on society. Our customer – the traveller – as well as industry stakeholders, our team, Albertans, and the Government of Alberta expect that of us, and we are acutely aware of our role in positively impacting social and environmental issues. Through Travel Alberta's transition to a destination management organization, we understand the importance of supporting responsible and sustainable tourism investment on provincial Crown lands. New and expanded tourism products will drive visitation to new destinations and regions across Alberta and this must be done with a triple bottom line (environmental, social, and economic) approach to benefit Alberta's communities and residents.

The pandemic is having a significant impact on our industry and has underscored the need for Travel Alberta to support and develop broader ESG corporate goals. We have assessed our vision and mandate to ensure we better understand stakeholder needs and are committing to a renewed focus on our organization's purpose. This is critical, and we will use our purpose and values as a 'north star' to guide decision making through the continued uncertainty ahead.

We recognize the importance of making our purpose inclusive of all team members' and stakeholders' perspectives, to ensure our efforts are relevant and impactful. Travel Alberta must make informed, value-led decisions that will benefit a broad range of stakeholders. Most ESG goals are not easy to solve in the short-term or single-handedly. Developing new authentic Indigenous experiences and achieving meaningful progress on diversity in our workplace and business practices will be our focus over the next three years and will require us to be innovative and collaborative.

Reviewing our processes, systems, and language, and unlearning



outmoded attitudes or behaviours, needs to be thoughtful and intentional. Therefore, we want to take a thoughtful approach to planning proper action. We know this work will not happen overnight and this process of learning and change will take time. Travel Alberta will be diligent, paying attention to how these issues affect us and those around us. We are committed to acting on, continually improving, and sharing our learnings with industry and to be transparent on updates and progress on this important work.

INDIGENOUS TOURISM

Indigenous tourism in Alberta provides increased economic and socio-economic prosperity for Indigenous entrepreneurs and communities, while also contributing to our commitment to reconciliation. Indigenous tourism has the power to change perspectives, to preserve culture, language and traditions, and to provide our Indigenous tourism entrepreneurs and Indigenous communities with a platform to be the leading voice in reclaiming their space in history— both early and modern.

Travel Alberta, in-partnership with Indigenous Tourism Alberta, industry partners, and governments, will work to support Indigenous tourism businesses and communities, helping to diversify Alberta's visitor economy across regions and seasons. This includes supporting the growth and development of Indigenous tourism experiences through a new three-year \$3.75 million partnership funding commitment to Indigenous Tourism Alberta. Travel Alberta will support Indigenous businesses and communities with funding, and marketing and development support to ITA, its members, and existing Indigenous products and experiences throughout the province.

Travel Alberta will increase the awareness and 'sense of place' of Alberta as a premier Indigenous tourism destination through content development and strategically aligned partnered marketing initiatives. Travel Alberta will invite visitors to see the majestic lands of Alberta, experience the best of our legendary hospitality, and feel a deep connection through our shared traditions and storied history.

RECONCILIATION, EQUITY, DIVERSITY, AND INCLUSION (REDI)

Travel Alberta is committed to taking a thoughtful approach in defining and setting actions to improve reconciliation, equity, diversity, and inclusion within our organization and in all aspects of our work. Research shows diverse, equitable, and inclusive organizations significantly outperform those that are not. Through our work, we will ensure that our organization works together in a commitment not only because it is the right thing to do, but because it will help us become a stronger performing business to better serve our industry and the people of our province.

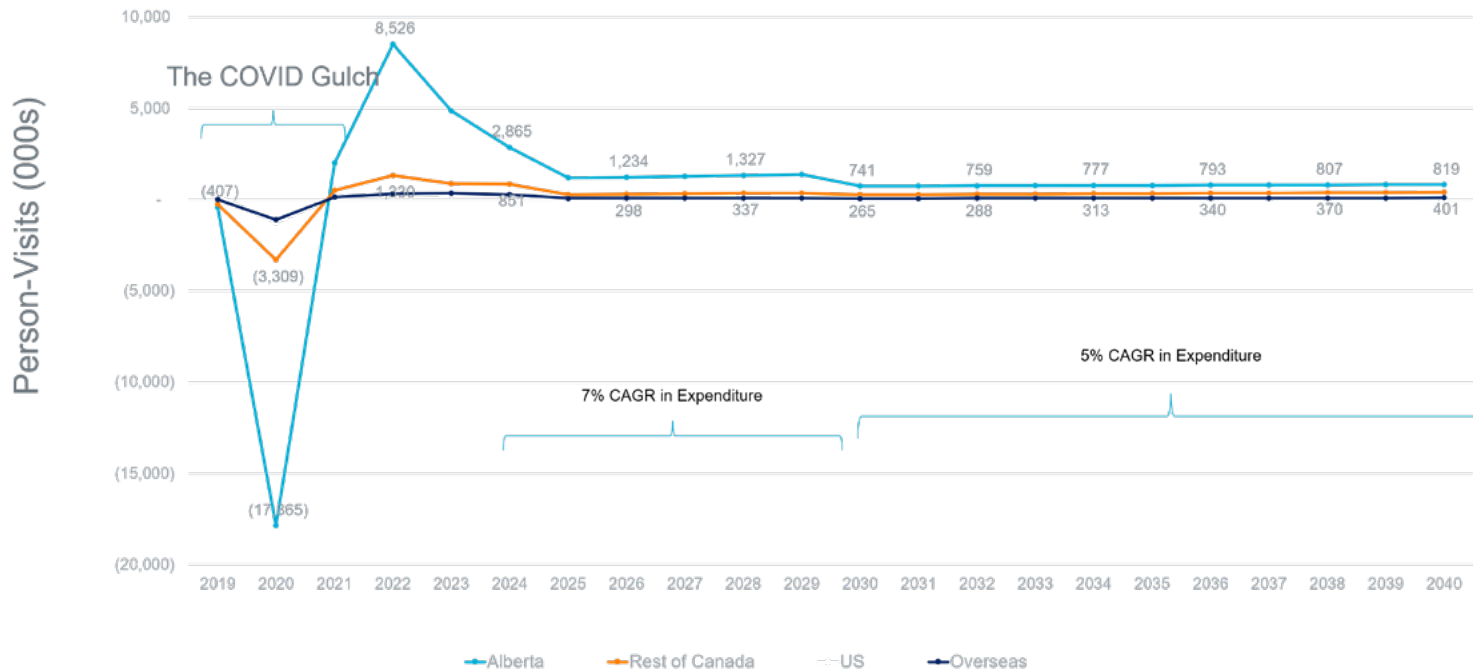


Head Smashed In Buffalo Jump / Mike Seehagel

JUMPING THE COVID GULCH

We know the recovery of Alberta's tourism sector is going to take time. But we also know that through the development of a smart and strategic plan, we can retrench, refresh, and renew the sector to avoid another lost decade. To achieve this, Travel Alberta and our tourism partners – Team Alberta — must overcome barriers and impediments that have hindered growth and work together to outpace our competition, putting Alberta's tourism industry back on the path to growth. A coordinated effort and prioritization of policy, funding and resources from numerous ministries will be needed to support the growth of the sector. This must be done while maintaining a strong commitment to a triple bottom line approach, respecting and balancing community, environmental and economic considerations.

IN(DE)CREASE IN VISITS (000s): 2019-2040

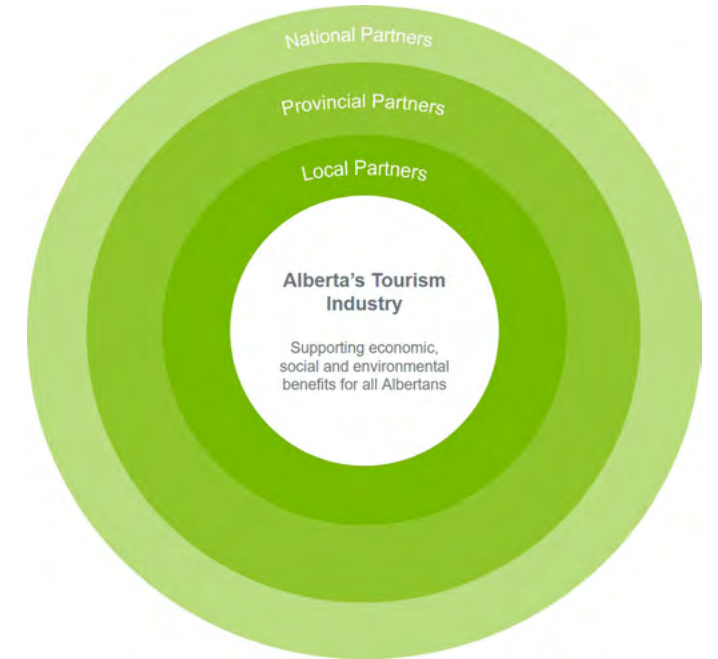


Local Partners

- LOCAL GOVERNMENTS
- REGIONAL/LOCAL DESTINATION MANAGEMENT ORGANIZATIONS
- 20,000 TOURISM BUSINESSES
- LOCAL BUSINESS ASSOCIATIONS

Provincial Partners

- TRAVEL ALBERTA
- MINISTRY OF JOBS, ECONOMY AND INNOVATION
- INDIGENOUS TOURISM ALBERTA
- PROVINCIAL SECTOR ASSOCIATIONS
- GOVERNMENT OF ALBERTA MINISTRIES



National Partners

- DESTINATION CANADA
- INDIGENOUS TOURISM ASSOCIATION OF CANADA (ITAC)
- INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA
- NATIONAL SECTOR ASSOCIATIONS
- GOVERNMENT OF CANADA MINISTRIES
- NATIONAL BUSINESS ASSOCIATIONS

TRAVEL ALBERTA RESPONSE

YEAR 1: RETRENCH

2021-22

The expanded mandate provides Travel Alberta with the opportunity to accelerate short-term industry support, re-envision our business model, objectives, and desired outcomes. We will focus on establishing a new direction for the organization, providing relevant, impactful, and nimble destination promotion and management programs that propel revenue and investment opportunities, aimed at instilling a new commercial culture and driving increased industry relevance.

YEAR 2: RENEW

2022-23

Capitalize on anticipated pent-up demand, starting in 2022 through 2024, to rebuild Alberta's visitor economy, while focusing on continually growing and rebalancing our strategic priorities to fulfill the visitor experience and lay the groundwork for future growth through continued investment and the execution of strategies and programs initiated in 2021-22.

YEAR 3: REFRESH

2023-24

Focus on coordinated efforts with government partners and other tourism stakeholders – prioritizing programming, funding, and investment in a compression dispersal strategy – to support sustainable growth of Alberta's tourism sector and visitor economy.



Kananaskis Outfitters, Kananaskis Country / Karl Lee

STRATEGIC PILLARS

Travel Alberta's Bootstrap Plan will focus recovery efforts on three strategic priorities: Marketing, Access, and Place.

To achieve this, Travel Alberta will undertake a three-year, data-driven framework to accelerate the rebuild and spur future growth.

Key objectives and targets, addressing the three strategic priorities and maximizing corporate operational efficiencies to prioritize budget allocation to tourism development and promotional activities, are highlighted in the following sections.

MARKETING



The new Travel Alberta will concentrate efforts on increasing alignment and creating efficiencies with key tourism partners within a collaborative brand strategy. The strategy will include efforts to regain market share and compete with other destinations that will also be striving to capture pent up travel demand.

Travel Alberta's approach will include alignment with data and analytics, supporting informed decision making, with the goal of achieving superior revenue data for Team Alberta and creating clear and aligned channel lanes.

The impacts of COVID-19 have changed visitor behaviors and perceptions creating the need for a tailored and thoughtful approach to attracting the right visitor. Driven by research and data, Travel Alberta will develop a personalized approach to reaching our high-value visitor to ensure the delivery of the right content at the right time. We will also ensure that we have a visitor servicing model that supports a leading-edge digital experience in destination, including optimizing our digital channels and ensuring we are providing the best user experience possible. This will be the key to attracting visitors to Alberta and moving them around the province. The profound changes in the travel world coupled with the organization's changing mandate present an opportunity to refresh and reconsider Travel Alberta's award-winning brand going forward.



ACCESS

The new Travel Alberta will work with airline and airport partners to re-establish and build Alberta's air links. Unlike our Canadian competitors (B.C., Ontario, and Quebec), Alberta is not a drive market, and revitalized air routes will be key to our success and future growth. Using key research and

insights and a Team Alberta approach, Travel Alberta will lead the development of a strategy to enhance key domestic, U.S. and international routes.



PLACE

The new Travel Alberta will continue to support Alberta's tourism businesses and communities through a series of programs and services that will support the development of new and enhanced tourism products and experiences in support of regional and seasonal diversification.

This will be undertaken through a "corridors and clusters" strategy aimed at identifying and growing new regional destinations, based on a hub and spoke plan with major cities and airports at its core.

To further support destination diversification, Travel Alberta will work with government and industry partners to build a plan for sustainable tourism on crown lands. The collaborative plan will identify regions, land bases and specific opportunities across the province to that would be appropriate for new commercial tourism investment.

The result of this new path forward will not only pave a new trail for Travel Alberta, but a new trajectory for tourism in Alberta and all our partners – where our biggest challenge will become our greatest strength. As we work together to pull ourselves up by our bootstraps and dig ourselves out of the "COVID Gulch," we will build a brighter tomorrow when we can safely welcome back the world.



High Level Bridge, Lethbridge / Roth and Ramberg



STRATEGIC PILLAR I: MARKETING

The Travel Alberta destination promotion team is at the forefront of national, provincial, and regional discussions to proactively promote the return of tourism to Alberta. Our strength as Team Alberta is critical to our competitive advantage in targeting the right audience in domestic and international marketing and using our resources efficiently and as effectively as possible. By working closely with our strategic partners, we are closely aligning our efforts to start the rebuild together.

DIAGNOSTIQUE

The past year brought the booming global tourism industry to a grinding halt. As international borders closed, provinces discouraged inter-provincial travel, and Albertans stayed close to home for the duration of the year. With Alberta tourism businesses continuing to struggle, promoting Alberta as a destination of choice was carefully

balanced with safety messaging and constantly changing visitor behaviour.

The immediate recovery plan starts with Alberta residents. This past year, Travel Alberta has worked closely with our partner ministries within the Government of Alberta and our tourism industry to carefully deliver the right messages that resonate with our regional visitors, the Alberta ambassador. Across the country, Albertans have consistently ranked as the most willing to welcome visitors from other communities and provinces to their backyard.⁸

In 2021, Travel Alberta will continue to engage Alberta residents as a key audience and an important market for recovery. Moving forward, while ensuring health and safety measures are adhered to, we must balance our focus on regional promotions with the need to readily welcome back visitors from the rest of Canada and around the world (Figure 5.0 - Appendices).

KEY OBJECTIVES

1. Align with Strategic Partners
 - Drive alignment and efficiency with key tourism partners including Destination Canada, airlines, Destination Marketing Organizations (DMOs), Indigenous Tourism Alberta, Invest Alberta, and other strategic partners.
 - Travel Alberta is seen as a valued and knowledgeable contributor with national and international stakeholder groups.
2. Engage the High-Value Visitor
 - Drive incremental revenue from high-value audience segments based on a data-first approach.
 - Modernize digital channels to engage the high-value visitor,

⁸ Destination Canada, Resident Sentiment Surveys (2021).



develop visitor insights through the traveller journey from awareness to consideration to purchase.

3. Increase Consideration of Alberta as a Travel Destination

- Create a competitive Destination Brand.
- Through our destination promotion programs, increase search intent of Alberta as a travel destination.
- Drive visitation to more regions across more seasons.

TRAVEL ALBERTA RESPONSE

During this time of recovery, our destination promotion efforts will see the greatest success when we target travellers with compelling messages about Alberta experiences when and where they are looking. This means working closely with our industry to reshape how

we promote experiences that meet the needs of today.

Our marketing starts at home with Albertans. We will support our industry to promote travel that inspires weekend getaways and vacations with family through familiar marketing channels.

Next, we will invite our Canadian neighbours to drive or fly to the province by working with our airline and national partners through direct to consumer marketing, digital, social, and earned media.

When international borders open, we will work closely with Destination Canada to make Alberta a destination of choice through consumer marketing and a focus on engaging tour operators and travel agents who sell Alberta product that resonates.

All of our destination promotion efforts will be executed with compelling brand messaging that ensures loyal visitors return again and those who do not know Alberta put our province at the top of their list to visit.

TARGETS

STRATEGIC PILLAR	OUTCOME	METRIC	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24
Marketing	Consideration of Alberta as a travel destination has increased	Search growth for Alberta destinations YOY	17% domestic only	9% domestic and U.S.	5% domestic and U.S. and other Int'l
	Marketing investments generate revenue from high-value visitors	Direct economic impact based on attributable room nights	\$7.8M U.S. only	\$9.7M U.S. only	\$13.5M U.S. and other Int'l
		Attributable revenue* (In development)	Baseline year	TBD	TBD



YEG Airport / Mike Seehagel



STRATEGIC PILLAR II: ACCESS

Prior to the pandemic, tourism in Alberta benefitted from strong air access from many national and international markets, including 70 per cent of U.S. visitors to Alberta arriving by air. Alberta's ability to regain its strong domestic and international air service network is key to the province's economic recovery.

Direct air service to priority domestic and international markets facilitates trade, investment, and tourism, and strengthens cultural and social relationships between markets. Recovering and increasing direct routes or frequency between Alberta's two major international airports and priority markets will improve Alberta's competitiveness as a business and leisure destination by reducing the need to connect through other competing centres such as Vancouver, Toronto, or major U.S. airports.

DIAGNOSTIQUE

Pre-Pandemic

- Alberta's commercial airports can be sorted into three categories based on departing seat capacity:

1. The province boasts two large international airports:

- » Calgary International Airport (YYC)
- » Edmonton International Airport (YEG)

2. Two medium sized airports:

- » Fort McMurray International Airport (YMM)
- » Grande Prairie Airport (YQU)

3. Five smaller regional airports:

- » Red Deer Regional Airport (YQF)
- » Lethbridge Airport (YQL)
- » Medicine Hat Regional Airport (YXH)
- » Lloydminster Municipal Airport (YLL)
- » High Level Airport (YOJ)

- Prior the pandemic, Alberta had service to 31 destinations in Canada, 24 in the U.S., and 25 international, ranking second in the country in domestic and transborder seats per capita, and fourth internationally.
- YYC benefits from being the home of WestJet, while YEG is

SUMMARY OF CHANGES IN AIR SERVICE CONNECTIVITY

OBJECTIVE	DOMESTIC	TRANSBORDER	INTERNATIONAL
Changes in Connectivity	10 destinations lost	17 destinations lost	24 destinations lost
	-71.2% seat capacity	-92.7% seat capacity	-96.3% seat capacity
Industry factors affecting air service recovery	<ul style="list-style-type: none"> Aircraft retirements have resulted in smaller regional aircraft fleets Regional carriers stepping up and entering smaller markets abandoned by WestJet and Air Canada Strong network expansion by ultra low-cost carriers such as Flair Airlines betting on leisure demand uptick 	<ul style="list-style-type: none"> Travel restrictions and testing requirements continues to be a barrier to transborder demand recovery Pent-up leisure travel demand by Americans an opportunity for expedited recovery once the border opens Startup U.S. carriers offer new opportunities to build transborder air links 	<ul style="list-style-type: none"> Lack of established global standard by countries on travel restrictions and testing expected to be a barrier Widebody aircraft retirements by Air Canada challenge airports in requiring long-haul service Uneven global vaccination rates may hamper recovery in inbound tourism
Air service recovery action plan	Restore key regional to Alberta hub connectivity; restore capacity domestic destinations	Re-establish key transborder routes for inbound tourism and economic development	Accelerate return of European and Asian services, ensuring connectivity to regional airports

home to two low-cost carrier headquarters: Flair and Swoop.

- Alberta ranks as the fourth largest visitor economy in Canada behind Ontario, B.C., and Quebec; but unlike these markets, Alberta is not located within close proximity to a large U.S. population base and is therefore more reliant on air service rather than “rubber tire traffic” for transborder visitors.
- Alberta’s well established international business community (largely energy-based) and location as a major warehousing and distribution centre in western Canada, have played a key role in attracting and sustaining national and international air service by both Canadian and foreign carriers.

with accompanying timelines to increase high-value visitation to Alberta.

2. Develop effective stimulus and incentive programs for Travel Alberta to best drive air service recovery.
3. Clarify how best to structure and allocate Travel Alberta resources to deliver ongoing support to grow and sustain targeted air service between Alberta and key markets.
4. Ascertain research and data needs for internal and external stakeholders to inform air service business and investment decisions.
5. Set targets for new seats and destinations served by Alberta airports.

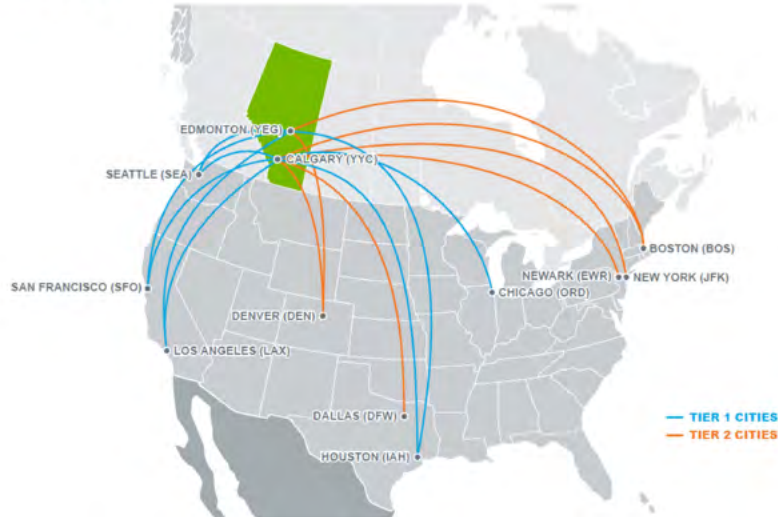
KEY OBJECTIVES

1. Identify prioritized domestic, transborder and international routes

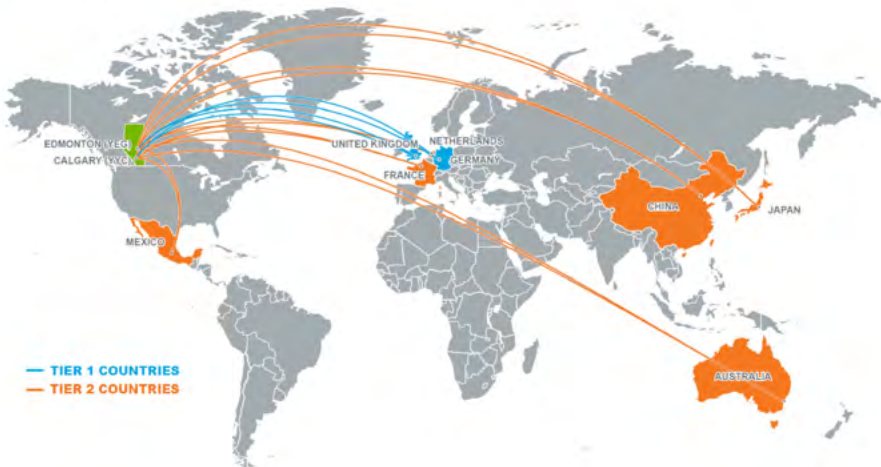


WestJet / Avery Swail

**U.S. CITIES
FLIGHT PRIORITY**



**INTERNATIONAL
MARKET PRIORITIES**



Based on ticketing, air passengers and Google search

TRAVEL ALBERTA RESPONSE

Travel Alberta will undertake the development of an air service recovery strategy. The strategy will provide a roadmap to make effective investment and business decisions to stimulate and support route development. It will include recommended approaches and partnership/collaboration opportunities based on best practice models, as well as a defined criterion for selecting airlines and routes in which to target and invest.

TARGETS

STRATEGIC PILLAR	OUTCOME	METRIC	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24
Access	Air service to key destinations is re-established, frequency on key routes is increased and service to new destinations is added	New/recovered Domestic destinations and seat capacity	+ 2 routes + 46K seats	+ 2 routes + 33K seats	+ 2 routes + 18K seats
		New/recovered Transborder destinations and seat capacity	+ 4 routes + 40K seats	+ 2 routes + 32K seats	+ 30K seats
		New/recovered International destinations and seat capacity	+ 12K seats	+ 1 route + 20K seats	+ 1 route + 30K seats



Athabasca River / Roam Creative



STRATEGIC PILLAR III: PLACE

The visitor economy presents an opportunity to diversify and grow communities across Alberta. Our collective ability to capitalize on the entrepreneurial spirit and geographical diversity of Alberta, provides a landscape to grow new year-round experiences and develop destinations to ensure Alberta is globally competitive. The Travel Alberta Destination Development Team will create a new road map, with a strategic approach to destination and product development, which will advance Alberta's position as a desirable destination for visitors, attract investors, create jobs, and heighten pride of place for residents.

DIAGNOSTIQUE

Travel Alberta has a long history of supporting tourism industry partners, destination marketing organizations, communities, and tourism businesses with expertise and resources. Through the pandemic, Travel Alberta has been a valuable partner for industry, providing financial aid and guidance for businesses adapting to a rapidly changing business environment. In 2020-21, Travel Alberta connected with over 3,000 businesses and organizations and facilitated the distribution of nearly \$18 million in financial relief and assistance to

industry partners.

Under our new mandate, Travel Alberta will expand its focus on destination development to support the building of more compelling experience clusters and corridors, new infrastructure, and services to advance Alberta's competitiveness. Our focus will be on the needs and desires of current and future visitors and the ability of regions, communities, businesses, and organizations to deliver the products, services, and experiences in demand now, and in the future.

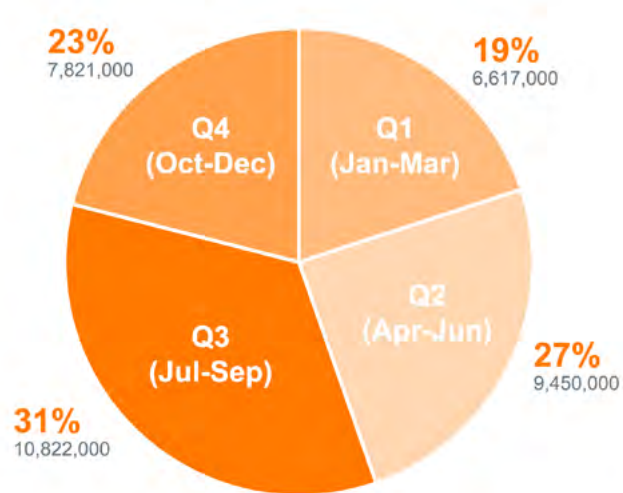
Nearly 60 per cent of visitation and 75 per cent of expenditures in Alberta are concentrated in the mature destinations of the Rockies and Alberta's two major urban centres (Edmonton and Calgary). There is an opportunity to disperse visitation to other regions of the province with the development of compelling experiences. Many of Alberta's smaller communities and rural destinations do not have a key attractor and rely on a collection of small businesses offering activities and experiences to attract travellers. These collectives provide the opportunity to create effective tourism clusters.



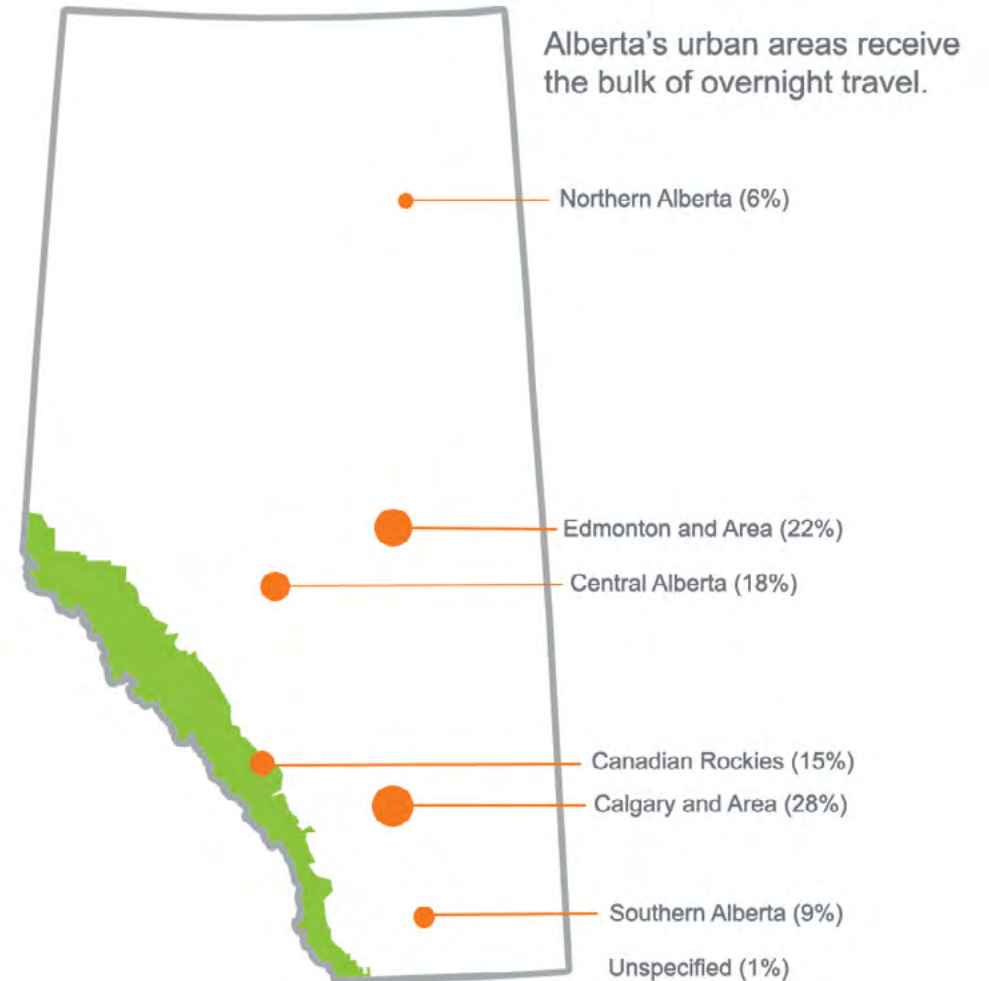
KEY OBJECTIVES

1. Invest in the sustainability and growth of tourism businesses.
 - Develop products and experiences based on research insights that attract high-value visitors.
 - Enable the development of authentic Indigenous tourism experiences.
 - Advance tourism's bench strength through targeted training aligned with Travel Alberta's strategic priorities.
2. Build destination capacity to ensure a sustainable future in tourism.
 - Initiate a tourism investment program supporting industry's recovery and provide stimulus for future growth.
 - Advance the appreciation of the visitor economy in Alberta communities.
 - Champion tourism development that supports quality of life benefits to residents.
3. Enable the development of globally competitive tourism clusters, experiences, and corridors.
 - Expand the seasonality of destinations and geographic dispersion of visitors.

2019 PERSON VISITS



Source: Statistics Canada (2019).



Source: Statistics Canada (2018).

TRAVEL ALBERTA RESPONSE

To deliver on our expanded mandate and support the recovery of Alberta's tourism sector, Travel Alberta will focus efforts on new and enhanced programs and services that concentrate on expanding destination and product development. We will continue to leverage and grow travel to our mature destinations with a focus on the winter and shoulder seasons as well as attracting a high value visitor.

To increase our visitor capacity and provide economic diversification to Alberta communities, we will focus on developing high potential destinations that will lure travellers to communities and regions in all seasons. We will support industry recovery through investments that drive partnerships and business growth, and we will assist with new capital development opportunities that contribute to job creation and future revenue for the visitor economy.

Travel Alberta will deploy development strategies which combine research, planning, policy, and capacity building to enable businesses and communities to make informed tourism development decisions, address impediments to success, and set the course to capitalize on future opportunities.

Corridors and Clusters

Travel Alberta will work with communities and stakeholders to further develop their local tourism economy through a shared vision that provides benefits for both visitors and residents. Concentrating on clusters and corridors which represent a geographical grouping of visitor-focused products and services or a perceived route, the focus will be on collaboration and a common strategic plan. These will include businesses within the tourism value chain and public organizations that work together to create a collective competitive advantage – attracting high-value visitors and as a result, attracting new businesses and spurring economic and community vibrancy.

Experience Clusters

Travellers are looking for unique and more in-depth opportunities

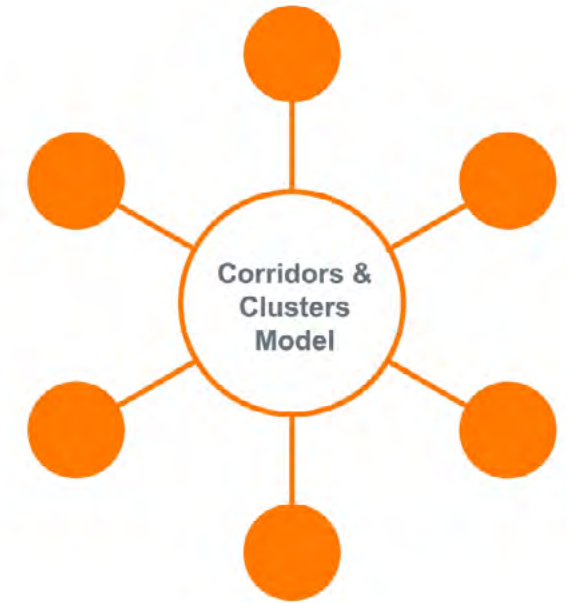
to engage in the destinations they visit. Understanding our target audience and designing experiences to meet the demand for experiential travel is the first step. Clustering these unique offerings is key to delivering amazing visitor experiences. Working with businesses, municipal leaders, destination organizations, and other supporting organizations, we will demonstrate the power of collaboration and provide support through the activation phase. Our work will include assessing and addressing gaps and opportunities in products, collaboration, and positioning. In the future, sustaining the cluster will become the role of the destination organization and the local community.

Product Clusters

There are types of products that Alberta is known for – like dinosaurs and outdoor adventure – and those where we could own a greater share of mind – like culinary, agri-tourism and Indigenous tourism. To effectively grow these product clusters, we'll use product demand research and develop strategies and partnerships that will help us foster collaboration between existing businesses and guide development for new businesses and new corridors.

Corridors

Corridor development can create itineraries and critical linkages between communities. Focusing on themes helps to define the experience and can attract new travellers to explore routes and destinations they may never have considered. Assessing existing products and the potential for new experiences, we'll identify the prime opportunities to develop activity/experience-focused routes that will attract new and returning travellers and enhance our global competitiveness. This will be done in collaboration with businesses, destination organizations, and municipalities, and our support will continue through the activation phase.



Indigenous Tourism Development

Travel Alberta, in partnership with Indigenous Tourism Alberta, industry partners, and governments, will work to support Indigenous tourism communities and businesses, helping to diversify Alberta's visitor economy across many regions and in all seasons. Associated actions to include supporting the growth and development of Indigenous tourism experiences through a new three-year \$3.75 million partnership funding commitment to Indigenous Tourism Alberta. Travel Alberta will provide support for Indigenous communities through financial, marketing and development support to Indigenous Tourism Alberta, its members and existing Indigenous products and experiences throughout the province.



Warrior Women, Jasper National Park /
Indigenous Tourism Alberta / Roam Creative

Tourism Investment

Travel Alberta will initiate a tourism investment program to ensure the immediate recovery and sustainability of Alberta's tourism businesses and capitalize on the potential for long-term growth. Historically, there has been a lack of funding available for tourism investment and development in Alberta. According to Travel Alberta's recent COVID-19 industry impact survey, funding for operational sustainability, new or modified experience offerings, and marketing were identified as priority needs to support recovery.

Travel Alberta is taking a proactive approach to financially assist tourism businesses, municipalities, not-for-profits and destination organizations through a series of grant programs in 2021-22. Travel Alberta will invest \$15.6 million in funding support through the following programs:

Cooperative Investment Program

To support tourism businesses' partnership marketing efforts as they restart their operations and assist in the development of new or enhanced experiences based on the travel environment and health

restrictions in place. Funding will support the diversification and/or sustainability of small tourism businesses and organizations impacted by COVID-19.

Capital Investment Program

To support new tourism infrastructure, assets, and development, planning and research for tourism businesses and communities. The program offers three funding streams designed to:

- Accelerate the completion of new tourism development initiatives.
- Develop destination-based assets to support the disbursement of travel throughout the province, foster collaboration, provide economic stimulus and contribute to the quality of life for destination residents.

Travel Alberta also works in partnership with Invest Alberta to identify needs and capitalize on Alberta investment opportunities, supporting responsible and sustainable development while increasing Alberta's competitive advantage globally.

TARGETS

STRATEGIC PILLAR	OUTCOME	METRIC	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24
Place	Tourism businesses are sustained through the pandemic and grow	% change in active tourism businesses	2%	5%	2%
	Product and destinations capacity are increased for a diversified and sustainable visitor economy	# of new market ready experiences	30	35	35
		# of new export ready experiences (Year 2 & 3)	-	10	15

RESEARCH, DATA AND MEASUREMENT

Research and analytics serve as a critical business function by producing timely and relevant strategic insights to support Travel Alberta, the ministry responsible for tourism, and industry partners in making informed business decisions and maximizing investments to rebuild and grow Alberta's visitor economy.

Conducting first party research and analyzing third party sources provides an understanding of the economic impact, market potential, and visitor intent and behaviours. Employing business intelligence platforms and practices, Travel Alberta is empowered with accessible and timely reporting. Strategic performance measurement provides the ability to track and report the effectiveness of the organization in achieving stated business objectives and monitor progress in advancing the recovery and growth of the tourism industry.

Providing timely and relevant research and analytics is essential to the success of Travel Alberta's work. It contributes to the organizational performance measurement and individual business unit targets.

DIAGNOSTIQUE

Travel Alberta has been supporting Alberta tourism businesses by providing timely and relevant research and insights since its inception as a Crown corporation in 2009. However, to date, this responsibility has been shared between the government department responsible for tourism and Travel Alberta. Under an expanded mandate, clarity of roles and responsibilities is needed to ensure the efficient and accurate holistic reporting of research and insights provided to government and industry partners and utilized for business planning and decision-making purposes.

Essential to the research and insights that Travel Alberta delivers is

the established business intelligence platform containing consolidated performance and indicator data. This automated reporting provides line of sight on business performance and generates efficient insights. These insights are central to business decisions in marketing and the measurement of overall business performance for the organization and tourism stakeholders.

Through the development of a balanced scorecard, Travel Alberta evaluates its success in reaching its goals, which in turn demonstrates how well it is doing in delivering on its mandate. The scorecard is also used as a management tool for allocating and aligning resources to make the greatest strategic impact. In addition to the goals specific to the corporation's program areas and operations, the overarching goals promote the health and prosperity of the broader industry that Travel Alberta's efforts feed into. Cumulatively, the metrics are meaningful and useful to both internal and external stakeholder.

KEY OBJECTIVES

1. Increase data sets and internal analytical capacity to support Travel Alberta's expanded mandate.
2. Improve insight products for broader consumption by industry and key decision makers in the Government of Alberta.
3. Support the organization and industry partners with consumer and market insights.
4. Enhance measurement to demonstrate the effectiveness and value of Travel Alberta investments.
5. Provide timely and accessible business performance data and reporting.

TRAVEL ALBERTA RESPONSE

To ensure Travel Alberta and the tourism industry are better equipped with strategic insights to guide destination management efforts, the suite of research and data products and resources will be improved and expanded. By consolidating these resources under Travel Alberta, as the primary lead for tourism research, these products will be more accessible and streamlined. Additionally, Travel Alberta will collaborate with key stakeholders on designing and implementing measurement frameworks to provide greater consistency in communicating the value proposition of destination management organizations and finding efficiencies when conducting research and acquiring data.



Head-Smashed-In Buffalo Jump World Heritage Site / Roth & Ramberg

PEOPLE, OPERATIONS AND BUDGET

Over the last few years, Travel Alberta taken a critical look at business operations to maximize productivity, corporate efficiency, and budget allocation towards development and promotional activities in support of Alberta's visitor economy. With the COVID-19 pandemic disproportionately impacting the tourism sector, this has become even more critical.

DIAGNOSTIQUE

People

Travel Alberta has built a strong, cohesive, and engaging corporate culture. The use of cloud supported technologies has enabled the team to continue to be highly productive through the pandemic, make informed business decisions, and maintain our commitment to high performance.

Under the expanded mandate, Travel Alberta will need to expand quickly and effectively and establish new lines of business, to deliver on new roles and responsibilities required of the organization. This urgency is coupled with the current state of our industry and the increased need to support the rebuild and long-term growth of Alberta's visitor economy.

Operations

Travel Alberta maintains a strong commitment to operational excellence, consistently looking to increase efficiencies, strengthen controls to manage risk and implement best practices. This includes the use of

collaboration tools and automating business processes, investments in data, security, and providing seamless access to information to foster an organizational test-and-learn attitude that embraces agility, diverse thinking and a results-oriented approach.

KEY OBJECTIVES

1. Grow internal capacity and capability and align performance expectations.
2. Improve Reconciliation, Equity, Diversity, and Inclusion (REDI) within our organization.
3. Leverage technology systems and support a digital workplace.
4. Create organizational agility.

TRAVEL ALBERTA RESPONSE

With an increased budget allocation of \$66 million (over three years), Travel Alberta is committed to putting our industry first. By directing more than 90 per cent of Travel Alberta's budget to programs and services that directly support our industry partners, we are leading the path to recovery to ensure that Alberta's visitor economy is ready to welcome back visitors when it is safe to do so.

TARGETS

STRATEGIC PILLAR	OUTCOME	METRIC	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24
Corporate Efficiency and Effectiveness	Funds available for programs and services are maximized	OpEx % of total expenses	< 10%	< 10%	< 10%
	Corporate culture remains strong and there is a high degree of pride in working for Travel Alberta	Team member engagement	80%	80%	80%
	Enable social change through commitment to Reconciliation, Equity, Diversity and Inclusion (REDI)	Representation in the team member %	Team representation: 25% of population in all categories	Team representation: 60% of population in all categories	Team representation equal to population

SCORECARD

Travel Alberta's updated performance measurement framework was informed by a jurisdictional review of best practices and reflect the organization's expanded mandate as a destination management organization. The updated draft corporate scorecard balances business outcomes attributable to Travel Alberta programs and investments as well as the industry's overall collective performance.

To strengthen accountability, the measurement plan consists of a multi-tiered approach to tracking and reporting the effectiveness of the organization over the course of the three-year business plan cycle. The overarching scorecard includes a collection of metrics based on the activities of each business area as well as macro level industry metrics to monitor progress in advancing the recovery and growth of the tourism industry. In alignment with the scorecard, program measures for each business unit flow into personal balanced scorecards for leaders and individuals within the organization.

Travel Alberta's scorecard has evolved to reflect the corporate goals pertaining to the strategic priorities of Marketing, Access, and Place as well as organizational efficiency and effectiveness. Specifically, there are new measures for following:

- Attributable revenue from Travel Alberta's marketing investments
- Restoring Alberta's air access to destinations lost through the pandemic as well as establishing service to new destinations
- Destination development investments focused on sustainability and growth of tourism businesses and building destination capacity
- Social change through commitment to Reconciliation, Equity, Diversity and Inclusion (REDI)

In addition to Travel Alberta's corporate goals, the scorecard contains macro level industry metrics to monitor progress in advancing the recovery of the tourism industry.

With the development of new lines of business, some of the metrics

are still in development and may require the acquisition of additional data sources. Where this is the case, year one will be considered the baseline from which targets for subsequent years will be set.

Additionally, given the dynamic nature of the COVID pandemic and the border restrictions and recommendation against non-essential travel, the scorecard targets were developed based on the following assumptions:

- International borders open in November 2021
- Alberta benefits from increased domestic traffic while borders remain closed
- Government of Alberta will begin to ease restrictions in June and travel demand will immediately begin to increase. Partner marketing programs restart in June 2021
- Government of Alberta lifts the recommendation against non-essential travel towards the end of June 2021. Travel Alberta branded in-province marketing will restart in July 2021
- Re-start International awareness marketing by September 2021 for winter 2021-22

Should the assumptions not be realized, the targets will be re-evaluated and adjusted accordingly.

Under an expanded mandate, Travel Alberta will evolve its scorecard to reflect the addition of new roles and responsibilities and the recovery of Alberta's tourism sector.



Edmonton / George Simhoni

2020-21 SCORECARD

FOCUS AREA	MEASUREMENT	RELEVANCE	ACTUALS AS OF Q3	FY2020-21 TARGET
RESPONSE AND ALIGNMENT	Number of returning Travellers / Snowbirds	Demonstrates the effectiveness of the campaign investment in encouraging Canadians to return home before border closures.	112,000	N/A ¹
	Reach and Impressions	Measures the number of times the message was delivered to encourage Albertans to stay home to help flatten the COVID case curve.	12,959,254	N/A ¹
	Research Consumption	Page views of the research on Industry.TravelAlberta.com are an indicator of the usefulness of the insights products for the tourism industry.	12,136	14,942
	Value of the Travel Alberta team in support of tourism partners	An indicator of the value industry sees in the outreach, guidance and support provided during the pandemic	TBD ²	72%
DESTINATION DEVELOPMENT	Overall Industry Satisfaction	Provides a gauge on the level of awareness, usage and value of Travel Alberta programs and services, which helps identify key services of focus.	TBD ²	75%
	Value of cooperative investment to supporting Alberta tourism businesses	An indicator of the value industry places on the Cooperative Investment program, which informs future decisions on the type and level of investment.	TBD ²	75%
DESTINATION PROMOTION	Intent to travel to and within Alberta	Represents the potential market size and whether Travel Alberta is moving travellers from awareness to consideration	TBD ³	4,237,190
	YOY % change in Alberta travel-related Google searches	Represents travellers contemplating a vacation to Alberta which indicates if Travel Alberta is growing domestic consideration of Alberta	-11% ⁴	-7%
	Leads to Alberta Tourism Industry	Represents the number of travellers demonstrating their preference for Alberta experiences by clicking through to tourism industry partners	518,200 ⁵	926,000
	Booked Room Nights	Assesses the effectiveness of investments made to grow the number of travellers to Alberta and the associated direct economic impact	682,025	850,828
	Support for global travel providers in rebuilding Alberta product	An indicator of the value and effectiveness of support given to travel providers during the pandemic	93%	75%
BUSINESS EXCELLENCE	Team Member engagement	Provides insights into the factors driving engagement including team members' willingness to promote Travel Alberta as a "good place to work"	90%	80%

1 There were no established targets as these unplanned activities were done in response early in the pandemic.

2 The Travel Alberta Industry Satisfaction Survey will be conducted in Q4.

3 The Global Tourism Watch Survey will be conducted in April 2021.

4 Travel searches remain flat with previous end of quarter results at negative 11 per cent and are fairing better than searches for Canada as a whole, which are down 17 per cent. With recommendations to avoid nonessential, it is unlikely to gain enough ground in Q4 to meet the annual target.

5 With the measures put in place to manage the second wave of COVID in Canada, in-province winter marketing was paused on November 26th and interprovincial marketing did not go forward, as such the leads results are behind target.

2021-24 SCORECARD

FOCUS AREA	STRATEGIC PILLAR	OUTCOME	METRIC	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24
CORPORATE GOALS	Marketing	Consideration of Alberta as a travel destination has increased	Search growth for Alberta destinations YOY	17% domestic only	9% domestic and U.S.	5% domestic and U.S. and other Int'l
		Marketing investments generate revenue from high-value visitors	Direct economic impact based on attributable room nights	\$7.8M U.S. only	\$9.7M U.S. only	\$13.5M U.S. and other Int't
			Attributable revenue* (In development)	Baseline year	TBD	TBD
	Access	Air service to key destinations is re-established, frequency on key routes is increased and service to new destinations is added	New/recovered Domestic destinations and seat capacity	+ 2 routes + 46K seats	+ 2 routes + 33K seats	+ 2 routes + 18K seats
			New/recovered Transborder destinations and seat capacity	+ 4 routes + 40K seats	+ 2 routes + 32K seats	+ 30K seats
			New/recovered International destinations and seat capacity	+ 12K seats	+ 1 route + 20K seats	+ 1 route + 30K seats
	Place	Tourism businesses are sustained through the pandemic and grow	% change in active tourism businesses	2%	5%	2%
		Product and destinations capacity are increased for a diversified and sustainable visitor economy	# of new market ready experiences	30	35	35
			# of new export ready experiences (Year 2 & 3)	-	10	15
	Corporate Efficiency and Effectiveness	Funds available for programs and services are maximized	OpEx % of total expenses	< 10%	< 10%	< 10%
		Corporate culture remains strong and there is a high degree of pride in working for Travel Alberta	Team member engagement	80%	80%	80%
		Enable social change through commitment to Reconciliation, Equity, Diversity and Inclusion (REDI)	Representation in the team member %	Team representation: 25% of population in all categories	Team representation: 60% of population in all categories	Team representation equal to population

2021-24 SCORECARD, CONTINUED

FOCUS AREA	STRATEGIC PILLAR	OUTCOME	METRIC	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24
MACRO INDUSTRY GOALS	Revenue	Tourism revenue returns to 2019 level of \$8.2B by 2024	Annual growth rate in expenditures*	38%	36%	20%
		Visitation to Alberta increases	Total visitation*	11,277,000	24,668,000	31,012,000
		Tourism levy returns to 2019 level of \$83.7M	Tourism levy (result of room nights and RevPAR)	\$49M	\$67M	\$80M
	Jobs	Recover tourism-related jobs to 2019 level of 68,000	Direct, indirect and induced full-time equivalent employment related to tourism expenditures (expressed in person years)	37,226	50,762	60,915
	Industry Collaboration & Alignment	Industry capacity is increased through relevant programs, collaboration and alignment	Industry satisfaction survey	75%	75%	75%
	Perceived Tourism Benefits	Residents recognize the social, cultural, environmental and economic benefits of tourism	Resident sentiment (In development)	Baseline year	TBD	TBD

* Alignment with metrics in JEI Tourism Recovery Plan



Donalda / AV Wakefield

TRAVEL ALBERTA

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PROVINCIAL POLICE GOVERNANCE SURVEY AND LEGISLATIVE AMENDMENTS

Issue

The Province is asking stakeholders to respond to a survey regarding the development of regulations related to the *Police Amendment Act, 2022 (PAA)*.

Motion Proposed by Administration

That the Provincial Police Governance Survey be completed and the draft letter sent to the Minister of Public Safety and Emergency Services.

Report, Analysis and Financial Implications

The *PAA* was passed in December 2022. A majority of the *PAA* remains unproclaimed until the supporting regulations to facilitate implementation are developed. As a community with a population over 5,000 and policed by the RCMP under a Municipal Police Service Agreement (MPSA), the *PAA* contains several amendments related to police governance that will affect the Town. Under the *PAA*, the Town will be required to establish a municipal governance body to provide “guidance and input into policing priorities and performance goals”.

It is unclear what the powers, duties and functions of a municipal policing committee would entail. The new regulations are proposed to address the requirements of these committees and the oversight and role of the province on these committees.

The province is seeking feedback on the following:

- What powers, duties and functions should the mandatory policing committee have?
- Should these committees be involved in creating Community Safety Plans?
- Should policing committees be involved in setting policing priorities?
- What should the size be of a policing committee? Length of terms/qualifications, representation?
- Should there be required feedback that committees need to seek from the public? What should those mechanisms be?
- Should municipalities that opt out of a regional policing committee be allowed to join the municipal policing committee of a nearby MPSA community? (e.g. Okotoks required to include representatives from outside of Okotoks and assume those costs)

Current concerns regarding the creation of this mandated committee are:

- a policing board with non-elected committee members, removed from the elected Council members accountability and utilizing municipal resources;
- a layer of governance that may interfere with the employment/working relationship between the Town and peace officers in our Okotoks Municipal Enforcement; and
- the Minister setting provincial priorities that requires municipal policing committees to consider those provincial priorities (that may not align with Okotoks).

The current provincial survey is open until March 15, 2024 and the survey link is accessible in the attached "Engagement on improving police governance Discussion Guide".

Based on the feedback from Council, Administration is proposing to submit a survey response on behalf of the Town and submit a letter on behalf of the Mayor and Council to the Minister of Public Safety and Emergency Services. A draft letter is attached for Council consideration.

Strategic Plan Goals

<input type="checkbox"/>	Responsibly Managed Growth	<input type="checkbox"/>	Demonstrated Environmental Leadership
<input type="checkbox"/>	Strong Local Economy	<input checked="" type="checkbox"/>	Enhanced Culture & Community Health
<input checked="" type="checkbox"/>	Organizational Excellence		

Equity/Diversity/Inclusivity Impacts and Strategy

n/a

Environmental Impacts

n/a

Governing Policies/Bylaws/Legislation or Agreements

Police Amendment Act, 2022

Public Participation Strategy

n/a

Alternatives for Consideration

Direct Administration not to respond to the survey and the draft letter to the Minister of Public Safety and Emergency Services not be sent.

CAO Comments

Okotoks has an established process to establish community policing priorities based on a public feedback process and approval by Council. The Town's RCMP contracted service provides quarterly updates to Council and the community to identify trends. In all honesty, Administration is not sure how this proposed committee will advance public safety and improve community outcomes. Administration's preference is to not have an additional committee that we believe will confuse governance, create bureaucracy and not advance priorities.

Attachment(s)

1. Draft Letter to Minister of Public Safety and Emergency Services
2. Engagement on improving police governance Discussion Guide

Prepared by:
Cathy Duplessis, CLGM
Legislative & Policy Services Manager
January 31, 2024



February __, 2024

Honourable Mike Ellis
Deputy Premier and Minister
of Public Safety and
Emergency Services
404 Legislature Building
10800 – 97 Avenue
Edmonton, AB T5K 2B6
Sent via email: PSES.minister@gov.ab.ca

Dear Minister Ellis:

Thank you for the opportunity to submit input on the regulations under the *Police Amendment Act (PAA)*.

As you are aware, the Town of Okotoks is a community over 15,000 that are policed by the RCMP under a Municipal Police Service Agreement (MPSA). Okotoks further has a Municipal Enforcement unit that employs peace officers for Town bylaw enforcement.

Considering this context, the current survey questions to inform the development of the *PAA* regulations were of most concern to our Council:

1. Okotoks strongly supports the appointment of local elected officials on municipal policing committees. The removal of the ability of the Town to appoint representatives composed of elected Council members and local community members creates a layer of governance that may not be responsive or aware of the local community needs.
2. It is anticipated that Okotoks will be required to support this committee through funding and administrative resources. Therefore municipalities should have more autonomy regarding the duties and function of the committee and not having to include surrounding community representatives which may have conflicting community policing priorities. Autonomy includes the composition, number of committee members and term lengths of members.



3. Okotoks has an employment relationship with the peace officers employed in the Okotoks Municipal Enforcement unit. The oversight of ASIRT in investigations will interfere in this relationship.
4. As this oversight is viewed as potentially creating an extra layer of governance, Okotoks supports regulation provisions that provide autonomy and flexibility in order to set its own community safety plan and policing priorities, and committee establishment in alignment with Okotoks needs and priorities.

The *Police Act* is important to community safety. The development of the proposed regulations under the PAA will impact the implementation and operation of policing and safety for the Town of Okotoks and all municipalities across Alberta.

If you would like to discuss in further detail any aspect of our submission, please contact me at 403-938-8904.

Thank you for your consideration of our responses.

Sincerely,

Tanya Thorn, B.A, ICD.D
Mayor



Engagement on improving police governance

Discussion guide on legislated governance changes in communities served by the Royal Canadian Mounted Police (RCMP) in Alberta

Introduction

The Government of Alberta (GoA) invites stakeholders to inform the development of supporting regulations enabled by *the Police Amendment Act, 2022 (PAA)* related to police governance in Alberta.

The PAA mandates the establishment of civilian governance bodies for all communities policed by the RCMP, including regional and municipal policing committees (for communities with a municipal police service agreement) and a provincial police advisory board (PPAB) (for those under the provincial police service agreement). As a next step to the 2022 legislative amendments, the GoA is now developing supporting regulations to clarify the powers, duties, functions, and composition of these new governance bodies, as well as the regional configurations for the regional policing committees. Your input is crucial to help the government gain a comprehensive understanding of the different needs and perspectives of Alberta's diverse communities to develop these regulations.

Input submission

This discussion guide aims to facilitate discussions within your organization by offering pertinent context and assisting in the preparation of written submission. You are invited to provide input through the online questionnaire, which aligns with the questions outlined in this discussion guide.

[To access the online questionnaire, please use this link.](#)

This discussion guide is tailored for communities with a population of over 5,000 that will be represented by a regional or municipal policing committee. The online questionnaire will prompt you to identify your affiliation and automatically direct you to parts of the engagement that are relevant to your community.

Scope

This engagement seeks stakeholder input on establishment of civilian governance bodies, including regional and municipal policing committees and the PPAB in communities policed by the RCMP. This includes the powers, duties, functions, and composition of these new governance bodies, as well as the regional configurations for the regional policing committees.

Overview of *Police Amendment Act, 2022*

Following several years of engagement with stakeholders and the public, the Legislative Assembly passed the PAA in December 2022 to modernize policing in Alberta. The legislation was intended to increase police transparency and enhance public trust to help build safer communities. In addition to other reforms, the legislation created formal civilian governance bodies for all communities policed by the RCMP in Alberta, with the intent for communities to have a role in setting policing priorities and performance goals. Before the amendments, communities did not have this role.

PAA key changes:

- establishes an independent agency, the Police Review Commission, to manage complaints against police and conduct disciplinary proceedings
- mandates the creation of civilian governing bodies for communities policed by the RCMP
- expands the mandate of Alberta Serious Incident Response Team (ASIRT) to investigate cases of serious injury or death and serious and sensitive allegations involving peace officers (for example, Alberta Sheriffs and community peace officers)
- requires police commissions to develop community safety plans and report annually on their progress
- requires police commissions to create diversity and inclusion plans to reflect the communities they serve and better understand their needs

- enables the Minister of Public Safety and Emergency Services to set provincial policing priorities to help foster consistency in policing across Alberta
- requires police commissions to create their own policing priorities that consider the provincial priorities and report annually on their progress
- adds 8 guiding principles for Alberta police services to provide a foundation of core beliefs and values
- makes administrative changes to the Law Enforcement Review Board

While some PAA provisions have been proclaimed and are in force, others have not been proclaimed and are not in force yet, including the provisions related to civilian governance bodies.

More information on the PAA can be found on [the Government of Alberta website](#).

Civilian governance bodies

The legislation mandates civilian governance bodies for all communities policed by the RCMP in Alberta, giving them a role in setting policing priorities and performance goals they've never had under the existing governance structure.

Once proclaimed into force, the PAA requires the following governance changes:

- the creation of formal civilian governance bodies in communities policed by the RCMP under Municipal Police Service Agreements (MPSA) that will give these communities a greater role in setting policing priorities and performance goals.
 - Communities with a population of under 15,000 will be represented by regional governance bodies – but will have the option to form their own municipal governance body.
 - Communities with a population over 15,000 that are policed by the RCMP will be required to establish municipal governance bodies.
- the creation of a PPAB that will enable communities served by the RCMP under the Provincial Police Service Agreement (PPSA) to be represented on a provincial board that will make recommendations on province-wide policing priorities.

These governance bodies are generally comprised of community members who are not police officers, and provide guidance and input into policing priorities and performance goals.

These governance bodies are tailored to meet the distinct needs of diverse communities. Regional policing committees for smaller communities will ensure that they can have a say without creating an unreasonable administrative burden on them, while municipal policing committees will help meet the needs of larger communities policed by the RCMP. Communities under the PPSA will be represented by a single provincial board that will make recommendations on province-wide policing priorities.

There are similar governance bodies that are currently in place in Alberta, but the PAA-mandated representation for communities served by the RCMP does not currently exist until the relevant provisions in the PAA are proclaimed. For example, municipal police services are governed by police commissions (i.e. the Edmonton Police Commission is the governance body for the Edmonton Police Service), and a few RCMP-served municipalities in Alberta currently have optional police advisory committees.

Policing Committees

Section 19 of the PAA mandates regional and municipal policing committees to give communities policed by the RCMP a more formal role in setting local policing priorities and performance goals.

Powers, duties and functions

The powers, duties and functions of regional and municipal policing committees are not outlined in the PAA, and will need to be addressed in the new regulations. For example, this could include a more formal role in developing community safety plans.

In comparison, the *Police Act* outlines responsibilities for police commissions. These responsibilities include the allocation of funds that are provided by council, establishing policies providing for efficient and effective policing, issuing instructions as needed to the chief of police, and ensuring the police service has sufficient staffing to carry out their functions.

Community Safety Plans

There is currently no requirement for regional and municipal policing committees to develop or report on Community Safety Plans.

In comparison, Section 31 (1) of the *Police Act* requires police commissions to develop a Community Safety Plan in conjunction with the police service that includes a plan for collaboration with community agencies, and to report annually on the implementation of and any updates to the plan.

Community safety plans encourage police to work more closely with civilian partners and put added focus on alternatives to enforcement that target root causes of crime, like addiction treatment, housing and employment supports. The planning process will result in greater coordination between police and civilian partners, helping them identify and close gaps in services for people who need help. Greater collaboration with partners could help prevent crime, while also allowing police to devote more resources toward serious and violent offences.

Policing priorities

While the *Police Act* identifies several parties with a role in setting policing priorities, the responsibilities of regional and municipal policing committees in setting policing priorities are not outlined in the PAA and may be addressed in the new regulations.

For example, the Minister may set priorities for policing in the province, while municipal police commissions must establish the priorities of their municipal police service, while taking the provincial priorities under consideration.

Discussion questions

- What powers, duties and functions should policing committees have?
- Policing committees should be involved in creating Community Safety Plans.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?
- Policing committees should be involved in setting policing priorities.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?

Composition of policing committees

Since the composition of regional and municipal policing committees are not set out in the PAA, input is needed to help inform the development of new regulations related to the composition of these committees, addressing factors such as committee size, member qualifications, and the consideration of any mandated representation.

Discussion questions

- What factors should be considered when determining the size of a policing committee?
- What qualifications should members be required to have to serve on a policing committee?
- Is there anything that should disqualify someone from being a policing committee member?
- Who should be involved in the selection of policing committee members?
- How long should the policing committee members be allowed to serve?
 - Up to 2 years
 - Up to 3 years
 - Up to 5 years
 - Up to 10 years
 - Other (please specify) _____
- Are there any specific groups that need mandated representation on policing committees?

Mechanisms for local input

Given the diverse communities that will be represented by regional and municipal policing committees, community feedback mechanisms will ensure the committee is aligned with the needs of the communities they represent. While formalizing these processes in regulations may not be necessary, input is being gathered to ensure that the regulations can effectively support and align with potential mechanisms.

Discussion questions

- Policing committees should be required to seek feedback from the communities they serve.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?
- What requirements could help ensure a consistent feedback loop from the public to inform committee activity?
- What mechanisms for local input could be considered?

Joint policing committee options

The PAA provides an option for communities falling under a regional policing committee to opt out and establish their own municipal policing committee. The government recognizes diverse community dynamics, including instances where smaller communities may share priorities and common needs with nearby larger municipalities. We are gathering insights regarding the possibility of allowing smaller municipalities that opt out of a regional policing committee to join the municipal policing committee of a nearby (likely larger) MPSA community, subject to the agreement of the latter.

Discussion questions

- Smaller municipalities that opt out of a regional policing committee should be allowed to join the municipal policing committee of a nearby (likely larger) MPSA community with their agreement.
 - Choose one option: Disagree, Neutral, Agree
 - Why or why not?

RCMP Regional Governance Zones

Note: This part of the discussion guide is relevant only to communities with a population of less than 15,000. If you are part of a community with a population of over 15,000, the online questionnaire will not direct you to this section of the engagement.

Communities that are policed by the RCMP, and specifically communities with populations between 5,000 and 15,000 are required to be part of regional policing committees but may choose to opt out of the regional committee and create their own municipal policing committee. To implement this, regional governance zones must be established. Considerations for determining the regional zones can encompass not only geographic factors, but also the alignment of community needs and services.

Currently, the RCMP “K” Division divides the province into four districts, providing a framework for the potential options. The [RCMP “K” Division district map](#) is attached for reference.

The following are potential options based on this framework:

Concept A - Four regional policing committees

Under this option, there will be one policing committee per RCMP district – West, East, Central, and South.

Concept B - Eight regional policing committees; two per RCMP district

Under this option, there will be two policing committees per RCMP district – West 1 and West 2, East 1 and East 2, Central 1 and Central 2, and South 1 and South 2.

Concept C - Four regional policing committees with option to join a municipal policing committee of a nearby (likely larger) MPSA community.

Under this option, there will be one policing committee per RCMP district (West, East, Central, and South), but municipalities with populations between 5,000-15,000 may opt out of the regional committee and join the policing committee for a nearby (likely larger) MPSA community with the agreement of that community.

In addition to these concepts, the government welcomes input on any other possible approaches for consideration (i.e. Based on common issues or existing associations).

Discussion questions

- Which of the three regional governance zone concepts would you prefer for your community? Select and rank all that apply:
 - Concept A (four regional policing committees: one per RCMP district)
 - Concept B (eight regional policing committees: two per RCMP district)
 - Concept C (four regional policing committees with option to join policing committee of a nearby larger municipality)
- Which regional governance zone concept(s) could have advantages for your community? Select all that apply:
 - Concept A - What advantages does Concept A have?
 - Concept B - What advantages does Concept B have?
 - Concept C - What advantages does Concept C have?
- Which regional governance zone concept(s) could have disadvantages for your community? Select all that apply:
 - Concept A - What disadvantages does Concept A have?
 - Concept B - What disadvantages does Concept B have?
 - Concept C - What disadvantages does Concept C have?
- If Concept B is selected, how should each RCMP zone be divided?
- Are there any other regions or models that should be considered?

Additional input

While the questions included in this discussion guide will help inform regulatory development related to police governance in Alberta, stakeholders may also share any other feedback related to these changes that may not have been addressed in the discussion questions.

Next steps

Following stakeholder engagement, the government will develop new regulations in support of the PAA related to police governance in Alberta.

Questions/contact

If you have any questions related to this engagement, please contact the Public Safety and Emergency Services (PSES) Engagement team at: PSES.Engagement@gov.ab.ca.



BYLAW 13-24 – FEES, RATES, AND CHARGES AMENDMENT

Purpose

The purpose of Bylaw 13-24 is to amend Schedule 'A' of Revised Bylaw 09-24 Fees, Rates, and Charges by reordering specific items under the "Utilities" heading to provide increased clarity to stakeholders and establishing GST categories for previously undesignated items.

Readings/Motion Proposed by Administration

This Bylaw is ready for three readings.

Administration further requests the following motions:

That the Main Motion under agenda item "5.5 Bylaw 09-24 – Fees, Rates and Charges Bylaw" in the Adopted Minutes for the Special Council Meeting held November 27, 2023 be amended to read:

That Bylaw 09-24 be read a second time as amended by eliminating the 2024 increase to the "Paper Billing Charge" under "Utilities" and maintaining the 2023 rate of \$2.00.

and

That the Main Motion as Amended 23.C.381 under agenda item "5.5 Bylaw 09-24 – Fees, Rates and Charges Bylaw" in the Adopted Minutes for the Special Council Meeting held November 27, 2023 be amended to read:

That Bylaw 09-24 be read a second time as amended by eliminating the 2024 increase to the "Paper Billing Charge" under "Utilities" and maintaining the 2023 rate of \$2.00; and eliminating the 2024 increases to "On Demand Local Transit Fares" and maintaining the 2023 fares.

Report, Analysis and Financial Implications

During a public delegation presentation on January 22, 2024, it was noted that greater clarity could be achieved if certain items under the "Utilities" heading in Schedule "A" of Revised Bylaw 09-24 were reordered.

This bylaw amendment relocates the paper billing charge of \$2.00 to be directly under the overarching "Utilities" heading, thus indicating that this charge if applicable will be applied to any utility account type. Further, for clarification purposes the amendment relocates the following lines to be under the sub-heading "Water or Sanitary Services":

- Meter supply, installation & inspection (3/4") 610.00 Service Call T
- Meter supply, installation & inspection (1").....740.00 Service Call T
- Meter supply, installation & inspection (>1") at cost +15% Service Call T
- Meter Testing 350.00 Service Call T
- Manual Water Meter Reading 19.00 Billing Period

The amendment also assigns a GST category to sections and line items that did not previously have GST categories declared.

During the same public delegation, it was further noted that the minutes of the November 27, 2023 Special Council Meeting contained errors regarding agenda item 5.5 Bylaw 09-24 Fees, Rates and Charges Bylaw. Administration has confirmed through video playback of the meeting that the "Main Motion" and "Main Motion as Amended 23.C.381" were minuted incorrectly and require amending.

A question from the delegation also arose regarding why/how bylaws are retitled "revised" from time to time without a Council motion. The Chief Administrative Officer (CAO) is provided the ability to make small changes to bylaws in order to correct clerical, grammatical, etc., errors under the authority of the CAO Bylaw 21-17, clause 8.2 h) as follows:

"Revise bylaws under the MGA including correction of clerical, grammatical and typographical errors and altering of the citation and title of a bylaw and the numbering and arrangement of its provisions, and to add, change or delete a note, heading, or title."

When the CAO makes these small amendments, the bylaw has the word "REVISED" added to its title and the date when the change was made is also added.

The CAO change made to Bylaw 09-24 was the line "Pre-application permit meetings. First meeting free, subsequent meetings will be charged and refunded if a completed application is submitted" being incorrectly located under the heading "Community Growth & Investment" was moved to fall under the heading "Related Development Permit Fees".

All Council meetings are recorded and the videos published to the Town's website. Administration has created an edit of the video in order to provide the relevant discussion that occurred during the November 27, 2023 Special Council meeting in regards to these motions and amendments to Bylaw 09-24. The edit of the video is attached to this report and the full meeting video is available on the Town's website at [Special Council Meeting - November 27, 2023 \(escribemeetings.com\)](https://www.escribemeetings.com)

Strategic Plan Goals

<input type="checkbox"/>	Responsibly Managed Growth	<input type="checkbox"/>	Demonstrated Environmental Leadership
<input type="checkbox"/>	Strong Local Economy	<input type="checkbox"/>	Enhanced Culture & Community Health
<input checked="" type="checkbox"/>	Organizational Excellence		

Public Hearing / Participation Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

The checks and balances in the system, usually catch an error in the minutes. In reviewing the video, the intent of Council can be obtained and the minutes and bylaw are being corrected to reflect the will of Council.

Attachment(s)

1. Draft Bylaw 13-24 Fees, Rates and Charges Bylaw Amendment
2. Revised Bylaw 09-24 Schedule "A" - redlined version
3. Revised Bylaw 09-24 Schedule "A" - clean version
4. November 27, 2023 Special Council Meeting Minutes – redlined version
5. November 27, 2023 edited meeting video link
6. CAO Bylaw 21-17 Administrative Consolidation

Prepared by:
Janice Storch
Legislative Services Administrator
January 26, 2024

BYLAW 13-24

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO AMEND FEES, RATES AND CHARGES REVISED BYLAW 09-24

WHEREAS pursuant to the provision of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, the Council of the Town of Okotoks (Town) passed Revised Bylaw 09-24, the Fees, Rates, and Charges Bylaw, for the purpose of establishing fees, rates, and charges for services provided by the Municipality; and

WHEREAS the Council of the Town deems it desirable to amend Schedule 'A' of Revised Bylaw 09-24 to relocate various fees and charges under the "UTILITIES" heading in order to provide improved clarity and assign GST categories to service categories and line items not previously declared.

NOW THEREFORE Council enacts that Schedule "A" of Revised Bylaw 09-24 is amended as follows:

1. In the Table of Contents the page number for '**Utility - Waste Services**' be changed from 34 to 35.
2. The bullets under '**UTILITIES**' be deleted in its entirety and replaced with:

SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
UTILITIES			
Utility bills are due upon receipt and the following shall be applied to all accounts:			
• Penalty rate on Utilities Receivable in arrears	4.0%	Bi-monthly	E
• Arrears Notice (60 days after Billing Notice date)	35.00	Each	E
• Arrears transferred to taxes (80 days after Billing Notice date)	50.00	Each	E
• Paper Billing Charge (if applicable)	2.00	Billing Period	E

3. The section under '**UTILITIES**', **Water Services, Residential**, has the GST category of 'E' inserted to indicate the entire section is GST Exempt.
4. The section under '**UTILITIES**', **Water Services, Non-residential (Commercial, Industrial, Institutional premises)** be deleted in its entirety and replaced with:

SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Non-residential (Commercial, Industrial, Institutional premises)			E
Consumption Charge	1.90	Cubic Metre	
Consumption Irrigation Water	4.00	Cubic Metre	

5. The section under '**UTILITIES**', **Water Services, Water or Sanitary Services** be deleted in its entirety and replaced with:

SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Water or Sanitary Services			
Meter supply, installation & inspection (3/4")	610.00	Service call	T
Meter supply, installation & inspection (1")	740.00	Service call	T
Meter supply, installation & inspection (>1")	at cost + 15%	Service call	T
Meter Testing	350.00	Service call	T
Manual Water Meter Reading	19.00	Billing period	E
Field Service Fee (regular business hours) – (includes water turn on/off)	90.00	Hourly – 1 hour min	E
Field Service Fee (after hours) – (includes water turn on/off)	110.00	Hourly – 3 hour min	E
Third Party labour and parts markup	Cost + 15%	Service call	E

6. The section under '**UTILITIES**', **Water Services, Bulk Water** has the GST category 'E' inserted to indicate the entire section is GST Exempt.
7. The section under '**UTILITIES**', **Sanitary Services, Irrigation Water – sanitary exemption** has the GST category 'E' inserted to indicate the entire section is GST Exempt.
8. The section under '**UTILITIES**', **Sanitary Services, Sanitary Service Surcharge** has the GST category 'E' inserted to indicate the entire section is GST Exempt.

This Bylaw shall come into full force and effect upon third and final reading, and Revised Bylaw 09-24 and any amendments thereto are hereby amended.

READ A FIRST TIME this day of 2024.

READ A SECOND TIME this day of 2024.

READ A THIRD TIME AND PASSED this day of 2024.

Mayor

Chief Administrative Officer



Schedule “A” – REVISED Bylaw 09-24

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Fees in black font – effective January 1, 2024

Fees in green font – effective September 1, 2024

GST Explanations:

T – Taxable, tax added to the stated rate

E – GST exempt

I – Rate includes GST



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
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SERVICES

Administration

Penalty rate on Trade Accounts Receivable in arrears (unless otherwise indicated in the category)	1.5%	Monthly	E
Okotoks Logo Flags (Cost recovery)	75.00	Each	
Property Tax Information to Lending Institutions	35.00	Each	
Tax Recovery Notification/Lien Registration and Discharge	150.00	Each	
Tax Certificate - Electronic	35.00	Each	
Tax Certificate - Manual	35.00	Each	
Tax inquiries (other than tax and legal descriptions)	35.00	Each	
Account Document	35.00	Each	
Accounts Receivable Transfers to taxes	50.00	Each	
Returned Payments/NSF Cheques/Rejected Credit Card Scheduled Payment	35.00	Each	
Correction of banking transactions for customers	35.00	Each	
Environmental Assessment Inquiries	280.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<u>Freedom of Information & Protection of Privacy (FOIP):</u>			E
for each FOIP application:			
General Information Application Fee	25.00	Each	
General Information Continuing Request Application Fee	50.00	Each	
Time for locating & retrieving records	6.75	per quarter hour	
For producing a record from electronic record:			
a) Computer processing & related charges	Actual cost to the Town	Each	
b) Computer programming	Actual cost to the Town	Each	
For producing a paper copy of a record, photocopies and computer printouts:			
a) Black and white (B&W) up to 8 1/2" x 14"	0.25	Each	
b) Other formats	0.50	Each	
c) From microfiche to microfilm	0.50	Each	
d) Plans and blueprints	Actual cost to the Town	Each	
For producing a copy of a record by duplication of the following media:			
a) Microfiche and microfilm (as per <i>FOIP Act</i> schedule 2)	Actual cost to the Town	Each	
b) Computer disks (as per <i>FOIP Act</i> schedule 2)	5.00	Each	
c) Audio and video tapes	Actual cost to the Town	Each	
For producing a photographic copy (colour, B&W from a negative, slide or digital image):			
4"x6"	3.00	Each	
5"x7"	6.00	Each	
8"x10"	10.00	Each	
11"x14"	20.00	Each	
16"x20"	30.00	Each	
For producing a copy of a record by any process on/in any medium/format not listed above	Actual cost to the Town	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<u>Mapping and GIS Services:</u>			
T			
<ul style="list-style-type: none"> • All maps and data must have a disclaimer attached • All rates for mapping services as noted, unless otherwise negotiated by agreement • Other datasets are also available from the Town of Okotoks GIS Department 			
Maps - Land Use, Base & Addressing	15.00	Each	
Air photo-colour ink plot reproduction (Per partial air photo print up to 11"x 17")	20.00	Each	
Air photo - colour ink plot reproduction (Entire air photo)	125.00	Each	
Plotting Requests:			
8.5"x11" B&W/ Colour Plot	10.00	Each	
11"x17" B&W/ Colour Plot	20.00	Each	
24"x36" Colour Plot (A1 sheet size)	30.00	Each	
24"x36" B&W Plot (A1 sheet size)	25.00	Each	
36"x48" Colour Plot (AO sheet size)	40.00	Each	
36"x48" B&W Plot (AO sheet size)	35.00	Each	
Miscellaneous Plotting (charge scale includes plotting expense)	75.00	Per hour	
Digital Information:			
Special Digital Information Requests	75.00	Per hour	
Digital Colour Orthophoto With Legal Survey Fabric (not entire database)	100.00	Each	
Digital Colour Orthophoto With Legal Survey Fabric (entire database)	500.00	Each	
Digital Colour Orthophoto Without Legal Survey Fabric (not entire database)	100.00	Each	
Digital Colour Orthophoto Without Legal Survey Fabric (entire database)	500.00	Each	
PDF File Generation	20.00	Each	
Deep Utility Information ** (water, sanitary & storm)	125.00	Each	
Deep Utility Information ** (water, sanitary & storm) for 3 layer	300.00	Each	
** Deep Utility (Water Distribution) Information released only on approval by a director			



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Community Growth & Investment:			
Annual Business Licenses (after mid-year fees prorated quarterly for start-ups and projects):			E
Home Occupation Annual Fee (any business operating from a residence in the Town of Okotoks):			
Minor and Major	200.00	Each	
Resident Business- Annual Fee (any business operating from a taxable premise in the Town of Okotoks):			
Level 1: up to 5 FTEs	200.00	Each	
Level 2: 6-10 FTEs	250.00	Each	
Level 3: 11-15 FTEs	335.00	Each	
Level 4: 16 - 49 FTEs	385.00	Each	
Level 5: 50+ FTEs	510.00	Each	
Non-District (any business located beyond boundary of Foothills County, e.g. Calgary)			
Non-District Annual Fee	400.00	Each	
Foothills County (any business with home base within boundaries of Foothills County)			
Foothills County Annual Fee	275.00	Each	
Special License Fees:			
Daily License (1 day)	50.00	Each	
Weekly License (7 consecutive days)	100.00	Each	
Monthly License (30 consecutive days)	150.00	Each	
Seasonal License for 4 Months	200.00	Each	
Seasonal Mobile Food Vending	200.00	Each	
Business License Appeal Fee	100.00	Each	
Market/Trade Shows or similar events with 15 or less vendors	200.00	Each	
Market/Trade Shows or similar events with 16 - 30 vendors	275.00	Each	
Market/Trade Shows or similar events with 31+ vendors	500.00	Each	
Penalty Fees for Late Payment: Business License (added February 1st or 60 days after original invoice, one time charge for all late accounts):			E
Home Occupation - Minor and Major	50.00	Each	
Resident Business, Non-District Business, & Foothills County Business only	50.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Site License - Residential:			E
Single Detached and Semi-Detached Dwellings - New Construction	275.00	Building Permit	
Multi-unit Residential - New Construction 3-8 units	850.00	Building Permit	
Multi-unit Residential - New Construction 9-24 units	1700.00	Building Permit	
Multi-unit Residential - New Construction 25+ units	2550.00	Building Permit	
Multi-unit Residential - Renovation 3-8 units	425.00	Building Permit	
Multi-unit Residential - Renovation 9-24 units	850.00	Building Permit	
Multi-unit Residential - Renovation 25+ units	1275.00	Building Permit	
Site License - Non-Residential:			
Non-residential - New or Renovation Value \$0.1M -<\$1M	850.00	Building Permit	
Non-residential - New or Renovation Value \$1M-<\$5M	1700.00	Building Permit	
Non-residential - New or Renovation Value \$5M+	2550.00	Building Permit	
Film Production Fees*:			T
Production Crew Size 1-49 Production Permit (non-refundable)	300.00	Each	
Production Crew Size 50-99 Production Permit (non-refundable)	750.00	Each	
Production Crew 100+ Production Permit (non-refundable)	1000.00	Each	
Production Crew Size 1-49 Damage Deposit	1000.00	Each	
Production Crew Size 50-99 Damage Deposit	2000.00	Each	
Production Crew 100+ Damage Deposit	3000.00	Each	
On-Street Parking - Downtown (per day up to 4 Production Vehicle Spots)	200.00	Per 4 spots	
On-Street Parking - Inside Town Limits (per day up to 4 Production Vehicle Spots)	160.00	Per 4 spots	
Road Closure - Main Road	500.00	Per Day	
Road Closure - Side Road	300.00	Per Day	
Sidewalk Closure	100.00	Per Day	
On-site Town Liaison as required -minimum 3 hour charge	100.00	Per Hour	
On-site Police/law enforcement (per officer/hour) at Town discretion	120.00	Per person/hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
On-site Fire Safety Personnel and Equipment:			
Full Pump Truck and 4-5 firefighters	\$800.00	Per hour	
Command Truck and 1-2 firefighters	\$650.00	Per hour	
*Facility Rental Rates will be applied to all productions on sites where rates and fees apply, as per Facility rental rates and fee schedules.			
Okotoks Parade - Commercial (Business) Entry Fee	35.00	Each	E
Residential Development Permits:			E
Dwelling Units	775 plus 110 per unit	Base + per unit	
Additions	500 plus 0.50 per m ²	Base + m ²	
Accessory Buildings and Uses, Residential Change of Use	500.00	Each	
Commercial/Institutional/Industrial Development Permits:			E
New Construction and Additions	1100 plus 2.50 per m ²	Base + m ²	
Change of Use	500.00	Each	
All Other (including signs)	500.00	Each	
Antennas:			E
Telecommunication Towers	5000.00	Per Application	
Amateur Radio Towers	275.00	Each	
Related Development Permit Fees:			E
Development Concept Plan	1500.00	Per Application	
Development Permit Time Extension (Commencement or Completion)	350.00	Per Application	
Change to Development Concept Plan	1250.00	Per Application	
Development Permit Amendment (Minor - no Development Agreement)	375.00	Per Application	
Development Permit Amendment (Major - Development Agreement involved)	1050.00	Per Application	
Development Appeal	400.00	Per Appeal	
Pre-application permit meetings. First meeting free, subsequent meetings will be charged and refunded if a completed application is submitted.	200.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Statutory Plan Processes:			E
Amendments to Land Use Bylaw, Municipal Development Plan, an Area Structure Plan or Area Redevelopment Plan:			
Minor (no change in use or density)	2750.00	Per Application	
Major (new districts, change in use, change in density, re-designation)	5500.00	Per Application	
Direct Control re-designation application	The greater of 5500 or 400 per hectare	Per Application	
Other (Municipal Reserve Designation, Removal and Disposal, Road Closure)	1500.00	Per Application	
Area Structure Plan (ASP)	7500 plus 100 per hectare	Per Application	
Neighbourhood Area Structure Plan (NASP)	The greater of 5000 or 500 per hectare	Each	
Neighbourhood Area Structure Plan in an Area Structure Plan prepared by the Town	NASP fee plus 1125 per hectare	Each	
Amendment to an ASP	50% of Current ASP base Fee + \$75/ha	Each	
Amendment to NASP or Outline Plan	50% of Current NASP Fee + \$75/ha	Each	
Miscellaneous Fees:			E
Direct Control Public Hearing	825.00	Each	
Pageantry Features Application	1200.00	Each	
Encroachment or Amending Agreement:			E
Residential	525.00	Per Application	
Non-residential or Multi-unit Residential (>2 units)	825.00	Per Application	
50% refundable if application for encroachment agreement is refused			
Requests to Council regarding Planning Matters (e.g. variance to flood proofing)	750.00	Each	
License of Occupation	775.00	Each	
Street Name Change	300 plus 50 per address	Base + per address	
Address Change	350.00	Each	
Name Registration	200.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
File Searches (e.g. Letter of Zoning, Copy of RPR)	100 per Dept. + 0.25 per copy	Base per department + per copy	
Re-inspection Fee (Development Completions for 3 rd and subsequent inspection requests)	250.00	Per Inspection	
Development without a Development Permit where one is required (at discretion of Development Authority)	Double the relevant fee	Each	
Certificate of Compliance:			E
Residential (<3 Dwelling Units)	175.00	Per unit	
Residential Priority Service - 2 business days (<3 Dwelling Units)	350.00	Per unit	
All others (e.g. Non-residential, Multi-unit Residential >2 Dwelling Units)	350.00	Per unit	
All others Priority Service - 2 business days (e.g. Non-residential, Multi-unit Residential >2 Dwelling Units)	700.00	Per unit	
Subdivision Applications:			E
<ul style="list-style-type: none"> • Lots designated as reserve (MR, MSR, ER) or public utility lots are not counted toward per lot fee. • Tentative Plan fees used for Bareland Condominium Plans. • Applicant is responsible for any additional fees that may be incurred by the Town as a result of the location, design or unique characteristics or circumstances of a particular subdivision application, including but not limited to: Land Appraisal, Consulting Fees, and Legal Fees. 			
Concept Plans	1750.00	Per Application	
Tentative Plan	The greater of 2750 or 275 per lot	Each	
Subdivision Endorsement Fee	The greater of 750 or 125 per lot	Each	
Boundary Adjustment and Separation of 1 lot into a maximum of 2 lots (includes endorsement)	1300.00	Per Application	
Subdivision Time Extension	350.00	Per Application	
Minor Revisions to Subdivision Approval	350.00	Per Application	
Subdivision Appeal	375.00	Each	
Condominium Conversions	40.00	Per unit	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Community Development:			
Developer's Agreement:			
Development Capacity (Water Allocation Policy)	8.11	Per m ³	E
Water Usage for Flushing of Mains	100.00	Per 50 lineal meters	
Engineering Review and Inspection	5400.00	Per hectare	
GIS and Mapping	1075.00	Per hectare	
Stripping & Grading Development Permit Application	1050.00	Each	
Traffic Signal Timing Report	275.00	Each	
Development Site Servicing Permit	1050.00	Each	
Additional Inspections (after 2 inspections)	625.00	Each	
Additional Reviews (after 3 reviews)	1600.00	Each	
Permits, Assessment and Sustainability:			
Permit Fees - If construction is commenced without a valid and subsisting permit, double the applicable fee shall be charged.	200% of applicable fee	Per occurrence	E
Work site safety - Construction fencing missing, fallen or not securely installed. Construction bin placement, not covered and/or over loaded. Construction in occupied neighbourhoods – failure to keep public sidewalk access free of hazards (construction material, vehicles, snow and ice)	500.00	Per occurrence	E
Permit Extensions/Renewal - from the date of issuance all permits expire as follows: within one year (Residential) / within two years (Non-residential) / within one year (Plumbing, Gas, Electrical and HVAC) If the permit applicant provides a written request and payment prior to the permit expiry date then a permit extension will apply (Discretion of SCO). If a permit expires before all required permit events are completed a renewal fee will apply to reactivate the permit for an additional year from date of renewal approval (Discretion of SCO).			E
Permit Extensions - Residential (Single / semi detached and three unit structures)	50% of original permit fee	Minimum of 100 to a maximum of 1000	
Permit Extensions - Multi Residential (< 3 units)	50% of original permit fee	Minimum of 100 to a maximum of 5000	
Permit Extensions - Non-residential	50% of original permit fee	Minimum of 100 to a maximum of 5000	
Permit renewal (within 45 days post permit expiry)	50% of original permit fee	Minimum of 100 to a maximum of 5000	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Revisions and Re-examinations:			E
Major revisions - The fee for revisions of a permit will be at the discretion of the SCO and the SCO may alter the fee charged based on the complexity of the revisions.	Based on 20% of Original Permit fee	Minimum of 100 to a maximum of 2500	
Administrative Charges/Refund - If a valid permit or application is cancelled within ninety (90) days of receipt, upon written request to Safety Codes Services from the applicant, refund will be 50% of Permit(s) fee (excluding GST, water meter, and site license) shall be refunded. Minus any administration fees, penalty fees and Safety Code levy fees.	50.0%	Each	
Re-inspections / Additions Inspections: Safety Codes Officer (discretion) is recalled for an inspection due to: A) No access to the project for scheduled inspection B) Project not ready for inspection at time of scheduled inspection - deficiencies not corrected, incomplete work, work scheduled for inspection is covered C) Additional inspections for complex construction, progress inspections or additional inspections.			E
Building Residential and Non-residential Permits	300.00	Each	
Building Accessory Permit	50.00	Each	
Plumbing, Gas, Electrical, HVAC	100.00	Each	
Payment of Associated Fees - Notwithstanding the payment of any other fees for the purpose of obtaining a Safety Codes Permit, any out-of-pocket professional fees incurred by the Town as a result of a requirement of the Act will be charged to the Applicant on a full cost recovery basis.	Full Cost recovery	Each	E
Damage Deposit (Refundable) - The cost value is to be determined by the Town.	Not to exceed 10000	Each	
Occupancy Prior to final inspection/Approval (first violation)	500.00	Each	
Occupancy Prior to final inspection/Approval (subsequent violation in same calendar year)	1000.00	Each	
Contractor Change	50.00	Per discipline /per permit	
Failure to File a Verification of Compliance	200.00	Per occurrence	
Failure to Recall an Inspection	200.00	Per occurrence	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Building Code - Alternative Solution application (Residential Accessory Buildings)	200.00	Per occurrence	
Building Code - Alternative Solution application (Residential Single & Semi-detached)	500.00	Per occurrence	
Building Code - Alternative Solution application Existing Construction (Commercial, Industrial & Institutional buildings)	1000.00	Per occurrence	
Building Code - Alternative Solution application (Commercial, Industrial & Institutional buildings)	1000.00	Per occurrence	
Formal Request for information under s. 299 & s. 300 of the <i>Municipal Government Act and Regulations</i>:			
Assessment information s. 299 request - Residential/Non-residential Per Property	200.00	Each	
Assessment information s. 300 request - Multi-residential/Non-residential Per Property	200.00	Each	
Assessment Inspection Residential:			
Residential single detached/semi-detached	200.00	Per unit	E
Multi-unit residential (3 or more units)	100.00	Per dwelling unit (maximum 4000.00)	
Residential Accessory (garage, additions, basement development)	25.00	Per unit	
Assessment Inspection Commercial:			
New building construction	500.00	Each	E
New interior development	200.00	Each	
Assessment Inspection Industrial:			
New building construction	500.00	Each	E
New interior development	200.00	Each	
Assessment Complaint			
Residential: 3 or fewer dwellings and farm land under one roll number	50.00	Each	E
Residential: 4 or more dwellings	325.00	Each	
Non-residential	650.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Safety Codes Permit Fees New Residential Application Single Detached, Semi-detached:			E
Residential Permit Application, Requirements & Fees - Square footage is determined by the total of all developed floor areas shown on submitted drawings. Development not shown will require a separate permit prior to construction.	2500.00	Each	
Residential Plot Plan Review	200.00	Each	
Residential HVAC (Heating Ventilation Air Conditioning)	200.00	Each	
Residential Plumbing Permit	200.00	Each	
Residential Gas Permit	200.00	Each	
Residential Electrical	200.00	Each	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum 4.50 to a maximum of 560.00	
Safety Codes Permit Fees Lot Grading Permit:			
Single detached and Semi-detached dwelling	200.00	Each	
Re-submission or extension of As Constructed Grading Certificate	50.00	Each	
Safety Codes Permit Fees New Residential Multi-unit Residential (3 or more units):			E
Building Permits Prevailing Market Value (PMV)	10.00	Per 1000.00 construction value (min 500.00)	
Heating Ventilation Air Conditioning (HVAC)	200.00	Per dwelling unit (Max 4000.00)	
Plumbing	200.00	Per dwelling unit (Max 4000.00)	
Gas	200.00	Per dwelling unit (Max 4000.00)	
Electrical	200.00	Per dwelling unit (Max 4000.00)	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum 4.50 to a maximum of 560.00	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Safety Codes Permit Fees - Residential Accessory Permits:			E
Building Permits	150.00	Each	
Plumbing Residential Accessory	100.00	Each	
Private sewage permit single detached/semi-detached - septic field/tank installation (PSDS)	200.00	Each	
Gas Residential Accessory Permit	100.00	Each (per line)	
Temporary Heating Units	150.00	Each (per connection per location)	
Electrical	100.00	Each	
Demolition, relocation, additions, manufactured homes -PMV	10.00	Per 1000.00 Construction Value, minimum 500.00	
New Secondary Suite	500.00	Each	
New Detached/Rearyard/Combined with an accessory building (IE: garage)	10.00	Per 1000.00 Construction Value, minimum 500.00	
Secondary Suite - PMV			
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560.00	
Safety Codes Permit Fees - Commercial, Industrial, Institutional & Temporary Structures:			E
Building construction value based on PMV	10.00	Per 1000.00 construction value (min 200.00)	
HVAC construction value based on PMV	10.00	Per 1000.00 construction value (min 100.00)	
Plumbing:			E
(<=5 Outlets)	200.00	Each	
(<= 10 outlets)	300.00	Each	
(> 10 outlets)	400.00	Each	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560.00	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Gas Permit:			E
(0 BTU - 500,000 BTU)	200.00	Each	
(500,000 BTU - 1M BTU)	300.00	Each	
(1M BTU - 2M BTU)	400.00	Each	
(2M BTU - 3M BTU)	500.00	Each	
(>3M BTU)	600.00	Each	
Temporary Heating Units	150.00	Each (per connection per location)	
All building permits fees for construction not listed	100.00	per hour	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560	
Electrical Permit - fee based on the value of material/labour:			E
Up to 10000	200.00	Each	
10001-20000	300.00	Each	
20001-30000	400.00	Each	
30001-40000	500.00	Each	
40001-50000	600.00	Each	
50001-60000	700.00	Each	
60001-70000	800.00	Each	
70001-80000	900.00	Each	
80001-90000	1000.00	Each	
90001-100000	1100.00	Each	
100001-110000	1200.00	Each	
110001-120000	1300.00	Each	
>120000	1400.00	Each	
Photovoltaic (Solar) installation - Residential	300.00	Each	
Photovoltaic (Solar) installation - Commercial, Industrial, Institutional	500.00	Each	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560	
Electric Vehicle Charging Stations (level 2)	2.00	Per hour	T
Electric Vehicle Charging Stations (level 3)	22.20	Per hour	T



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Cemetery:			
<ul style="list-style-type: none"> • "Resident" means a person who is a current property owner within the service area shown on the OCRBM or a resident who had lived within the service areas for 10 consecutive years and currently resides elsewhere • "Non-resident" means any other person who resides beyond the geographical boundaries of the Foothills County 			
Cremation Sales:			
Cremation Section Resident (2x2 flat marker)	654.00	Per 2' x 2' plot	T
Cremation Section Non-resident (2x2 flat marker)	1075.00	Per 2' x 2' plot	
Cremation Section Resident (4x4 flat marker)	800.00	Per 4' x 4' plot	
Cremation Section Non-resident (4x4 flat marker)	1508.00	Per 4' x 4' plot	
Cremation Section Resident (4x4 upright marker)	1183.00	Per 4' x 4' plot	
Cremation Section Non-resident (4x4 upright marker)	1935.00	Per 4' x 4' plot	
Indigent or Veteran Cremation Sales (Resident or Non-resident)	50% off	Any product (except marker or plaque)	
Columbarium (8 Niche Pedestal Units):			
Resident (per niche)	2588.00	Each	T
Non- resident (per niche)	4317.00	Each	
Columbarium (12 Niche Pedestal Units):			
Resident (per niche)	2513.00	Each	T
Non- resident (per niche)	4160.00	Each	
Columbarium (Large 64 Niche Units):			
Top Level - Resident	1940.00	Each	T
Top Level - Non- resident	3236.00	Each	
Middle Level - Resident	1832.00	Each	
Middle Level - Non-resident	3128.00	Each	
Bottom Level - Resident	1724.00	Each	
Bottom Level - Non-resident	2912.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Scattering and Memorialization without Interment:			T
Scattering of Cremains Resident	168.00	Per occurrence	
Scattering of Cremains Non-resident	286.00	Per occurrence	
Plaque Placement & Installation on Big Rock memorial wall or River of Memories memorial wall (includes plaque and installation)	583.00	Each	
Memorial bench purchase - basic bench (outside of cemetery)	955.00	Each	
Memorial bench purchase - upgrade bench (outside of cemetery)	4093.00	Each	
Memorial bench existing basic bench (outside of cemetery)	467.00	Each	
Memorial bench existing upgrade bench (outside of cemetery)	701.00	Each	
Memorial bench for a 10 year lease (existing bench)	1607.00	Each	
Memorial bench plaque in bronze (cast or etched) 2 3/4' x 10" and installation	399.00	Each	
Tree purchase and installation (for memorialization or replacement) - includes 5 yr maintenance	1170.00	Each	
Memorial tree plaque in bronze (cast or etched) 6" x 12" and installation	682.00	Each	
Casket Plots:			T
Upright Monument Resident (casket plot)	1724.00	Per 4' x 8' plot	
Upright Monument Non-resident (casket plot)	3884.00	Per 4' x 8' plot	
Flat Marker Section Resident (casket plot)	1291.00	Per 4' x 8' plot	
Flat Marker Section Non-resident	3020.00	Per 4' x 8' plot	
Indigent or Veteran Casket Plots (resident or non-resident)	50% off	Per 4' x 8' plot	
Cemetery Services:			T
Open/Close of Cremated Remains (in-ground)	384.00	Per occurrence	
Open/Close - Multiple urn in-ground interments in the same burial plot at the same time (Rate for each interment after the first interment)	319.00	Per occurrence	
Open/Close of Cremated Remains (niche)	287.00	Per occurrence	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Open/Close - Multiple urn interments in columbarium niches in the same niche at the same time (Rate for each interment after the first interment)	146.00	Per occurrence	
Open/Close of Adult - Casket Plot	967.00	Per occurrence	
Open/Close of Child - Casket Plot	637.00	Per occurrence	
Open/Close of Infant - Casket Plot	319.00	Per occurrence	
Open/Close of Adult or Child - Double Depth (initial)	1183.00	Per occurrence	
After business hours Full Casket Interments -Saturday/Sunday/Holiday Funerals and any day after 4 PM (Flat rate in addition to standard open/close charges)	452.00	Per casket	
After business hours urn interments -Saturday/Sunday/Holiday and any day after 4 PM (Flat rate in addition to standard open/close charges)	222.00	Per occurrence	
Disinterment/re-interment Fees - (opening, closing), caskets (does not include lifting/lowering casket)	1939.00	Per occurrence	
Disinterment of in-ground urn	686.00	Per occurrence	
Disinterment of multiple in-ground urns at same time in same in-ground burial plot. (rate for each disinterment after the first disinterment)	254.00	Per urn	
Disinterment of urn from columbarium niche	287.00	Per occurrence	
Disinterment of multiple urns at same time in same columbarium niche (rate for each disinterment after the first disinterment)	93.00	Per urn	
Disinterment/re-interment of urn (same in-ground burial plot)	835.00	Per occurrence	
Transferring Ownership of Burial Plots (transferring from resident to non-resident is not permitted)	92.00	Per occurrence	
Memorial Monument Permit	117.00	Per occurrence	
External Equipment Charges:	All rates in accordance with Alberta Road-builders and Heavy Construction Association current manual	As stated within Alberta Road-builders and Heavy Construction Association current manual	T
Miscellaneous equipment			



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
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Parks:

- Daily rental rates are equivalent to 8 hours

Outdoor Facility Rental Rates:

Disc Golf Course Tournament Fee (exclusive use of course, minimum 4 hours)	86.50	Per Tournament / Per Day	T
Sheep River Cookhouse, Cimarron Park Gazebo, D'Arcy Ranch Amphitheatre, Olde Towne Okotoks - The Plaza and Rotary Park Amphitheatre (min 2 hours):			
Local Non-profit	12.25	Per hour	
Non-local/For Profit	23.75	Per hour	
Ethel Tucker Centennial Park/Arts & Learning Campus Plaza and Greenspace (min 2 hours):			
Local Non-profit	76.75	Per hour	
Non-local/For Profit	102.25	Per hour	
Outdoor Beach Volleyball/ Tennis/Pickleball Courts (minimum 1 hour), per court:			
Youth/Senior Local	12.25	Per hour	
Adult Local	16.50	Per hour	
Non-local/For Profit	23.75	Per hour	
Ball Diamond Rental Rates (minimum 1 hour):			
Youth/Senior Local Community	19.50	Per hour	
Adult Local Community	26.75	Per hour	
Non-local/For Profit Community	35.00	Per hour	
Youth/Senior Local Standard	37.00	Per hour	
Adult Local Standard	49.50	Per hour	
Non-local/For Profit Standard	66.00	Per hour	
Youth/Senior Local Premier	77.25	Per hour	
Adult Local Premier	105.00	Per hour	
Non-local/For Profit Premier	140.00	Per hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Outdoor Playing Field Rental Rates: (minimum 1 hour):			
Youth/Senior Local Community/Non-playing sports field areas	12.25	Per hour	
Adult Local Community	16.50	Per hour	
Non-local/For Profit Community	23.75	Per hour	
Youth/Senior Local Standard	17.50	Per hour	
Adult Local Standard	23.75	Per hour	
Non-local/For Profit Standard	32.00	Per hour	
Youth/Senior Local Premier	56.75	Per hour	
Adult Local Premier	77.25	Per hour	
Non-local/For Profit Premier	103.00	Per hour	

Outdoor Playing Field Classification:

Community Diamonds: low to medium profile fields where there is no irrigation present. The turf quality is low to high and is maintained by weekly to bi-weekly mowing to a target height of 2.5"-3.5".

Standard Fields & Diamonds: high to medium profile fields where there is an automatic irrigation system present. The turf quality is medium to high and is maintained by weekly mowing to a target height of 2"-2.5".

Premier Fields & Diamonds: game suitable fields with an automatic irrigation system present and other amenities such as lighting, scoreboard, and/or dressing rooms.



Outdoor Playing Field Classification

STANDARD FIELDS:

Air Ranch
 Big Rock School
 Drake Landing - North Upper
 Drake Landing - North Lower
 Dr. Morris Gibson School
 Ecole Good Shepherd School (EGSS)
 Ecole Okotoks Jr. High School (EOJHS) Track Field -Wylie Athletic Park
 Howard Park North
 Howard Park Middle
 Howard Park South
 Kinsmen Field
 Meadow Ridge School
 Riverside East
 Riverside Middle
 Riverside West
 St. John Paul II School (St. JP II)
 St. Mary's School
 Westmount School

COMMUNITY FIELDS:

Ecole Percy Pegler School (EPPS)

PREMIER FIELDS:

Ecole Foothills Composite High School Stadium
 Holy Trinity Academy School Football Field

STANDARD DIAMONDS:

Air Ranch
 Big Rock School
 Conrad Field
 Diamond #1 (Littler Field) - Wylie Athletic Park
 Diamond #6 - EOJHS
 Diamond #7 - EGSS South
 Diamond #10 - Wylie Athletic Park
 Howard Park
 Laudan Park
 Riverside Diamond
 St. JP II

COMMUNITY DIAMONDS:

Diamond #5 - EPPS
 Diamond #8 - EGSS Northeast
 St Mary's School
 Westmount School

PREMIER DIAMONDS:

Seaman Stadium
 Tourmaline Field

NON-PLAYING FIELD SPORTS AREAS:

Cimarron Park (outdoor rink field area)
 Wylie Athletic Park (east of Spray Park near EPPS)



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Miscellaneous Parks Fees			T
Special Event Permit - Local/Non-profit (i.e. Block Party)	19.50	Each event	
Special Event Permit - Non-local/For Profit/Commercial	86.50	Each Event	
Portable Toilet Rental - Daily	210.00	Per day	
Portable Toilet Rental - Monthly (serviced weekly)	472.75	Per month	
Park Access Permit - one time	40.00	Each	
Park Access Permit - annual	100.00	Each	
Seizure & Impoundment of Sign(s) left on public lands - per occurrence	30.00	Each	
Scoreboard Rental - per day	19.50	Each	
Scoreboard Rental - per field/season	296.75	Each	
Bleacher relocation	315.25	Each	
Soccer net relocation	79.25	Each	

Recreation:

Indoor Facility Admissions and Rates:

- 10x passes are equivalent to 9 daily rates

* Adult (18-59 years)	9.00	Per day	I
* Adult (18-59 years)	63.25	Per month	T
* Adult (18-59 years)	176.50	Per 3 months	T
* Adult (18-59 years)	602.25	Annual	T
* Youth / Student / Senior **	7.00	Per day	I
* Youth / Student / Senior **	51.50	Per month	T
* Youth / Student / Senior **	143.50	Per 3 months	T
* Youth / Student / Senior **	490.00	Annual	T
Child (6-11 years)	3.75	Per day	I
Child (6-11 years)	29.25	Per month	T
Child (6-11 years)	81.50	Per 3 months	T
Child (6-11 years)	180.50	Annual	T
Preschool (3-5 years)	2.50	Per day	I
Preschool (3-5 years)	14.50	Per month	T
Preschool (3-5 years)	40.75	Per 3 months	T
Preschool (3-5 years)	90.25	Annual	T



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Tiny Tot (under 3 years)	FREE	All admissions	I
* Family	18.00	Per day	I
* Family	151.50	Per month	T
* Family	422.75	Per 3 months	T
* Family - Two Adults	1204.50	Annual	T
* Family - One Adult	872.50	Annual	T
Toonie Drop-in (all ages)	2.00	Per person	I
Aquafit, Shower, Hot tub & Sauna, Sledge Hockey	7.00	Per day	I
* The private operator of Natural High Fitness will have the right to vary rates for promotional purposes provided there is no reduction to the Town's revenues from sales			
**Youth are 12-17 years or students 18+ years attending a post-secondary institution with a valid student ID; Seniors are those 60+ years.			
KinderCare Centre Drop In Use			I
• 10x passes are equivalent to 9 hours			
Ages 3-18 months	5.25	Per hour	
Ages 19 months - 5 years	4.25	Per hour	
<u>Indoor Facility Rental Rates:</u>			
• School Use and School Special Event - applies to schools as per the guidelines set forth in the Town of Okotoks Joint Use Agreement with the School Divisions. School rate are equivalent to 65% of the stated youth local rate.			
• Last Minute Rentals are within 7 calendar days of booking			
AQUATICS: effective September 1, 2024			
• 1 lane is equivalent to 1/6 of pool rental rate			
Riley Minue Lap Pool:			
Private User Adult/Non-local Clubs/Non-local schools	194.50	Per hour	T
Private Local Child/Youth/Senior	175.00	Per hour	
Local Club	113.50	Per hour	
Swindell Pool:			
Private User Adult/Non-local Clubs/Non-local schools	149.25	Per hour	T
Private Local Child/Youth/Senior	135.50		
Local Club	93.00	Per hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
ARENAS:			
• Prime times include:	Monday - Friday 4:00 p.m. - 11:59 p.m. All day Saturdays, Sundays and Statutory Holidays		T
• Non-prime times include:	Weekdays prior to 4:00 p.m.		
Ice Rental: effective September 1, 2024			
Youth/Senior Local Non-prime / Last Minute Rental	115.00	Per hour	
Youth/Senior Local Prime / Holiday Rental	176.00	Per hour	
Youth/Senior Non-local Prime	259.50	Per hour	
Youth/Senior Non-local Non-prime	176.00	Per hour	
Sports Camps	226.75	Per hour	
Sports Camps/Non-prime (May, June and July)	176.00	Per hour	
Adult Local Prime	259.50	Per hour	
Adult Local Non-prime	162.75	Per hour	
Adult Non-local Prime	331.50	Per hour	
Adult Non-local Non-prime	259.50	Per hour	
Junior Hockey Prime	259.50	Per hour	
Junior Hockey Non-prime	127.00	Per hour	
Leisure Ice	135.50	Per hour	
Off Season Ice Rental May 1 - Aug 31 (not including playoff games)			
effective September 1, 2024			
Junior Hockey Prime	176.00	Per hour	
Junior Hockey Non-prime	115.00	Per hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Dry Pad Rental: effective September 1, 2024			T
• Day rates are equivalent to a maximum 11.22 hours			
Youth/Senior Local	66.75	Per hour	
Youth/Senior Non-local	93.75	Per hour	
Adult Local	93.75	Per hour	
Adult Non-local	109.75	Per hour	
Murray/Okotoks Centennial Arenas Gold/Curling Rink - For Profit/special events	139.25	Per hour	
Piper/Leisure - For Profit/special events	120.50	Per hour	
Okotoks Centennial Arenas Green - For Profit/special events	186.50	Per hour	
Last minute rental	33.50	Per hour	
Netting Retraction	522.00	Per occurrence	
Ice Decking Install & Removal (floor bookings less than 3 days)	2235.25	Per event	
Glass removal & re-install (including lexan & stanchions)	7699.25	Per event	
Specialized Equipment - Occasional rental of specialized equipment (e.g. Hydraulic lift) to individuals and community organizations will be charged out on a cost-recovery basis.			
Gymnasium Rental: effective September 1, 2024			T
• Daily rate is equivalent to 11.22 hours			
Youth/Senior Local Non-profit Weekday/ Last minute gym rental	31.00	Per hour	
Youth/Senior Local Non-profit Weekend/Statutory Holiday	65.75	Per hour	
Adult Local Non-profit Weekday	44.25	Per hour	
Adult Local Non-profit Weekday (Half Gym)	32.50	Per hour	
Adult Local Non-profit Weekend/Statutory Holiday	73.75	Per hour	
Adult Local Non-profit Weekend/Statutory Holiday (Half Gym)	53.75	Per hour	
Sports Camp/For Profit/Non-local	120.00	Per hour	
Miscellaneous Facility Rental:			T
Dressing Room	28.25	Per hour	
Dressing Room	57.00	Per day with field rental	
Office Space/Storage space	231.75	Per month	


Meeting Rooms/Multi-purpose Spaces Classification:
Small Spaces:

Foothills Centennial Centre (FCC) Rotunda Room
 Lobby Space
 Okotoks Recreation Centre (ORC) Board Room
 ORC Lecture Room
 ORC Team Room
 ORC Volunteer Room

Medium Spaces:

FCC Rotary Room
 Okotoks Art Gallery (OAG) *
 Okotoks Art Gallery Studio (upstairs) *
 Okotoks Museum and Archive (Third Floor)*
 ORC Community Room
 ORC Kindercare**
 ORC Youth Centre Multipurpose Room**
 Okotoks Centennial Arenas (OCA) National Room
 OCA Olympic Room A
 OCA Olympic Room B
 OCA Provincial Room
 Rotary Performing Arts Centre (RPAC) Community Room ***
 Southside Community Programs Centre**

Large Spaces:

Olympic Room – Full
 RPAC Full Facility***

* Minimum 3 hour booking charge if booking after hours; facility attendant fee will be added per hour to all after hour bookings.

** Facility attendant fee will be added to all bookings for cleaning.

***Minimum 3 hour booking charge; facility attendant fee will be added per hour to all bookings.

Small Spaces have a capacity of up to 25 people with non-fixed seats and tables.

Medium Spaces have a capacity of up to 100 people with non-fixed seats and tables.

Large Spaces have a capacity of up to 120 people with non-fixed seats and tables.



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Meeting Rooms/Multi-purpose Spaces Rental:			T
Small Local/Non-profit/Last minute	18.00	Per Hour	
Small Local Social	29.75	Per Hour	
Small Non-local/Commercial/For-profit	45.25	Per Hour	
Medium Local/Non-profit/Last minute	24.00	Per Hour	
Medium Local Social	37.25	Per Hour	
Medium Non-local/Commercial/For-profit	52.50	Per Hour	
Large Local/Non-profit/Last minute	36.00	Per Hour	
Large Local Social	56.25	Per Hour	
Large Non-local/Commercial/For-profit	79.25	Per Hour	
Foothills Centennial Centre Rental Rates and Fees:			T
<ul style="list-style-type: none"> • Non-prime: 55% of Prime rates Monday-Thursday • Prime time: Fridays, Saturdays, Sundays, Holidays and any event with alcohol. • Facility attendant fee will apply to bookings ending past 1:00 a.m. • Facility cleaning fee will apply to all Prime time bookings and/or any event with food and/or alcohol 			
Keith Hall Prime	1489.00	Per day	
Mesken Room Prime	609.00	Per day	
Smith Room (w/stage) Prime	746.50	Per day	
Woods Room Prime	609.00	Per day	
Commercial Kitchen Prime (minimum 2 hours)	45.25	Per hour	
Commercial Kitchen Prime	357.00	Per day	
Facility Cleaning Fee - events up to 250 people	262.50	Per event	
Facility Cleaning Fee - events with more than 250 people	1.00	Per event guest	
Guest Amenity Fee - events up to 250 people	262.50	Per event	
Guest Amenity Fee - events with more than 250 people	1.00	Per event guest	
Bar supplies and mix	4.00	Per person	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Rotary Performing Arts Centre Rates and Fees:			T
• Day rate is 8 hours			
• Theatre (Concert/Play/Event): 3 hour minimum *(time and half after 8 hours)			
Non-profit Dark Day	108.25	Per Day*	
Non-profit Rehearsal/Tech (includes A/V Tech)	329.50	Per Day*	
Non-profit Performance	504.75	Per Day*	
For Profit/Social Dark Day	131.75	Per Day*	
For Profit/Social Rehearsal/Tech (includes A/V Tech)	461.50	Per Day*	
For Profit/Social Performance	671.50	Per Day*	
User Group Locker Storage (limited availability)	23.75	Per month	
RPAC A/V Technician (min 3 hours; time and a half after 8 hours)	45.25	Per Tech, Per Hour	
Additional Facility Fees: may apply to any facility			T
Facility Attendant (staffing resource may include but is not limited to: bartenders (minimum 3 hours per bartender)/extra lifeguard/additional clean-up/Event set-up/takedown as required min 3 hours after hours; time and a half after 8 hours)	34.25	Per Attendant Per Hour	
Facility rental for Event Set-up/Takedown	70.25	Per hour	
<u>Culture and Heritage:</u>			
Culture and Heritage Membership Fee - Individual	50.00	Per Year	T
Culture and Heritage Membership Fee - Per Club	100.00	Per Year	T
Museum & Archive Photos:			T
Digital Image-Historical	11.00	Per Image	
Community Programs and Events			T
Big Rocky Mascot (handler to be provided by renter)	210.00	For up to two hours	
Big Rocky Mascot (handler to be provided by renter)	52.50	For an additional hour (max 3)	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<u>On Demand Local Transit Fares:</u>			E
Single Trip Fare (online only)	3.50	Each	
10 Tickets (paper or online)	31.50	Each	
25 Tickets (online only)	74.50	Each	
50 Tickets (online only)	140.00	Each	
75 Tickets (online only)	197.00	Each	
100 Tickets (online only)	245.00	Each	
5 years of age and under	FREE	Each	
<u>Okotoks Fire & Rescue:</u>			
<ul style="list-style-type: none"> Fees are determined based on an hourly charge per apparatus per response with a minimum 1 hour billed and additional time to be billed in 15 minute intervals. 			
Equipment and Staff used during response include:			E
Firefighter Deployment Rate, per Firefighter	120.00	Per hour	
Hazmat Trailer	200.00	Per hour	
Bush Trucks	650.00	Per hour	
Command Units	650.00	Per hour	
Motor Vehicle Collisions	650.00	Per hour	
Mutual Aid Response	650.00	Per hour, plus manpower	
Rescue Vehicle - Non Motor Vehicle Collisions	650.00	Per hour	
Tender	650.00	Per hour	
Water Rescue	650.00	Per hour	
Engine	800.00	Per hour	
Aerial	800.00	Per hour	
Supplies used during response include:			E
Foam Application	350.00	Per 5 gallons	
Absorb-All	75.00	Per gallon	
Indemnification Technology (Fire Marque): Fees are determined based on an hourly charge per apparatus per response plus staffing with a minimum 1 hour with additional time to be billed in 15 minute intervals. Refer to above rates.			



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Miscellaneous Fire & Rescue Fees:			T
Meeting Room Rental - External Agencies	50.00	Per hour	
Request for information ie. Incident reports, safety searches, etc.	75.00	Each	
Detail Investigation Narrative Report	300.00	Each	
Occupancy Inspection (required for new business license)	100.00	Each	
Occupancy Inspection and Occupancy Load Permit - completed on same visit	200.00	Each	
Re-Inspection Fee - second visit with unresolved deficiencies	100.00	Each	
Re-Inspection Fee - for third and subsequent visits with unresolved deficiencies	150.00	Each	
Requested Inspection - ie OCC LOAD PERMIT	150.00	Each	
Fireworks Permit	100.00	Each	
False Alarm Fee: (per alarm)	500.00/1000.00/1500.00	Each	
first response - no charge			
second - \$500			
third - \$1,000			
4 or more - \$1,500			
<u>Municipal Enforcement:</u>			E
Special Inspection of Controlled Substance Property (per inspection)	525.00	Each	
Urban Hen License	50.00	Per Coop / Household	
Zone Parking Permit	15.00	Each	
Temporary Parking Permit	25.00	Each	
Animal Control:			
Dog License:			
Male or Female - Unaltered	100.00	Each	
Male or Female - Neutered/Spayed	35.00	Each	
Animal Fancier License	150.00	Each	
Replacement Fee for lost tags	10.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Policing:			
Criminal Record Checks:			
All Residents in Detachment area	60.00	Each	
Students and Volunteers	5.00	Each	
Students and Volunteers	10.00	3 copies	
Fingerprinting:			
LiveScan	25.00	Each	
(no charge for Volunteers, Canadian Citizenship, Landed Immigrant Status, Employment for Police & Federal Government)			
Additional Service Fee	15.00	Each	
(all residents having paid for a criminal record check requiring prints for Vulnerable Sector Check)			
Other Requests:			
Collision Reports (Insurance Letter)	50.00	Each	
Photo (Disc)	25.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
UTILITIES			
<ul style="list-style-type: none"> • Utility bills are due upon receipt and the following shall be applied to all accounts in arrears: • Penalty rate on Utilities Receivable in arrears • Arrears Notice (60 days after Billing Notice date) • Transfers to taxes (80 days after Billing Notice date) 	<p style="text-align: right;">4.0%</p> <p style="text-align: right;">35.00</p> <p style="text-align: right;">50.00</p>	<p style="text-align: right;">Bi-monthly</p> <p style="text-align: right;">Each</p> <p style="text-align: right;">Each</p>	
Water Services:			
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (5/8")	23.40	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (3/4")	23.40	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 25mm (1")	38.90	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 40mm (1.5")	77.85	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 50mm (2")	124.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 75mm (3")	233.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 100mm (4")	389.20	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 150mm (6")	778.35	Billing period	
Residential:			
Consumption for first 23 Cubic metres	1.70	Cubic metre	E
Consumption 24 - 46 Cubic metres	2.10	Cubic metre	
Consumption > than 46 Cubic metres	3.50	Cubic metre	
Consumption charge for an individual unit without water meter or where water meter is not registering accurately.	120.00	Billing period	
Non-residential (Commercial, Industrial, Institutional premises):			
Consumption Charge	1.90	Cubic metre	
Consumption Irrigation Water	4.00	Cubic metre	
Meter supply, installation & inspection (3/4")	610.00	Service call	†
Meter supply, installation & inspection (1")	740.00	Service call	†
Meter supply, installation & inspection (>1")	at cost + 15%	Service call	†
Meter Testing	350.00	Service call	†
Manual Water Meter Reading	49.00	Billing period	
Paper Billing Charges	2.00	Billing period	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Water or Sanitary Services:			
Field Service (regular business hours) (includes water turn-on / off)	90.00	Hourly—1 hour min	
Field Service (after hours) (includes water turn-on / off)	110.00	Hourly—3 hour min	
Third Party labour and parts markup	Cost + 15%	Service call	
Bulk Water:			
Potable Bulk Water	11.00	Cubic metre	E
Non-potable Bulk Water	8.00	Cubic metre	
Non-potable Water Account Fee-Includes 1 Card/Key	31.00	Each	
<u>Sanitary Services:</u>			
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (5/8")	23.25	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (3/4")	23.25	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 25mm (1")	38.75	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 40mm (1.5")	77.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 50mm (2")	124.00	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 75mm (3")	232.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 100mm (4")	387.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 150mm (6")	775.00	Billing period	
Consumption (based on cubic metres of water consumption)	2.30	Cubic metre	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<p>Irrigation Water - sanitary exemption:</p> <ul style="list-style-type: none"> Water consumption average over the three winter billing periods (December, February and April) will establish the non-irrigation average consumption. Water volumes consumed that are over the non-irrigation average consumption will be exempt from the sanitary consumption charge during the three "summer billing periods (June, August and October). Customers/Premises that do not have a complete history of consumption for the three full winter billing periods have an estimated consumption of 45 cubic meters applied to each billing period that is not a complete month history of consumption. Once a complete winter billing (3 billing periods) history is established, actual winter billing period average will be applied. <p>Consumption charge to an individual unit without a water meter or where a water meter is not registering accurately Septic tank sludge and septage volume fee</p>	<p>105.75 3.00</p>	<p>Billing period Cubic metre</p>	<p>E</p>
<p>Sanitary Service Surcharge:</p> <p>1) When tests carried out pursuant to this Bylaw show that the sewage from any commercial or industrial premises has a biochemical oxygen demand greater than three hundred milligrams per litre or suspended solids in excess of three hundred milligrams per litre, then the owner of the premises shall be subject to a surcharge in addition to the sanitary charge.</p> <p>2) The Sanitary Service Surcharge shall be determined in cents per cubic metre of sewage discharged into the sewage system and shall be levied in accordance with the formula set out below: The formula for determining the surcharge to be levied is : $R = (0.0722*B) + (0.0808*S) + (0.0832*G)$, where:</p> <ul style="list-style-type: none"> - "R" means rate in cents per cubic meter - "B" means the amount in milligrams per litre by which the biochemical oxygen demand of the sewage tested exceeds three hundred milligrams per litre - "S" means the amount in milligrams per litre by which the suspended solids of the sewage exceeds three hundred milligrams per litre; and - "G" means the amount expressed in milligrams per litre by which the grease content of the sewage tested exceeds one hundred milligrams per litre <p>3) For the purpose of establishing the surcharge on a bi-monthly basis the rate established above (R) is to be multiplied by the number of cubic metres of water consumed for the billing period on the commercial or industrial premises determined on the same basis as that used in setting the sanitary service charge.</p>	<p>TBD</p>	<p>See below</p>	<p>E</p>
<p>Storm Sewer Services: Storm Sewer Fixed Rate - all flat Sanitary Accounts</p>	<p>17.50</p>	<p>Billing period</p>	<p>E</p>



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
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Waste Services:

E

Residential Dwelling House (up to six dwelling units):

Waste Services Fee - Standard Service (120L garbage + 120L organics + 240L recycling + Eco Centre fee)	51.15	Per billing period
Waste Services Fee - Partial Services (no 240L blue cart) (Option no longer available)	38.25	Per billing period

Optional Cart Services

Note: Use the rates below to calculate your fee per billing period if you do not have the standard service.

(Final cost must include a garbage, recycling, organics and Eco Centre fee)

Garbage (120L)	16.75	Per cart per billing period
Garbage (180L)	37.75	Per cart per billing period
Garbage (240L)	41.50	Per cart per billing period
Organics (120L)	16.75	Per cart per billing period
Organics (240L)	19.75	Per cart per billing period
Organics (360L)	26.60	Per cart per billing period
Recycling (240L)	12.00	Per cart per billing period
Recycling (360L)	13.25	Per cart per billing period
Eco Centre fee	11.60	Per unit per billing period
Bag - unit of waste	5.00	Per bag

Institutional, Commercial, Industrial (ICI): (includes multi-family property with more than six dwelling units)

ICI - (120L garbage + 120L organics + 240L recycling + Eco Centre fee) - Standard Service	94.00	Per billing period
ICI - Garbage (120L)	34.00	Per cart per billing period
ICI - Garbage (180L)	51.00	Per cart per billing period
ICI - Garbage (240L)	67.00	Per cart per billing period
ICI - Organics (120L)	25.00	Per cart per billing period
ICI - Organics (240L)	32.50	Per cart per billing period
ICI - Organics (360L)	40.00	Per cart per billing period
ICI - Recycling (240L)	24.00	Per cart per billing period
ICI - Recycling (360L)	26.50	Per cart per billing period
ICI Eco Centre fee	11.60	Per billing period



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Replacement Carts:			
Replacement (120L)	70.00	Per occurrence	
Replacement (180L)	90.00	Per occurrence	
Replacement (240L)	110.00	Per occurrence	
Replacement (360L)	120.00	Per occurrence	
Service charge (for change in service)	25.00	Per cart per occurrence	

Red Lined Version



Schedule “A” – REVISED Bylaw 09-24

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Fees in black font – effective January 1, 2024

Fees in green font – effective September 1, 2024

GST Explanations:

T – Taxable, tax added to the stated rate

E – GST exempt

I – Rate includes GST



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
SERVICES			
<u>Administration</u>			
Penalty rate on Trade Accounts Receivable in arrears (unless otherwise indicated in the category)	1.5%	Monthly	E
Okotoks Logo Flags (Cost recovery)	75.00	Each	
Property Tax Information to Lending Institutions	35.00	Each	
Tax Recovery Notification/Lien Registration and Discharge	150.00	Each	
Tax Certificate - Electronic	35.00	Each	
Tax Certificate - Manual	35.00	Each	
Tax inquiries (other than tax and legal descriptions)	35.00	Each	
Account Document	35.00	Each	
Accounts Receivable Transfers to taxes	50.00	Each	
Returned Payments/NSF Cheques/Rejected Credit Card Scheduled Payment	35.00	Each	
Correction of banking transactions for customers	35.00	Each	
Environmental Assessment Inquiries	280.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<u>Freedom of Information & Protection of Privacy (FOIP):</u>			E
for each FOIP application:			
General Information Application Fee	25.00	Each	
General Information Continuing Request Application Fee	50.00	Each	
Time for locating & retrieving records	6.75	per quarter hour	
For producing a record from electronic record:			
a) Computer processing & related charges	Actual cost to the Town	Each	
b) Computer programming	Actual cost to the Town	Each	
For producing a paper copy of a record, photocopies and computer printouts:			
a) Black and white (B&W) up to 8 1/2" x 14"	0.25	Each	
b) Other formats	0.50	Each	
c) From microfiche to microfilm	0.50	Each	
d) Plans and blueprints	Actual cost to the Town	Each	
For producing a copy of a record by duplication of the following media:			
a) Microfiche and microfilm (as per <i>FOIP Act</i> schedule 2)	Actual cost to the Town	Each	
b) Computer disks (as per <i>FOIP Act</i> schedule 2)	5.00	Each	
c) Audio and video tapes	Actual cost to the Town	Each	
For producing a photographic copy (colour, B&W from a negative, slide or digital image):			
4"x6"	3.00	Each	
5"x7"	6.00	Each	
8"x10"	10.00	Each	
11"x14"	20.00	Each	
16"x20"	30.00	Each	
For producing a copy of a record by any process on/in any medium/format not listed above	Actual cost to the Town	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<u>Mapping and GIS Services:</u>			T
<ul style="list-style-type: none"> All maps and data must have a disclaimer attached All rates for mapping services as noted, unless otherwise negotiated by agreement Other datasets are also available from the Town of Okotoks GIS Department 			
Maps - Land Use, Base & Addressing	15.00	Each	
Air photo-colour ink plot reproduction (Per partial air photo print up to 11"x 17")	20.00	Each	
Air photo - colour ink plot reproduction (Entire air photo)	125.00	Each	
Plotting Requests:			
8.5"x11" B&W/ Colour Plot	10.00	Each	
11"x17" B&W/ Colour Plot	20.00	Each	
24"x36" Colour Plot (A1 sheet size)	30.00	Each	
24"x36" B&W Plot (A1 sheet size)	25.00	Each	
36"x48" Colour Plot (AO sheet size)	40.00	Each	
36"x48" B&W Plot (AO sheet size)	35.00	Each	
Miscellaneous Plotting (charge scale includes plotting expense)	75.00	Per hour	
Digital Information:			
Special Digital Information Requests	75.00	Per hour	
Digital Colour Orthophoto With Legal Survey Fabric (not entire database)	100.00	Each	
Digital Colour Orthophoto With Legal Survey Fabric (entire database)	500.00	Each	
Digital Colour Orthophoto Without Legal Survey Fabric (not entire database)	100.00	Each	
Digital Colour Orthophoto Without Legal Survey Fabric (entire database)	500.00	Each	
PDF File Generation	20.00	Each	
Deep Utility Information ** (water, sanitary & storm)	125.00	Each	
Deep Utility Information ** (water, sanitary & storm) for 3 layer	300.00	Each	
** Deep Utility (Water Distribution) Information released only on approval by a director			



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Community Growth & Investment:			
Annual Business Licenses (after mid-year fees prorated quarterly for start-ups and projects):			E
Home Occupation Annual Fee (any business operating from a residence in the Town of Okotoks):			
Minor and Major	200.00	Each	
Resident Business- Annual Fee (any business operating from a taxable premise in the Town of Okotoks):			
Level 1: up to 5 FTEs	200.00	Each	
Level 2: 6-10 FTEs	250.00	Each	
Level 3: 11-15 FTEs	335.00	Each	
Level 4: 16 - 49 FTEs	385.00	Each	
Level 5: 50+ FTEs	510.00	Each	
Non-District (any business located beyond boundary of Foothills County, e.g. Calgary)			
Non-District Annual Fee	400.00	Each	
Foothills County (any business with home base within boundaries of Foothills County)			
Foothills County Annual Fee	275.00	Each	
Special License Fees:			
Daily License (1 day)	50.00	Each	
Weekly License (7 consecutive days)	100.00	Each	
Monthly License (30 consecutive days)	150.00	Each	
Seasonal License for 4 Months	200.00	Each	
Seasonal Mobile Food Vending	200.00	Each	
Business License Appeal Fee	100.00	Each	
Market/Trade Shows or similar events with 15 or less vendors	200.00	Each	
Market/Trade Shows or similar events with 16 - 30 vendors	275.00	Each	
Market/Trade Shows or similar events with 31+ vendors	500.00	Each	
Penalty Fees for Late Payment: Business License (added February 1st or 60 days after original invoice, one time charge for all late accounts):			
Home Occupation - Minor and Major	50.00	Each	
Resident Business, Non-District Business, & Foothills County Business only	50.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Site License - Residential:			E
Single Detached and Semi-Detached Dwellings - New Construction	275.00	Building Permit	
Multi-unit Residential - New Construction 3-8 units	850.00	Building Permit	
Multi-unit Residential - New Construction 9-24 units	1700.00	Building Permit	
Multi-unit Residential - New Construction 25+ units	2550.00	Building Permit	
Multi-unit Residential - Renovation 3-8 units	425.00	Building Permit	
Multi-unit Residential - Renovation 9-24 units	850.00	Building Permit	
Multi-unit Residential - Renovation 25+ units	1275.00	Building Permit	
Site License - Non-Residential:			
Non-residential - New or Renovation Value \$0.1M -<\$1M	850.00	Building Permit	
Non-residential - New or Renovation Value \$1M-<\$5M	1700.00	Building Permit	
Non-residential - New or Renovation Value \$5M+	2550.00	Building Permit	
Film Production Fees*:			T
Production Crew Size 1-49 Production Permit (non-refundable)	300.00	Each	
Production Crew Size 50-99 Production Permit (non-refundable)	750.00	Each	
Production Crew 100+ Production Permit (non-refundable)	1000.00	Each	
Production Crew Size 1-49 Damage Deposit	1000.00	Each	
Production Crew Size 50-99 Damage Deposit	2000.00	Each	
Production Crew 100+ Damage Deposit	3000.00	Each	
On-Street Parking - Downtown (per day up to 4 Production Vehicle Spots)	200.00	Per 4 spots	
On-Street Parking - Inside Town Limits (per day up to 4 Production Vehicle Spots)	160.00	Per 4 spots	
Road Closure - Main Road	500.00	Per Day	
Road Closure - Side Road	300.00	Per Day	
Sidewalk Closure	100.00	Per Day	
On-site Town Liaison as required -minimum 3 hour charge	100.00	Per Hour	
On-site Police/law enforcement (per officer/hour) at Town discretion	120.00	Per person/hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
On-site Fire Safety Personnel and Equipment:			
Full Pump Truck and 4-5 firefighters	\$800.00	Per hour	
Command Truck and 1-2 firefighters	\$650.00	Per hour	
*Facility Rental Rates will be applied to all productions on sites where rates and fees apply, as per Facility rental rates and fee schedules.			
Okotoks Parade - Commercial (Business) Entry Fee	35.00	Each	E
Residential Development Permits:			
Dwelling Units	775 plus 110 per unit	Base + per unit	E
Additions	500 plus 0.50 per m ²	Base + m ²	
Accessory Buildings and Uses, Residential Change of Use	500.00	Each	
Commercial/Institutional/Industrial Development Permits:			
New Construction and Additions	1100 plus 2.50 per m ²	Base + m ²	E
Change of Use	500.00	Each	
All Other (including signs)	500.00	Each	
Antennas:			
Telecommunication Towers	5000.00	Per Application	E
Amateur Radio Towers	275.00	Each	
Related Development Permit Fees:			
Development Concept Plan	1500.00	Per Application	E
Development Permit Time Extension (Commencement or Completion)	350.00	Per Application	
Change to Development Concept Plan	1250.00	Per Application	
Development Permit Amendment (Minor - no Development Agreement)	375.00	Per Application	
Development Permit Amendment (Major - Development Agreement involved)	1050.00	Per Application	
Development Appeal	400.00	Per Appeal	
Pre-application permit meetings. First meeting free, subsequent meetings will be charged and refunded if a completed application is submitted.	200.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Statutory Plan Processes:			E
Amendments to Land Use Bylaw, Municipal Development Plan, an Area Structure Plan or Area Redevelopment Plan:			
Minor (no change in use or density)	2750.00	Per Application	
Major (new districts, change in use, change in density, re-designation)	5500.00	Per Application	
Direct Control re-designation application	The greater of 5500 or 400 per hectare	Per Application	
Other (Municipal Reserve Designation, Removal and Disposal, Road Closure)	1500.00	Per Application	
Area Structure Plan (ASP)	7500 plus 100 per hectare	Per Application	
Neighbourhood Area Structure Plan (NASP)	The greater of 5000 or 500 per hectare	Each	
Neighbourhood Area Structure Plan in an Area Structure Plan prepared by the Town	NASP fee plus 1125 per hectare	Each	
Amendment to an ASP	50% of Current ASP base Fee + \$75/ha	Each	
Amendment to NASP or Outline Plan	50% of Current NASP Fee + \$75/ha	Each	
Miscellaneous Fees:			E
Direct Control Public Hearing	825.00	Each	
Pageantry Features Application	1200.00	Each	
Encroachment or Amending Agreement:			E
Residential	525.00	Per Application	
Non-residential or Multi-unit Residential (>2 units)	825.00	Per Application	
50% refundable if application for encroachment agreement is refused			
Requests to Council regarding Planning Matters (e.g. variance to flood proofing)	750.00	Each	
License of Occupation	775.00	Each	
Street Name Change	300 plus 50 per address	Base + per address	
Address Change	350.00	Each	
Name Registration	200.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
File Searches (e.g. Letter of Zoning, Copy of RPR)	100 per Dept. + 0.25 per copy	Base per department + per copy	
Re-inspection Fee (Development Completions for 3 rd and subsequent inspection requests)	250.00	Per Inspection	
Development without a Development Permit where one is required (at discretion of Development Authority)	Double the relevant fee	Each	
Certificate of Compliance:			E
Residential (<3 Dwelling Units)	175.00	Per unit	
Residential Priority Service - 2 business days (<3 Dwelling Units)	350.00	Per unit	
All others (e.g. Non-residential, Multi-unit Residential >2 Dwelling Units)	350.00	Per unit	
All others Priority Service - 2 business days (e.g. Non-residential, Multi-unit Residential >2 Dwelling Units)	700.00	Per unit	
Subdivision Applications:			E
<ul style="list-style-type: none"> • Lots designated as reserve (MR, MSR, ER) or public utility lots are not counted toward per lot fee. 			
<ul style="list-style-type: none"> • Tentative Plan fees used for Bareland Condominium Plans. 			
<ul style="list-style-type: none"> • Applicant is responsible for any additional fees that may be incurred by the Town as a result of the location, design or unique characteristics or circumstances of a particular subdivision application, including but not limited to: Land Appraisal, Consulting Fees, and Legal Fees. 			
Concept Plans	1750.00	Per Application	
Tentative Plan	The greater of 2750 or 275 per lot	Each	
Subdivision Endorsement Fee	The greater of 750 or 125 per lot	Each	
Boundary Adjustment and Separation of 1 lot into a maximum of 2 lots (includes endorsement)	1300.00	Per Application	
Subdivision Time Extension	350.00	Per Application	
Minor Revisions to Subdivision Approval	350.00	Per Application	
Subdivision Appeal	375.00	Each	
Condominium Conversions	40.00	Per unit	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Community Development:			
Developer's Agreement:			
Development Capacity (Water Allocation Policy)	8.11	Per m ³	E
Water Usage for Flushing of Mains	100.00	Per 50 lineal meters	
Engineering Review and Inspection	5400.00	Per hectare	
GIS and Mapping	1075.00	Per hectare	
Stripping & Grading Development Permit Application	1050.00	Each	
Traffic Signal Timing Report	275.00	Each	
Development Site Servicing Permit	1050.00	Each	
Additional Inspections (after 2 inspections)	625.00	Each	
Additional Reviews (after 3 reviews)	1600.00	Each	
Permits, Assessment and Sustainability:			
Permit Fees - If construction is commenced without a valid and subsisting permit, double the applicable fee shall be charged.	200% of applicable fee	Per occurrence	E
Work site safety - Construction fencing missing, fallen or not securely installed. Construction bin placement, not covered and/or over loaded. Construction in occupied neighbourhoods – failure to keep public sidewalk access free of hazards (construction material, vehicles, snow and ice)	500.00	Per occurrence	E
Permit Extensions/Renewal - from the date of issuance all permits expire as follows: within one year (Residential) / within two years (Non-residential) / within one year (Plumbing, Gas, Electrical and HVAC) If the permit applicant provides a written request and payment prior to the permit expiry date then a permit extension will apply (Discretion of SCO). If a permit expires before all required permit events are completed a renewal fee will apply to reactivate the permit for an additional year from date of renewal approval (Discretion of SCO).			E
Permit Extensions - Residential (Single / semi detached and three unit structures)	50% of original permit fee	Minimum of 100 to a maximum of 1000	
Permit Extensions - Multi Residential (< 3 units)	50% of original permit fee	Minimum of 100 to a maximum of 5000	
Permit Extensions - Non-residential	50% of original permit fee	Minimum of 100 to a maximum of 5000	
Permit renewal (within 45 days post permit expiry)	50% of original permit fee	Minimum of 100 to a maximum of 5000	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Revisions and Re-examinations: Major revisions - The fee for revisions of a permit will be at the discretion of the SCO and the SCO may alter the fee charged based on the complexity of the revisions.	Based on 20% of Original Permit fee	Minimum of 100 to a maximum of 2500	E
Administrative Charges/Refund - If a valid permit or application is cancelled within ninety (90) days of receipt, upon written request to Safety Codes Services from the applicant, refund will be 50% of Permit(s) fee (excluding GST, water meter, and site license) shall be refunded. Minus any administration fees, penalty fees and Safety Code levy fees.	50.0%	Each	
Re-inspections / Additions Inspections: Safety Codes Officer (discretion) is recalled for an inspection due to: A) No access to the project for scheduled inspection B) Project not ready for inspection at time of scheduled inspection - deficiencies not corrected, incomplete work, work scheduled for inspection is covered C) Additional inspections for complex construction, progress inspections or additional inspections.			E
Building Residential and Non-residential Permits	300.00	Each	
Building Accessory Permit	50.00	Each	
Plumbing, Gas, Electrical, HVAC	100.00	Each	
Payment of Associated Fees - Notwithstanding the payment of any other fees for the purpose of obtaining a Safety Codes Permit, any out-of-pocket professional fees incurred by the Town as a result of a requirement of the <i>Act</i> will be charged to the Applicant on a full cost recovery basis.	Full Cost recovery	Each	E
Damage Deposit (Refundable) - The cost value is to be determined by the Town.	Not to exceed 10000	Each	
Occupancy Prior to final inspection/Approval (first violation)	500.00	Each	
Occupancy Prior to final inspection/Approval (subsequent violation in same calendar year)	1000.00	Each	
Contractor Change	50.00	Per discipline /per permit	
Failure to File a Verification of Compliance	200.00	Per occurrence	
Failure to Recall an Inspection	200.00	Per occurrence	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Building Code - Alternative Solution application (Residential Accessory Buildings)	200.00	Per occurrence	
Building Code - Alternative Solution application (Residential Single & Semi-detached)	500.00	Per occurrence	
Building Code - Alternative Solution application Existing Construction (Commercial, Industrial & Institutional buildings)	1000.00	Per occurrence	
Building Code - Alternative Solution application (Commercial, Industrial & Institutional buildings)	1000.00	Per occurrence	
Formal Request for information under s. 299 & s. 300 of the <i>Municipal Government Act and Regulations</i>:			
Assessment information s. 299 request - Residential/Non-residential Per Property	200.00	Each	
Assessment information s. 300 request - Multi-residential/Non-residential Per Property	200.00	Each	
Assessment Inspection Residential:			
Residential single detached/semi-detached	200.00	Per unit	E
Multi-unit residential (3 or more units)	100.00	Per dwelling unit (maximum 4000.00)	
Residential Accessory (garage, additions, basement development)	25.00	Per unit	
Assessment Inspection Commercial:			
New building construction	500.00	Each	E
New interior development	200.00	Each	
Assessment Inspection Industrial:			
New building construction	500.00	Each	E
New interior development	200.00	Each	
Assessment Complaint			
Residential: 3 or fewer dwellings and farm land under one roll number	50.00	Each	E
Residential: 4 or more dwellings	325.00	Each	
Non-residential	650.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Safety Codes Permit Fees New Residential Application Single Detached, Semi-detached:			E
Residential Permit Application, Requirements & Fees - Square footage is determined by the total of all developed floor areas shown on submitted drawings. Development not shown will require a separate permit prior to construction.	2500.00	Each	
Residential Plot Plan Review	200.00	Each	
Residential HVAC (Heating Ventilation Air Conditioning)	200.00	Each	
Residential Plumbing Permit	200.00	Each	
Residential Gas Permit	200.00	Each	
Residential Electrical	200.00	Each	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum 4.50 to a maximum of 560.00	
Safety Codes Permit Fees Lot Grading Permit:			
Single detached and Semi-detached dwelling	200.00	Each	
Re-submission or extension of As Constructed Grading Certificate	50.00	Each	
Safety Codes Permit Fees New Residential Multi-unit Residential (3 or more units):			E
Building Permits Prevailing Market Value (PMV)	10.00	Per 1000.00 construction value (min 500.00)	
Heating Ventilation Air Conditioning (HVAC)	200.00	Per dwelling unit (Max 4000.00)	
Plumbing	200.00	Per dwelling unit (Max 4000.00)	
Gas	200.00	Per dwelling unit (Max 4000.00)	
Electrical	200.00	Per dwelling unit (Max 4000.00)	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum 4.50 to a maximum of 560.00	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Safety Codes Permit Fees - Residential Accessory Permits:			E
Building Permits	150.00	Each	
Plumbing Residential Accessory	100.00	Each	
Private sewage permit single detached/semi-detached - septic field/tank installation (PSDS)	200.00	Each	
Gas Residential Accessory Permit	100.00	Each (per line)	
Temporary Heating Units	150.00	Each (per connection per location)	
Electrical	100.00	Each	
Demolition, relocation, additions, manufactured homes -PMV	10.00	Per 1000.00 Construction Value, minimum 500.00	
New Secondary Suite	500.00	Each	
New Detached/Rearyard/Combined with an accessory building (IE: garage)	10.00	Per 1000.00 Construction Value, minimum 500.00	
Secondary Suite - PMV			
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560.00	
Safety Codes Permit Fees - Commercial, Industrial, Institutional & Temporary Structures:			E
Building construction value based on PMV	10.00	Per 1000.00 construction value (min 200.00)	
HVAC construction value based on PMV	10.00	Per 1000.00 construction value (min 100.00)	
Plumbing:			E
(<=5 Outlets)	200.00	Each	
(<= 10 outlets)	300.00	Each	
(> 10 outlets)	400.00	Each	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560.00	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Gas Permit:			E
(0 BTU - 500,000 BTU)	200.00	Each	
(500,000 BTU - 1M BTU)	300.00	Each	
(1M BTU - 2M BTU)	400.00	Each	
(2M BTU - 3M BTU)	500.00	Each	
(>3M BTU)	600.00	Each	
Temporary Heating Units	150.00	Each (per connection per location)	
All building permits fees for construction not listed	100.00	per hour	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560	
Electrical Permit - fee based on the value of material/labour:			E
Up to 10000	200.00	Each	
10001-20000	300.00	Each	
20001-30000	400.00	Each	
30001-40000	500.00	Each	
40001-50000	600.00	Each	
50001-60000	700.00	Each	
60001-70000	800.00	Each	
70001-80000	900.00	Each	
80001-90000	1000.00	Each	
90001-100000	1100.00	Each	
100001-110000	1200.00	Each	
110001-120000	1300.00	Each	
>120000	1400.00	Each	
Photovoltaic (Solar) installation - Residential	300.00	Each	
Photovoltaic (Solar) installation - Commercial, Industrial, Institutional	500.00	Each	
Alberta Safety Codes Council Fee (subject to safety codes council levy)	4% of permit cost	Minimum of 4.50 to a maximum of 560	
Electric Vehicle Charging Stations (level 2)	2.00	Per hour	T
Electric Vehicle Charging Stations (level 3)	22.20	Per hour	T



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Cemetery:			
<ul style="list-style-type: none"> • "Resident" means a person who is a current property owner within the service area shown on the OCRBM or a resident who had lived within the service areas for 10 consecutive years and currently resides elsewhere • "Non-resident" means any other person who resides beyond the geographical boundaries of the Foothills County 			
Cremation Sales:			
Cremation Section Resident (2x2 flat marker)	654.00	Per 2' x 2' plot	T
Cremation Section Non-resident (2x2 flat marker)	1075.00	Per 2' x 2' plot	
Cremation Section Resident (4x4 flat marker)	800.00	Per 4' x 4' plot	
Cremation Section Non-resident (4x4 flat marker)	1508.00	Per 4' x 4' plot	
Cremation Section Resident (4x4 upright marker)	1183.00	Per 4' x 4' plot	
Cremation Section Non-resident (4x4 upright marker)	1935.00	Per 4' x 4' plot	
Indigent or Veteran Cremation Sales (Resident or Non-resident)	50% off	Any product (except marker or plaque)	
Columbarium (8 Niche Pedestal Units):			
Resident (per niche)	2588.00	Each	T
Non- resident (per niche)	4317.00	Each	
Columbarium (12 Niche Pedestal Units):			
Resident (per niche)	2513.00	Each	T
Non- resident (per niche)	4160.00	Each	
Columbarium (Large 64 Niche Units):			
Top Level - Resident	1940.00	Each	T
Top Level - Non- resident	3236.00	Each	
Middle Level - Resident	1832.00	Each	
Middle Level - Non-resident	3128.00	Each	
Bottom Level - Resident	1724.00	Each	
Bottom Level - Non-resident	2912.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Scattering and Memorialization without Interment:			T
Scattering of Cremains Resident	168.00	Per occurrence	
Scattering of Cremains Non-resident	286.00	Per occurrence	
Plaque Placement & Installation on Big Rock memorial wall or River of Memories memorial wall (includes plaque and installation)	583.00	Each	
Memorial bench purchase - basic bench (outside of cemetery)	955.00	Each	
Memorial bench purchase - upgrade bench (outside of cemetery)	4093.00	Each	
Memorial bench existing basic bench (outside of cemetery)	467.00	Each	
Memorial bench existing upgrade bench (outside of cemetery)	701.00	Each	
Memorial bench for a 10 year lease (existing bench)	1607.00	Each	
Memorial bench plaque in bronze (cast or etched) 2 3/4' x 10" and installation	399.00	Each	
Tree purchase and installation (for memorialization or replacement) - includes 5 yr maintenance	1170.00	Each	
Memorial tree plaque in bronze (cast or etched) 6" x 12" and installation	682.00	Each	
Casket Plots:			T
Upright Monument Resident (casket plot)	1724.00	Per 4' x 8' plot	
Upright Monument Non-resident (casket plot)	3884.00	Per 4' x 8' plot	
Flat Marker Section Resident (casket plot)	1291.00	Per 4' x 8' plot	
Flat Marker Section Non-resident	3020.00	Per 4' x 8' plot	
Indigent or Veteran Casket Plots (resident or non-resident)	50% off	Per 4' x 8' plot	
Cemetery Services:			T
Open/Close of Cremated Remains (in-ground)	384.00	Per occurrence	
Open/Close - Multiple urn in-ground interments in the same burial plot at the same time (Rate for each interment after the first interment)	319.00	Per occurrence	
Open/Close of Cremated Remains (niche)	287.00	Per occurrence	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Open/Close - Multiple urn interments in columbarium niches in the same niche at the same time (Rate for each interment after the first interment)	146.00	Per occurrence	
Open/Close of Adult - Casket Plot	967.00	Per occurrence	
Open/Close of Child - Casket Plot	637.00	Per occurrence	
Open/Close of Infant - Casket Plot	319.00	Per occurrence	
Open/Close of Adult or Child - Double Depth (initial)	1183.00	Per occurrence	
After business hours Full Casket Interments -Saturday/Sunday/Holiday Funerals and any day after 4 PM (Flat rate in addition to standard open/close charges)	452.00	Per casket	
After business hours urn interments -Saturday/Sunday/Holiday and any day after 4 PM (Flat rate in addition to standard open/close charges)	222.00	Per occurrence	
Disinterment/re-interment Fees - (opening, closing), caskets (does not include lifting/lowering casket)	1939.00	Per occurrence	
Disinterment of in-ground urn	686.00	Per occurrence	
Disinterment of multiple in-ground urns at same time in same in-ground burial plot. (rate for each disinterment after the first disinterment)	254.00	Per urn	
Disinterment of urn from columbarium niche	287.00	Per occurrence	
Disinterment of multiple urns at same time in same columbarium niche (rate for each disinterment after the first disinterment)	93.00	Per urn	
Disinterment/re-interment of urn (same in-ground burial plot)	835.00	Per occurrence	
Transferring Ownership of Burial Plots (transferring from resident to non-resident is not permitted)	92.00	Per occurrence	
Memorial Monument Permit	117.00	Per occurrence	

External Equipment Charges:

Miscellaneous equipment

All rates in accordance with Alberta Road-builders and Heavy Construction Association current manual

As stated within Alberta Road-builders and Heavy Construction Association current manual

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SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
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Parks:

- Daily rental rates are equivalent to 8 hours

Outdoor Facility Rental Rates:

Disc Golf Course Tournament Fee (exclusive use of course, minimum 4 hours)	86.50	Per Tournament / Per Day	T
Sheep River Cookhouse, Cimarron Park Gazebo, D'Arcy Ranch Amphitheatre, Olde Towne Okotoks - The Plaza and Rotary Park Amphitheatre (min 2 hours):			
Local Non-profit	12.25	Per hour	
Non-local/For Profit	23.75	Per hour	
Ethel Tucker Centennial Park/Arts & Learning Campus Plaza and Greenspace (min 2 hours):			
Local Non-profit	76.75	Per hour	
Non-local/For Profit	102.25	Per hour	
Outdoor Beach Volleyball/ Tennis/Pickleball Courts (minimum 1 hour), per court:			
Youth/Senior Local	12.25	Per hour	
Adult Local	16.50	Per hour	
Non-local/For Profit	23.75	Per hour	
Ball Diamond Rental Rates (minimum 1 hour):			
Youth/Senior Local Community	19.50	Per hour	
Adult Local Community	26.75	Per hour	
Non-local/For Profit Community	35.00	Per hour	
Youth/Senior Local Standard	37.00	Per hour	
Adult Local Standard	49.50	Per hour	
Non-local/For Profit Standard	66.00	Per hour	
Youth/Senior Local Premier	77.25	Per hour	
Adult Local Premier	105.00	Per hour	
Non-local/For Profit Premier	140.00	Per hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Outdoor Playing Field Rental Rates: (minimum 1 hour):			
Youth/Senior Local Community/Non-playing sports field areas	12.25	Per hour	
Adult Local Community	16.50	Per hour	
Non-local/For Profit Community	23.75	Per hour	
Youth/Senior Local Standard	17.50	Per hour	
Adult Local Standard	23.75	Per hour	
Non-local/For Profit Standard	32.00	Per hour	
Youth/Senior Local Premier	56.75	Per hour	
Adult Local Premier	77.25	Per hour	
Non-local/For Profit Premier	103.00	Per hour	

Outdoor Playing Field Classification:

Community Diamonds: low to medium profile fields where there is no irrigation present. The turf quality is low to high and is maintained by weekly to bi-weekly mowing to a target height of 2.5"-3.5".

Standard Fields & Diamonds: high to medium profile fields where there is an automatic irrigation system present. The turf quality is medium to high and is maintained by weekly mowing to a target height of 2"-2.5".

Premier Fields & Diamonds: game suitable fields with an automatic irrigation system present and other amenities such as lighting, scoreboard, and/or dressing rooms.



Outdoor Playing Field Classification

STANDARD FIELDS:

Air Ranch
 Big Rock School
 Drake Landing - North Upper
 Drake Landing - North Lower
 Dr. Morris Gibson School
 Ecole Good Shepherd School (EGSS)
 Ecole Okotoks Jr. High School (EOJHS) Track Field -Wylie Athletic Park
 Howard Park North
 Howard Park Middle
 Howard Park South
 Kinsmen Field
 Meadow Ridge School
 Riverside East
 Riverside Middle
 Riverside West
 St. John Paul II School (St. JP II)
 St. Mary's School
 Westmount School

COMMUNITY FIELDS:

Ecole Percy Pegler School (EPPS)

PREMIER FIELDS:

Ecole Foothills Composite High School Stadium
 Holy Trinity Academy School Football Field

STANDARD DIAMONDS:

Air Ranch
 Big Rock School
 Conrad Field
 Diamond #1 (Littler Field) - Wylie Athletic Park
 Diamond #6 - EOJHS
 Diamond #7 - EGSS South
 Diamond #10 - Wylie Athletic Park
 Howard Park
 Laudan Park
 Riverside Diamond
 St. JP II

COMMUNITY DIAMONDS:

Diamond #5 - EPPS
 Diamond #8 - EGSS Northeast
 St Mary's School
 Westmount School

PREMIER DIAMONDS:

Seaman Stadium
 Tourmaline Field

NON-PLAYING FIELD SPORTS AREAS:

Cimarron Park (outdoor rink field area)
 Wylie Athletic Park (east of Spray Park near EPPS)



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Miscellaneous Parks Fees			T
Special Event Permit - Local/Non-profit (i.e. Block Party)	19.50	Each event	
Special Event Permit - Non-local/For Profit/Commercial	86.50	Each Event	
Portable Toilet Rental - Daily	210.00	Per day	
Portable Toilet Rental - Monthly (serviced weekly)	472.75	Per month	
Park Access Permit - one time	40.00	Each	
Park Access Permit - annual	100.00	Each	
Seizure & Impoundment of Sign(s) left on public lands - per occurrence	30.00	Each	
Scoreboard Rental - per day	19.50	Each	
Scoreboard Rental - per field/season	296.75	Each	
Bleacher relocation	315.25	Each	
Soccer net relocation	79.25	Each	

Recreation:

Indoor Facility Admissions and Rates:

- 10x passes are equivalent to 9 daily rates

* Adult (18-59 years)	9.00	Per day	I
* Adult (18-59 years)	63.25	Per month	T
* Adult (18-59 years)	176.50	Per 3 months	T
* Adult (18-59 years)	602.25	Annual	T
* Youth / Student / Senior **	7.00	Per day	I
* Youth / Student / Senior **	51.50	Per month	T
* Youth / Student / Senior **	143.50	Per 3 months	T
* Youth / Student / Senior **	490.00	Annual	T
Child (6-11 years)	3.75	Per day	I
Child (6-11 years)	29.25	Per month	T
Child (6-11 years)	81.50	Per 3 months	T
Child (6-11 years)	180.50	Annual	T
Preschool (3-5 years)	2.50	Per day	I
Preschool (3-5 years)	14.50	Per month	T
Preschool (3-5 years)	40.75	Per 3 months	T
Preschool (3-5 years)	90.25	Annual	T



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Tiny Tot (under 3 years)	FREE	All admissions	I
* Family	18.00	Per day	I
* Family	151.50	Per month	T
* Family	422.75	Per 3 months	T
* Family - Two Adults	1204.50	Annual	T
* Family - One Adult	872.50	Annual	T
Toonie Drop-in (all ages)	2.00	Per person	I
Aquafit, Shower, Hot tub & Sauna, Sledge Hockey	7.00	Per day	I
* The private operator of Natural High Fitness will have the right to vary rates for promotional purposes provided there is no reduction to the Town's revenues from sales			
**Youth are 12-17 years or students 18+ years attending a post-secondary institution with a valid student ID; Seniors are those 60+ years.			
KinderCare Centre Drop In Use			I
• 10x passes are equivalent to 9 hours			
Ages 3-18 months	5.25	Per hour	
Ages 19 months - 5 years	4.25	Per hour	
<u>Indoor Facility Rental Rates:</u>			
• School Use and School Special Event - applies to schools as per the guidelines set forth in the Town of Okotoks Joint Use Agreement with the School Divisions. School rate are equivalent to 65% of the stated youth local rate.			
• Last Minute Rentals are within 7 calendar days of booking			
AQUATICS: effective September 1, 2024			
• 1 lane is equivalent to 1/6 of pool rental rate			
Riley Minue Lap Pool:			T
Private User Adult/Non-local Clubs/Non-local schools	194.50	Per hour	
Private Local Child/Youth/Senior	175.00	Per hour	
Local Club	113.50	Per hour	
Swindell Pool:			T
Private User Adult/Non-local Clubs/Non-local schools	149.25	Per hour	
Private Local Child/Youth/Senior	135.50		
Local Club	93.00	Per hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
ARENAS:			
<ul style="list-style-type: none"> Prime times include: Monday - Friday 4:00 p.m. - 11:59 p.m. All day Saturdays, Sundays and Statutory Holidays Non-prime times include: Weekdays prior to 4:00 p.m. 			T
Ice Rental: effective September 1, 2024			
Youth/Senior Local Non-prime / Last Minute Rental	115.00	Per hour	
Youth/Senior Local Prime / Holiday Rental	176.00	Per hour	
Youth/Senior Non-local Prime	259.50	Per hour	
Youth/Senior Non-local Non-prime	176.00	Per hour	
Sports Camps	226.75	Per hour	
Sports Camps/Non-prime (May, June and July)	176.00	Per hour	
Adult Local Prime	259.50	Per hour	
Adult Local Non-prime	162.75	Per hour	
Adult Non-local Prime	331.50	Per hour	
Adult Non-local Non-prime	259.50	Per hour	
Junior Hockey Prime	259.50	Per hour	
Junior Hockey Non-prime	127.00	Per hour	
Leisure Ice	135.50	Per hour	
Off Season Ice Rental May 1 - Aug 31 (not including playoff games)			
effective September 1, 2024			
Junior Hockey Prime	176.00	Per hour	
Junior Hockey Non-prime	115.00	Per hour	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Dry Pad Rental: effective September 1, 2024			T
• Day rates are equivalent to a maximum 11.22 hours			
Youth/Senior Local	66.75	Per hour	
Youth/Senior Non-local	93.75	Per hour	
Adult Local	93.75	Per hour	
Adult Non-local	109.75	Per hour	
Murray/Okotoks Centennial Arenas Gold/Curling Rink - For Profit/special events	139.25	Per hour	
Piper/Leisure - For Profit/special events	120.50	Per hour	
Okotoks Centennial Arenas Green - For Profit/special events	186.50	Per hour	
Last minute rental	33.50	Per hour	
Netting Retraction	522.00	Per occurrence	
Ice Decking Install & Removal (floor bookings less than 3 days)	2235.25	Per event	
Glass removal & re-install (including lexan & stanchions)	7699.25	Per event	
Specialized Equipment - Occasional rental of specialized equipment (e.g. Hydraulic lift) to individuals and community organizations will be charged out on a cost-recovery basis.			
Gymnasium Rental: effective September 1, 2024			T
• Daily rate is equivalent to 11.22 hours			
Youth/Senior Local Non-profit Weekday/ Last minute gym rental	31.00	Per hour	
Youth/Senior Local Non-profit Weekend/Statutory Holiday	65.75	Per hour	
Adult Local Non-profit Weekday	44.25	Per hour	
Adult Local Non-profit Weekday (Half Gym)	32.50	Per hour	
Adult Local Non-profit Weekend/Statutory Holiday	73.75	Per hour	
Adult Local Non-profit Weekend/Statutory Holiday (Half Gym)	53.75	Per hour	
Sports Camp/For Profit/Non-local	120.00	Per hour	
Miscellaneous Facility Rental:			T
Dressing Room	28.25	Per hour	
Dressing Room	57.00	Per day with field rental	
Office Space/Storage space	231.75	Per month	


Meeting Rooms/Multi-purpose Spaces Classification:
Small Spaces:

Foothills Centennial Centre (FCC) Rotunda Room
 Lobby Space
 Okotoks Recreation Centre (ORC) Board Room
 ORC Lecture Room
 ORC Team Room
 ORC Volunteer Room

Medium Spaces:

FCC Rotary Room
 Okotoks Art Gallery (OAG) *
 Okotoks Art Gallery Studio (upstairs) *
 Okotoks Museum and Archive (Third Floor)*
 ORC Community Room
 ORC Kindercare**
 ORC Youth Centre Multipurpose Room**
 Okotoks Centennial Arenas (OCA) National Room
 OCA Olympic Room A
 OCA Olympic Room B
 OCA Provincial Room
 Rotary Performing Arts Centre (RPAC) Community Room ***
 Southside Community Programs Centre**

Large Spaces:

Olympic Room – Full
 RPAC Full Facility***

* Minimum 3 hour booking charge if booking after hours; facility attendant fee will be added per hour to all after hour bookings.

** Facility attendant fee will be added to all bookings for cleaning.

***Minimum 3 hour booking charge; facility attendant fee will be added per hour to all bookings.

Small Spaces have a capacity of up to 25 people with non-fixed seats and tables.

Medium Spaces have a capacity of up to 100 people with non-fixed seats and tables.

Large Spaces have a capacity of up to 120 people with non-fixed seats and tables.



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Meeting Rooms/Multi-purpose Spaces Rental:			T
Small Local/Non-profit/Last minute	18.00	Per Hour	
Small Local Social	29.75	Per Hour	
Small Non-local/Commercial/For-profit	45.25	Per Hour	
Medium Local/Non-profit/Last minute	24.00	Per Hour	
Medium Local Social	37.25	Per Hour	
Medium Non-local/Commercial/For-profit	52.50	Per Hour	
Large Local/Non-profit/Last minute	36.00	Per Hour	
Large Local Social	56.25	Per Hour	
Large Non-local/Commercial/For-profit	79.25	Per Hour	
Foothills Centennial Centre Rental Rates and Fees:			T
<ul style="list-style-type: none"> • Non-prime: 55% of Prime rates Monday-Thursday • Prime time: Fridays, Saturdays, Sundays, Holidays and any event with alcohol. • Facility attendant fee will apply to bookings ending past 1:00 a.m. • Facility cleaning fee will apply to all Prime time bookings and/or any event with food and/or alcohol 			
Keith Hall Prime	1489.00	Per day	
Mesken Room Prime	609.00	Per day	
Smith Room (w/stage) Prime	746.50	Per day	
Woods Room Prime	609.00	Per day	
Commercial Kitchen Prime (minimum 2 hours)	45.25	Per hour	
Commercial Kitchen Prime	357.00	Per day	
Facility Cleaning Fee - events up to 250 people	262.50	Per event	
Facility Cleaning Fee - events with more than 250 people	1.00	Per event guest	
Guest Amenity Fee - events up to 250 people	262.50	Per event	
Guest Amenity Fee - events with more than 250 people	1.00	Per event guest	
Bar supplies and mix	4.00	Per person	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Rotary Performing Arts Centre Rates and Fees:			T
• Day rate is 8 hours			
• Theatre (Concert/Play/Event): 3 hour minimum *(time and half after 8 hours)			
Non-profit Dark Day	108.25	Per Day*	
Non-profit Rehearsal/Tech (includes A/V Tech)	329.50	Per Day*	
Non-profit Performance	504.75	Per Day*	
For Profit/Social Dark Day	131.75	Per Day*	
For Profit/Social Rehearsal/Tech (includes A/V Tech)	461.50	Per Day*	
For Profit/Social Performance	671.50	Per Day*	
User Group Locker Storage (limited availability)	23.75	Per month	
RPAC A/V Technician (min 3 hours; time and a half after 8 hours)	45.25	Per Tech, Per Hour	
Additional Facility Fees: may apply to any facility			T
Facility Attendant (staffing resource may include but is not limited to: bartenders (minimum 3 hours per bartender)/extra lifeguard/additional clean-up/Event set-up/takedown as required min 3 hours after hours; time and a half after 8 hours)	34.25	Per Attendant Per Hour	
Facility rental for Event Set-up/Takedown	70.25	Per hour	
<u>Culture and Heritage:</u>			
Culture and Heritage Membership Fee - Individual	50.00	Per Year	T
Culture and Heritage Membership Fee - Per Club	100.00	Per Year	T
Museum & Archive Photos:			T
Digital Image-Historical	11.00	Per Image	
Community Programs and Events			T
Big Rocky Mascot (handler to be provided by renter)	210.00	For up to two hours	
Big Rocky Mascot (handler to be provided by renter)	52.50	For an additional hour (max 3)	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<u>On Demand Local Transit Fares:</u>			E
Single Trip Fare (online only)	3.50	Each	
10 Tickets (paper or online)	31.50	Each	
25 Tickets (online only)	74.50	Each	
50 Tickets (online only)	140.00	Each	
75 Tickets (online only)	197.00	Each	
100 Tickets (online only)	245.00	Each	
5 years of age and under	FREE	Each	
<u>Okotoks Fire & Rescue:</u>			
<ul style="list-style-type: none"> Fees are determined based on an hourly charge per apparatus per response with a minimum 1 hour billed and additional time to be billed in 15 minute intervals. 			
Equipment and Staff used during response include:			E
Firefighter Deployment Rate, per Firefighter	120.00	Per hour	
Hazmat Trailer	200.00	Per hour	
Bush Trucks	650.00	Per hour	
Command Units	650.00	Per hour	
Motor Vehicle Collisions	650.00	Per hour	
Mutual Aid Response	650.00	Per hour, plus manpower	
Rescue Vehicle - Non Motor Vehicle Collisions	650.00	Per hour	
Tender	650.00	Per hour	
Water Rescue	650.00	Per hour	
Engine	800.00	Per hour	
Aerial	800.00	Per hour	
Supplies used during response include:			E
Foam Application	350.00	Per 5 gallons	
Absorb-All	75.00	Per gallon	
Indemnification Technology (Fire Marque): Fees are determined based on an hourly charge per apparatus per response plus staffing with a minimum 1 hour with additional time to be billed in 15 minute intervals. Refer to above rates.			



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Miscellaneous Fire & Rescue Fees:			T
Meeting Room Rental - External Agencies	50.00	Per hour	
Request for information ie. Incident reports, safety searches, etc.	75.00	Each	
Detail Investigation Narrative Report	300.00	Each	
Occupancy Inspection (required for new business license)	100.00	Each	
Occupancy Inspection and Occupancy Load Permit - completed on same visit	200.00	Each	
Re-Inspection Fee - second visit with unresolved deficiencies	100.00	Each	
Re-Inspection Fee - for third and subsequent visits with unresolved deficiencies	150.00	Each	
Requested Inspection - ie OCC LOAD PERMIT	150.00	Each	
Fireworks Permit	100.00	Each	
False Alarm Fee: (per alarm)	500.00/1000.00/1500.00	Each	
first response - no charge			
second - \$500			
third - \$1,000			
4 or more - \$1,500			
<u>Municipal Enforcement:</u>			E
Special Inspection of Controlled Substance Property (per inspection)	525.00	Each	
Urban Hen License	50.00	Per Coop / Household	
Zone Parking Permit	15.00	Each	
Temporary Parking Permit	25.00	Each	
Animal Control:			
Dog License:			
Male or Female - Unaltered	100.00	Each	
Male or Female - Neutered/Spayed	35.00	Each	
Animal Fancier License	150.00	Each	
Replacement Fee for lost tags	10.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Policing:			
Criminal Record Checks:			
All Residents in Detachment area	60.00	Each	
Students and Volunteers	5.00	Each	
Students and Volunteers	10.00	3 copies	
Fingerprinting:			
LiveScan	25.00	Each	
(no charge for Volunteers, Canadian Citizenship, Landed Immigrant Status, Employment for Police & Federal Government)			
Additional Service Fee	15.00	Each	
(all residents having paid for a criminal record check requiring prints for Vulnerable Sector Check)			
Other Requests:			
Collision Reports (Insurance Letter)	50.00	Each	
Photo (Disc)	25.00	Each	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
UTILITIES			
Utility bills are due upon receipt and the following shall be applied to all accounts:			
• Penalty rate on Utilities Receivable in arrears	4.0%	Bi-monthly	E
• Arrears Notice (60 days after Billing Notice date)	35.00	Each	E
• Arrears transferred to taxes (80 days after Billing Notice date)	50.00	Each	E
• Paper Billing Charge (if applicable)	2.00	Billing period	E
Water Services:			
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (5/8")	23.40	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (3/4")	23.40	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 25mm (1")	38.90	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 40mm (1.5")	77.85	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 50mm (2")	124.50	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 75mm (3")	233.50	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 100mm (4")	389.20	Billing period	E
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 150mm (6")	778.35	Billing period	E
Residential:			
Consumption for first 23 Cubic metres	1.70	Cubic metre	E
Consumption 24 - 46 Cubic metres	2.10	Cubic metre	E
Consumption > than 46 Cubic metres	3.50	Cubic metre	E
Consumption charge for an individual unit without water meter or where water meter is not registering accurately.	120.00	Billing period	E
Non-residential (Commercial, Industrial, Institutional premises):			
Consumption Charge	1.90	Cubic metre	E
Consumption Irrigation Water	4.00	Cubic metre	E



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Water or Sanitary Services:			
Meter supply, installation & inspection (3/4")	610.00	Service call	T
Meter supply, installation & inspection (1")	740.00	Service call	T
Meter supply, installation & inspection (>1")	at cost + 15%	Service call	T
Meter Testing	350.00	Service call	T
Manual Water Meter Reading	19.00	Billing period	E
Field Service Fee (regular business hours) - (includes water turn on/off)	90.00	Hourly - 1 hour min	E
Field Service Fee (after hours) - (includes water turn on/off)	110.00	Hourly - 3 hour min	E
Third Party labour and parts markup	Cost + 15%	Service call	E
Bulk Water:			
Potable Bulk Water	11.00	Cubic metre	E
Non-potable Bulk Water	8.00	Cubic metre	
Non-potable Water Account Fee-Includes 1 Card/Key	31.00	Each	
<u>Sanitary Services:</u>			
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (5/8")	23.25	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 20mm (3/4")	23.25	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 25mm (1")	38.75	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 40mm (1.5")	77.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 50mm (2")	124.00	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 75mm (3")	232.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 100mm (4")	387.50	Billing period	
Base Rate Residential, Irrigation, Commercial, Industrial, Institutional Meter Size 150mm (6")	775.00	Billing period	
Consumption (based on cubic metres of water consumption)	2.30	Cubic metre	



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
<p>Irrigation Water - sanitary exemption:</p> <ul style="list-style-type: none"> Water consumption average over the three winter billing periods (December, February and April) will establish the non-irrigation average consumption. Water volumes consumed that are over the non-irrigation average consumption will be exempt from the sanitary consumption charge during the three "summer billing periods (June, August and October). Customers/Premises that do not have a complete history of consumption for the three full winter billing periods have an estimated consumption of 45 cubic meters applied to each billing period that is not a complete month history of consumption. Once a complete winter billing (3 billing periods) history is established, actual winter billing period average will be applied. <p>Consumption charge to an individual unit without a water meter or where a water meter is not registering accurately Septic tank sludge and septage volume fee</p>	<p>105.75 3.00</p>	<p>Billing period Cubic metre</p>	<p>E</p>
<p>Sanitary Service Surcharge:</p> <p>1) When tests carried out pursuant to this Bylaw show that the sewage from any commercial or industrial premises has a biochemical oxygen demand greater than three hundred milligrams per litre or suspended solids in excess of three hundred milligrams per litre, then the owner of the premises shall be subject to a surcharge in addition to the sanitary charge.</p> <p>2) The Sanitary Service Surcharge shall be determined in cents per cubic metre of sewage discharged into the sewage system and shall be levied in accordance with the formula set out below: The formula for determining the surcharge to be levied is : $R = (0.0722*B) + (0.0808*S) + (0.0832*G)$, where:</p> <ul style="list-style-type: none"> - "R" means rate in cents per cubic meter - "B" means the amount in milligrams per litre by which the biochemical oxygen demand of the sewage tested exceeds three hundred milligrams per litre - "S" means the amount in milligrams per litre by which the suspended solids of the sewage exceeds three hundred milligrams per litre; and - "G" means the amount expressed in milligrams per litre by which the grease content of the sewage tested exceeds one hundred milligrams per litre <p>3) For the purpose of establishing the surcharge on a bi-monthly basis the rate established above (R) is to be multiplied by the number of cubic metres of water consumed for the billing period on the commercial or industrial premises determined on the same basis as that used in setting the sanitary service charge.</p>	<p>TBD</p>	<p>See below</p>	<p>E</p>
<p><u>Storm Sewer Services:</u></p> <p>Storm Sewer Fixed Rate - all flat Sanitary Accounts</p>	<p>17.50</p>	<p>Billing period</p>	<p>E</p>



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
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Waste Services:

E

Residential Dwelling House (up to six dwelling units):

Waste Services Fee - Standard Service (120L garbage + 120L organics + 240L recycling + Eco Centre fee)	51.15	Per billing period
Waste Services Fee - Partial Services (no 240L blue cart) (Option no longer available)	38.25	Per billing period

Optional Cart Services

Note: Use the rates below to calculate your fee per billing period if you do not have the standard service.

(Final cost must include a garbage, recycling, organics and Eco Centre fee)

Garbage (120L)	16.75	Per cart per billing period
Garbage (180L)	37.75	Per cart per billing period
Garbage (240L)	41.50	Per cart per billing period
Organics (120L)	16.75	Per cart per billing period
Organics (240L)	19.75	Per cart per billing period
Organics (360L)	26.60	Per cart per billing period
Recycling (240L)	12.00	Per cart per billing period
Recycling (360L)	13.25	Per cart per billing period
Eco Centre fee	11.60	Per unit per billing period
Bag - unit of waste	5.00	Per bag

Institutional, Commercial, Industrial (ICI): (includes multi-family property with more than six dwelling units)

ICI - (120L garbage + 120L organics + 240L recycling + Eco Centre fee) - Standard Service	94.00	Per billing period
ICI - Garbage (120L)	34.00	Per cart per billing period
ICI - Garbage (180L)	51.00	Per cart per billing period
ICI - Garbage (240L)	67.00	Per cart per billing period
ICI - Organics (120L)	25.00	Per cart per billing period
ICI - Organics (240L)	32.50	Per cart per billing period
ICI - Organics (360L)	40.00	Per cart per billing period
ICI - Recycling (240L)	24.00	Per cart per billing period
ICI - Recycling (360L)	26.50	Per cart per billing period
ICI Eco Centre fee	11.60	Per billing period



SERVICE DESCRIPTION	2024 FEE	UNIT OF MEASURE	GST
Replacement Carts:			
Replacement (120L)	70.00	Per occurrence	
Replacement (180L)	90.00	Per occurrence	
Replacement (240L)	110.00	Per occurrence	
Replacement (360L)	120.00	Per occurrence	
Service charge (for change in service)	25.00	Per cart per occurrence	



**TOWN OF OKOTOKS
ADOPTED MINUTES
FOR THE SPECIAL COUNCIL MEETING
HELD MONDAY, NOVEMBER 27, 2023
AT THE OKOTOKS MUNICIPAL CENTRE
COUNCIL CHAMBER**

**COUNCIL MEMBERS
PRESENT**

Mayor Thorn
Councillor Hallmark
Councillor Heemeryck (absent from 2:43 to 2:45 p.m.)
Councillor Lang
Councillor Robinson (arrived at 8:20 a.m.)
Councillor Swendseid

**COUNCIL MEMBERS
ABSENT**

Councillor Actemichuk

**ADMINISTRATION
PRESENT**

Chief Administrative Officer Elaine Vincent
Chief Financial Officer Ralph Ettenauer
Community Growth, Investment & Sustainability
Director Jeff Greene
Operations & Utilities Director Jeremy Huet
Parks & Recreation Director Christa Michailuck
Corporate Services Director Angela Whitney
Legislative Services Administrator Janice Storch

1. CALL TO ORDER

Mayor Thorn called the meeting to order at 8:04 a.m. and provided a traditional land acknowledgement.

2. ADOPTION OF AGENDA

MOTION 23.C.364

By Councillor Hallmark

That the November 27, 2023 agenda for the Special Council Meeting be adopted as presented.

Carried Unanimously
Councillor Robinson absent

3. 2024 ANNUAL BUDGET UPDATE OVERVIEW

The Strategic Leadership Team provided an update and overview of the 2024 Annual Budget.

Councillor Robinson arrived at the meeting at 8:20 a.m.

4. CLOSED SESSION

MOTION 23.C.365

By Councillor Hallmark

That the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 9:09 a.m.

Carried Unanimously

4.1 Human Resources (*FOIP* s. 24(1)(d))

4.2 Capital Project (*FOIP* s. 16(1), 24(1), 25(1))

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Chief Financial Officer Ralph Ettenauer

Community Growth, Investment & Sustainability Director Jeff Greene

Operations & Utilities Director Jeremy Huet

Parks & Recreation Director Christa Michailuck

Corporate Services Director Angela Whitney

Accounting Manager Allan Felker

IT Support Analyst Trevor Laboucane

Legislative Services Administrator Janice Storch

MOTION 23.C.366

By Councillor Lang

That the meeting come out of Closed Session at 10:19 a.m.

Carried Unanimously

Break at 10:20 a.m. Reconvene at 10:30 a.m.

MOTION 23.C.367

By Councillor Robinson

That Administration be directed to proceed with the full implementation of a corporate reorganization plan in 2024.

Carried Unanimously

5. BUSINESS

5.1 Capital Budget

5.1.1 2024 to 2025 Capital Budget

5.1.2 2026 to 2033 Capital Forecast

Chief Financial Officer Ralph Ettenauer reviewed the report containing the issue that the 2024 Capital Budget and Capital Financial Forecast planning tools are presented to Council for approval.

MOTION 23.C.368

By Councillor Heemeryck

That the 2024 to 2025 Capital Budget in the amount of \$2.654M for 2024, \$4.869M in new spending for 2025 and \$38.64M in carry-forward project funding be approved as presented.

Carried Unanimously

MOTION 23.C.369

By Councillor Lang

That the 2026 to 2033 Capital Forecast be approved as a planning tool as presented.

Carried Unanimously

MOTION 23.C.370

By Councillor Robinson

That the Capital Projects funding presented in Tab 3 - 10 Year Capital Plan spreadsheet be approved as a planning tool.

Carried Unanimously

5.2 One-Time Operating Budget

5.2.1 2024 to 2025 One Time Operating Budget

5.2.2 2026 to 2028 One Time Operating Forecast

Chief Financial Officer Ralph Ettenauer reviewed the report containing the issue that the 2024 One-Time Operating Budget and the One-Time Operating Financial planning tools are presented to Council for approval.

MOTION 23.C.371

By Councillor Swendseid

That the 2024 to 2025 One-Time Operating Budget: Revenues and Expenditures List, with the funding sources as identified in the 2024 to 2025 One-Time Expenditures be approved as presented.

Carried Unanimously

MOTION 23.C.372

By Councillor Heemeryck

That the one-time project for Christ the Redeemer School Division be approved as presented.

Carried Unanimously

MOTION 23.C.373

By Councillor Lang

That the 2026 to 2028 One-Time Operating Forecast be approved as a planning tool.

Carried Unanimously

5.3 Okotoks Public Library On-Ramp

Chief Administrative Officer Elaine Vincent reviewed the report containing the issue that new funding requisitions from the Okotoks Public Library are presented as on-ramps to the 2024 Budget.

MOTION 23.C.374

By Councillor Heemeryck

That the Okotoks Public Library requisition for 2024 be increased by 5% over the 2023 requisition.

Defeated

Mayor Thorn requested that the Deputy Mayor assume the Chair.

Deputy Mayor Robinson assumed the Chair at 11:57 a.m.

MAIN MOTION

By Mayor Thorn

That the Okotoks Public Library requisition for 2024 be increased by \$150,000 over the 2023 requisition.

AMENDING MOTION

By Deputy Mayor Robinson

That the Okotoks Public Library requisition for 2024 be increased by \$187,000 over the 2023 requisition.

Deputy Mayor Robinson reverted the Chair back to Mayor Thorn.

Mayor Thorn resumed the Chair at 12:02 p.m.

Mayor Thorn ruled the Amending Motion out of order and requested the Deputy Mayor assume the Chair

Deputy Mayor Robinson assumed the Chair at 12:06 p.m.

MAIN

MOTION 23.C.375

By Mayor Thorn

That the Okotoks Public Library requisition for 2024 be increased by \$150,000 over the 2023 requisition.

Defeated

Mayor Thorn resumed the Chair at 12:09 p.m.

MOTION 23.C.376

By Councillor Robinson

That the Okotoks Public Library requisition for 2024 be increased by \$187,000 over the 2023 requisition for a total of \$1,267,528.

Defeated

Break at 12:12 p.m. Reconvene at 12:46 p.m.

MOTION 23.C.377

By Councillor Swendseid

That the Okotoks Public Library requisition be 50% of the requested increase for 2024 in the amount of \$152,170 for a total of \$1,232,698.

Councillor Heemercyk declared a Point of Order stating that the Motion was not sufficiently different from the previous motions.

Mayor Thorn ruled the Motion to be in Order.

Councillor Heemeryck Challenged the Ruling of the Chair.

Councillor Lang seconded the Challenge.

Mayor Thorn requested a vote to determine if the Ruling of the Chair is upheld. The ruling of the Chair was upheld by a 2/3 vote.

Carried

MOTION 23.C.378

By Councillor Heemeryck

That the Okotoks Public Library requisitions for 2025 to 2028 in the amount of a 5% year over year increase be approved as a planning tool.

Carried

5.4 Bylaw 36-23 - Natural Gas Franchise Fees

Chief Administrative Officer Elaine Vincent reviewed the report containing the issue that the purpose of Bylaw 36-23 is to provide natural gas franchise fees for 2024 as outlined in the terms of the Town's existing franchise agreement.

MOTION 23.C.379

By Councillor Heemeryck

That Bylaw 36-23 be read second time.

Carried

5.5 Bylaw 09-24 - Fees, Rates and Charges Bylaw

Chief Administrative Officer Elaine Vincent reviewed the report containing the issue that the purpose of Bylaw 09-24 is to establish fees, rates and charges for services provided by the Town of Okotoks in 2024.

MAIN MOTION

By Councillor Heemeryck

That Bylaw 09-24 be read a second time as amended by ~~deleting~~ eliminating the 2024 increase to the "Paper Billing Charge" under "Utilities" and maintaining the 2023 rate of \$2.00.

Mayor Thorn requested that the Deputy Mayor assume the Chair.

Deputy Mayor Robinson assumed the Chair at 1:38 p.m.

AMENDING

MOTION 23.C.380

By Mayor Thorn

That Bylaw 09-24 be further amended by eliminating the 2024 increases to "On Demand Local Transit Fares" and maintaining the 2023 fares.

Carried

Mayor Thorn resumed the Chair at 1:44 p.m.

MAIN MOTION AS

AMENDED 23.C.381

By Councillor Heemeryck

That Bylaw 09-24 be read a second time as amended by ~~deleting~~ eliminating the 2024 increase to the "Paper Billing Charge" under "Utilities" and maintaining the 2023 rate of \$2.00; and eliminating the 2024 increases to "On Demand Local Transit Fares" ~~2024~~ and maintaining the 2023 fares.

Carried Unanimously

MOTION 23.C.382

By Councillor Hallmark

That Bylaw 09-24 be read a third time and passed.

Carried Unanimously

5.6 Integrated and Accessible Transportation Policy Amendment

Transportation, Fleet & Facilities Acting Manager D'Arcy Finlay reviewed the report containing the issue that Integrated and Accessible Transportation Policy PS-A-2.4 requires an amendment to include updated maps and documentation of service levels for the 2023-2024 winter season.

MOTION 23.C.383

By Councillor Robinson

That amendments to Integrated and Accessible Transportation Policy PS-A-2.4 be approved as presented.

Carried Unanimously

5.7 Arterial Fencing

Parks Manager Rod March reviewed the report containing the issue that arterial and primary collector fencing is aging infrastructure and in need of maintenance and repair to meet the community standards.

MOTION 23.C.384

By Councillor Hallmark

That Administration be directed to develop a life cycle painting program beginning in 2024 to rejuvenate the identified corridors of fencing along the main arterials and primary collectors to be absorbed in the current operating budget.

Carried Unanimously

5.8 Community Life Policy Amendment

Chief Administrative Officer Elaine Vincent reviewed the report containing the issue that amendments to Community Life Policy PS-A-2.2 are provided to Council for approval.

MOTION 23.C.385

By Councillor Lang

That amendments to Community Life Policy PS-A-2.2 be approved as presented.

Carried Unanimously

Break at 2:04 p.m. Reconvene at 2:16 p.m.

5.9 Operating Budget Including Salary and Wages

Chief Financial Officer Ralph Ettenauer reviewed the report containing the issue that the 2024 Operating Budget including salary and wages is provided to Council for approval.

MOTION 23.C.386

By Councillor Heemeryck

That the Mid-Cycle 2024-2025 Operating Budget Revenues and Expenditures - Summary of All Function Areas, excluding the Corporate Community Engagement Budget, be approved with tax rate adjustments based on amendments made.

Carried Unanimously

Councillor Heemeryck declared pecuniary interest as a family member is employed by the Town of Okotoks in the Community Engagement Business Centre and excused himself from the meeting at 2:43 p.m.

MOTION 23.C.387

By Councillor Lang

That the 2024 Corporate Community Engagement Operating Budget in the amount of \$1.607M be approved.

Carried Unanimously

Councillor Heemeryck absent for the vote

Councillor Heemeryck returned to the meeting at 2:45 p.m.

MOTION 23.C.388

By Councillor Robinson

That the 2026 to 2028 Operating Budget Forecast be approved as a planning tool.

Carried Unanimously

6. ADJOURNMENT

MOTION 23.C.389

By Councillor Lang

That the November 27, 2023 Special Council Meeting adjourn at 2:49 p.m.

Carried Unanimously

Certified Correct:

Mayor

Chief Administrative Officer

Video link for the portion of the November 27, 2023 Special Council meeting dealing with second reading of Bylaw 09-24 – Fees, Rates and Charges.

https://video.isilive.ca/play/okotoks/Nov_27_snippet.mp4

**ADMINISTRATIVE CONSOLIDATION OF BYLAW 21-17
AS OF OCTOBER 23, 2023**

**A BYLAW OF THE TOWN OF OKOTOKS
IN THE PROVINCE OF ALBERTA
TO ESTABLISH THE POSITION OF CHIEF ADMINISTRATIVE OFFICER**

(As amended by Bylaws 13-22, 12-23 and 39-23)

WHEREAS pursuant to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Council must pass a Bylaw for the purpose of establishing the Chief Administrative Officer position within the Town of Okotoks, and

WHEREAS Council wishes to delegate certain powers and duties to the Chief Administrative Officer.

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

1. SHORT TITLE

This Bylaw may be known as the “Chief Administrative Officer (CAO) Bylaw”.

2. DEFINITIONS

In this Bylaw, unless the context otherwise requires:

- a) “Administration” means the general operations of the Town, including all personnel, financial and other related resources and matters as permitted by the *Municipal Government Act (MGA)* and any successor legislation;
- b) “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*;
- c) “Council” means the municipal council of the Town of Okotoks, means the Mayor and Councillors duly elected pursuant to the provisions of the *Local Authorities Election Act*;
- d) “Deputy Mayor” means the person acting in the absence of the Mayor for the Town of Okotoks, within the meaning of the *MGA*;
- e) “Mayor” means the person elected to the position of Chief Elected Official for the Town of Okotoks, within the meaning of the *MGA*;

- f) “*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;
- g) “Policy” means policies that are approved by Council, provide strategic direction on programs and services delivered by the Town, primarily impact and address the residents of the Town, and provide an official position on plans to govern the Town.
- h) “Town” means the municipal corporation of the Town of Okotoks.

3. OFFICE

- 3.1. The position of Chief Administrative Officer is hereby created and the person appointed to that position shall have the title “CAO”:
- 3.2. Council will appoint an individual to the position of Chief Administrative Officer.
- 3.3. Council will establish the terms and conditions of the appointment of the CAO including the salary, vacation entitlements and fringe benefits to be paid or provided to the CAO and are to be reviewed annually. The CAO shall be entitled to participate in employee benefit plans which all other employees are entitled to participate in at the same set rate.
- 3.4. Council as a whole must provide the CAO with an annual written performance evaluation of the results the CAO has achieved with respect to fulfilling the CAO’s responsibilities.

4. ACCOUNTABILITY

- 4.1. The CAO is accountable to Council for the exercise of all powers, duties and functions assigned to the CAO under the MGA, this Bylaw, any other enactment, or delegated to the CAO by Council.
- 4.2. The CAO, as provided for in the MGA, is authorized to delegate (and to authorize further delegations of) any powers, duties and functions assigned to the CAO by Council under the MGA and under this or any other bylaw to an employee of the Town.
- 4.3. The CAO is the principal administrative link between the Administration and Council. Under the MGA, the CAO:
 - a) is the administrative head of the Town;
 - b) ensures that the policies and programs of the Town are implemented;

- c) advises and informs Council on the operation and affairs of the Town;
- d) performs the duties and functions and exercises the powers assigned to a CAO under the MGA and other enactments or assigned or delegated by Council; and
- e) has all the powers, duties, and functions given to a designated officer under the MGA or any other statute or enactment except the powers, duties and functions expressly given to the Town Assessor under Bylaw 6-01.

4.4. Members of the Administration are accountable to the CAO. The CAO shall be the contact between the Administration of the Town and Council and communication from the Administration to Council shall flow through the CAO.

5. GENERAL POWERS AND DUTIES

5.1. The CAO is authorized to:

- a) appoint an Acting CAO to act during absences of up to 4 weeks of the CAO;
- b) coordinate, direct, supervise and review the performance of the Administration;
- c) establish the structure of the Administration;
- d) attend all meetings of Council and meetings of such Boards, Authorities and other bodies as are required by Council;
- e) conduct, audits, investigations and studies of the Administration, as the CAO deems necessary;
- f) hire, appoint, transfer or promote any Town employee;
- g) evaluate, discipline, suspend, demote, or remove any Town employee; and
- h) determine salaries, benefits, hours of work and other working conditions;
- i) provide corporate leadership in ensuring that all Town policies and programs are efficiently coordinated, are delivered in a responsive and effective manner, and reflect the overall strategic priorities of the Town as defined by Council;

- j) prepare and submit to Council such reports and recommendation as may be required by Council; and
- k) respond to inquiries and requests for information on behalf of the Town, including stating the Town's position, subject to any Council approved policy, procedure, standard or guideline, or as otherwise directed by Council.

6. FINANCIAL POWERS AND FUNCTIONS

6.1. The CAO has the authority to:

- a) prepare and submit operating and capital budgets as directed by Council;
- b) pay any amounts which the Town is legally required to pay pursuant to an Order or Judgement of a Court, board or other tribunal or competent jurisdiction, relating to an action, claim or demand against the Town;
- c) monitor and control expenditures within the budgets approved by Council for the Administration and authorize budget adjustments or adjustments for programs within a division as long as the amount budgeted for that division does not change, and in particular report on variances on any of these adjustments over \$10,000 on a quarterly basis to Council;
- d) designate the financial institution(s) to be used by the Town and shall open and close accounts that hold the Town's money;
- e) invest funds on behalf of the Town in accordance with the provisions of the MGA;
- f) to add amounts to the tax roll of a parcel of land under the MGA;
- g) except as otherwise instructed by Council, and without limitation, instruct legal counsel to provide legal services to the Town and Council and retain, instruct and pay for the services of legal counsel;
- h) to authorize the write-off of a a bad debt owed by an individual or business under \$5,000 if uncollectible after two (2) years.
(BYLAW 12-23)

7. CONTRACTS AND AGREEMENTS

7.1. The CAO is authorized to:

- a) approve and enter into all contracts and agreements, as directed and sanctioned by Council, involving:
 - (i) the sale of Town owned land at a sale price which is not less than 95% of the appraised market value;
 - (ii) the purchase of land, which has been allocated in the Town capital budget, and is for a purchase price which is not greater than 5% above the appraised market value;
 - (iii) the market commission of sponsorship assets as approved and delegated by Council in closed session and protected under section 25(1)(c) of the *Freedom of Information and Protection of Privacy Act* (**Bylaw 39-23**).
- b) enter into all agreements and contracts incidental to the development and subdivision of land within the Town pursuant to the MGA and complete all documents required for or incidental to such development or subdivision;
- c) extend the time for endorsement of subdivision plans and for the registration of the subdivision plans in accordance with the MGA;
- d) negotiate and settle all actions, claims, or demands against or by the Town and complete all related documentation;
- e) enter into all agreements or contracts for leases of land at fair market value;
- f) enter into all provincial and federal grant funding agreements
- g) enter into all agreements and contracts and issue all documents incidental to the authority granted to a municipality under the MGA
- h) approve and enter into all documents, consents, approvals, acknowledgements and certificates required for or incidental to any agreement, contract, settlement, tender or investment.
- i) sign:
 - (i) along with the person presiding at the meeting, all minutes of Council meetings,
 - (ii) along with the Mayor, all bylaws, and

- (iii) along with the Mayor or Councillor, agreements and cheques and other negotiable instruments;
- (iv) along with the Mayor or Councillor, one payroll cheque to cover the payroll account
- (v) acting alone all orders, contracts, agreements, documents and certificates that may be required pursuant to any agreement, contract, bylaw or enactment; and
- j) The CAO's signature and the signatures of any other Town employees to whom Council or the CAO delegates signing authority may be printed, lithographed or otherwise reproduced.

8. OTHER POWERS AND DUTIES

8.1. The CAO:

- a) is appointed as Returning Officer for the purposes of the Local Authorities Election Act;
- b) is the Head of the Town for the purposes of the Freedom of Information and Protection of Privacy Act and shall act as FOIP Coordinator responsible for the overall management of access to information and protection of privacy functions and responsibilities.
- c) is the liaison between the Town and the Commanding Officer of the RCMP detachment serving the Town
- d) is the Director of Emergency Management for the Town

8.2. The CAO is authorized to:

- a) accept services of all notices and other documents on behalf of the Town;
- b) provide any and all certificates or statutory declarations on behalf of the Town;
- c) temporarily close any road at any time (**Bylaw 13-22**);
- d) prepare and issue distress warrants and seize and sell goods pursuant to distress warrants on behalf of the Town for the recovery of tax arrears;
- e) carry out inspections, remedies, enforcement or other actions pursuant to the MGA, any other enactment, or any bylaw where the MGA or any

other enactment or bylaw authorizes or requires anything to be inspected, remedied, enforced or done by the Town;

- f) make determinations and issue orders pursuant to the MGA or any other statute, enactment or bylaw which the Town is authorized to enforce;
- g) ensure administrative support is provided to all Town Council's Boards and Committees;
- h) revise bylaws under the MGA including correction of clerical, grammatical and typographical errors and altering of the citation and title of a bylaw and the numbering and arrangement of its provisions, and to add, change or delete a note, heading, or title.
- i) consolidate bylaws, including the preparation of administrative consolidations; and
- j) ensure the sufficiency of any petition that may be submitted to the Town in accordance with the requirements of the MGA.

9. 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.

Bylaws 37-89, 2-95, 2-97, and 16-06 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 21-17 received third and final reading June 12, 2017

ORIGINAL SIGNED BY
MAYOR AND CHIEF ADMINISTRATIVE OFFICER

Bylaw 13-22 received third and final reading March 14, 2022

ORIGINAL SIGNED BY
MAYOR AND CHIEF ADMINISTRATIVE OFFICER

Bylaw 12-23 received third and final reading February 13, 2023

ORIGINAL SIGNED BY
MAYOR AND CHIEF ADMINISTRATIVE OFFICER

Bylaw 39-23 received third and final reading October 23, 2023

ORIGINAL SIGNED BY
MAYOR AND CHIEF ADMINISTRATIVE OFFICER

Town of Okotoks
 Attn: Mayor Thorn and Members of Council
 Box 20, 5 Elizabeth Street
 Okotoks, AB T1S 1K1

February 2, 2024

Dear Mayor Thorn and Members of Council,

On behalf of the Sheep River Health Trust, I would like to thank the Town of Okotoks for the generous support provided to our organization. The Sheep River Health Trust continues to commit funds for projects and services that assist the healthcare system and its supports for the ongoing needs of residents in 2024.

At this time, the Sheep River Health Trust would like to invite the Town of Okotoks to consider supporting the following fundraising proposal:

The Ask

A raffle through the Sheep River Health Trust to provide an experience for a minor to flip the switch at the “Lighting of the Christmas Tree” during Light Up Okotoks. Proceeds from the raffle would go to the Sheep River Health Trust, to improve health and wellness programs and supports for Foothills residents.

We would also ask for the Council’s support of this partnership by mentioning the Sheep River Health Trust when communicating about Light Up Okotoks. This includes adding our logo and raffle link to your social media and website as well as during the introduction of the flip the switch portion of the event.

The Process

The online draw would run from November 1, 2024, to November 13, 2024. Tickets would be available for purchase by the public (18+ years as per AGLC) at \$5 for one entry up to \$20 for five entries.

The Sheep River Health Trust would assume responsibility for obtaining the raffle license through AGLC, setting up the raffle through Raffle Box, creating and executing the marketing campaign, drawing the winning ticket, and contacting the winning ticket holder. We will share the name of the winning ticket holder’s designated minor with the Town of Okotoks by 4:00 p.m. on November 13.

Recognition of Support

- Town of Okotoks mentioned in all campaign communications.
- Social media content.
- Media coverage by the Eagle 100.9fm highlighting the Town’s efforts in organizing the “Lighting of the Christmas Tree” experience.

If you have any questions or would like additional information on how the Sheep River Health Trust supports our community, we would be happy to provide Council with a presentation. Thank you for your continued support.

Yours Sincerely,

Christine Oakes

Christine Oakes
 Fund Development & Communications
 E: christine.oakes@ahs.ca P: (403) 995-5400

2024 Health Champions



Where did your Donations go?



Community Care Programs \$53,620

Spiritual Care Chaplain and Program

Solace Grief Society

Foothills Community Counselling

Inclusion Foothills

Volunteer Driver & Emergency Support Program

Okotoks Family Resource Centre

Patient and Family Centered Care

Volunteer Service Appreciation

Families - \$12,500

Baby Home Safe

It Takes a Village Community Foundation

Helping Families Handle Cancer

Rowan House

Seniors - \$91,100

Ceiling Lifts for 7 rooms
at Oilfields General Hospital

HOME Project Common Room Television
at Rising Sun Long Term Care
Broda Chair x2

Adult Day Support Program

Multi-Sensory Equipment
for Dementia patients

“Keeping the Music On”
Music Therapy Program

Therapy Garden - Pergola Shades
at Rising Sun Long Term Care

Children & Youth - \$32,000

School Meal Program
Serving over 19,200 breakfasts & lunches
at 12 schools in the Foothills every year.

Post-Secondary Science Studies

Bursaries

for High School Students

Orenda Society

Boys Mental Health Summit

Rural Allied Health Paediatric Health

Medical Equipment - \$58,000



Wall Mounted Vital Signs Machines x7

Ergo XR2 Medical Imaging Chair x2

Baby Scales

Blanket Warmer

Sure Temp Thermometers

Armstrong Airway Cart
for Trauma Room

24Hr Blood Pressure Monitors x2

Derm Dessicator

2024 Health Champions





Council Representative Reports 2023 to 2024 Council Appointments to Boards, Commissions, and Committees

Council Member	Council Initiated Committees	Regional Committees
Mayor Thorn	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Youth Council 	<ul style="list-style-type: none"> • Alberta Foothills Industrial Corridor Association • Calgary Metropolitan Region Board • Calgary Metropolitan Region Board – Governance • Okotoks/Foothills County Intermunicipal Committee
Councillor Actemichuk	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Finance and Audit Committee • United Way/Okotoks Partnership Committee 	<ul style="list-style-type: none"> • Friends of Champion Park Society
Councillor Hallmark	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Council Committee Nomination Panel • Okotoks Public Library Board 	<ul style="list-style-type: none"> • Foothills-Okotoks Recreation Society • Friends of Champion Park Society
Councillor Heemeryck	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Family and Community Support Services Committee • Finance and Audit Committee 	<ul style="list-style-type: none"> • Alberta Foothills Industrial Corridor Association • Okotoks/Foothills County Intermunicipal Committee
Councillor Lang	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Finance and Audit Committee • Youth Council 	<ul style="list-style-type: none"> • Foothills-Okotoks Recreation Society • Westwinds Communities
Councillor Robinson	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee 	<ul style="list-style-type: none"> • Alberta Foothills Industrial Corridor Association • Calgary Metropolitan Region Board – Land Use/Intermunicipal Servicing • Okotoks/Foothills County Intermunicipal Committee
Councillor Swendseid	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Youth Council 	<ul style="list-style-type: none"> • Bow River Basin Water Council • Foothills Regional Emergency Services Commission • Foothills Regional Services Commission • Highwood Management Plan – Public Advisory Committee



BYLAW 06-24 – ROAD CLOSURE – TILLOTSON PHASE 2

Purpose

The purpose of Bylaw 06-24 is to permanently close and create title to an approximately 1.6 m wide portion of the Westland Street road right-of-way in accordance with the Tillotson Neighbourhood Area Structure Plan.

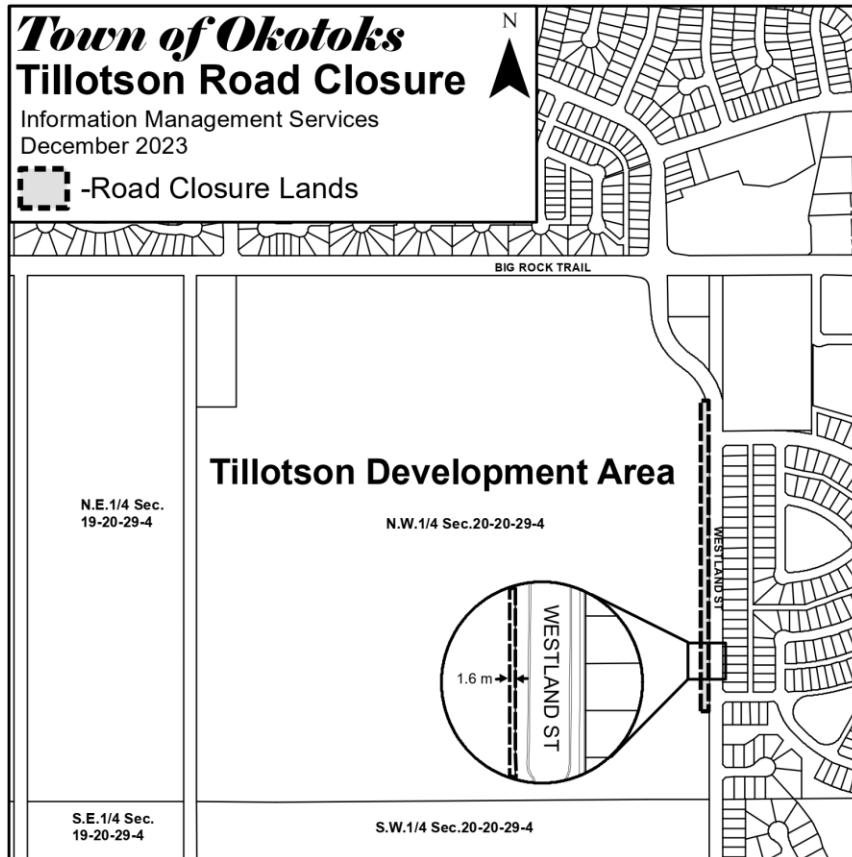
Readings

This bylaw is ready for first reading only.

Under Section 22 of the *Municipal Government Act*, a road closure bylaw must be approved by the Minister of Transportation and Economic Corridors prior to second reading.

Report, Analysis and Financial Implications

An application has been received from Tristar Communities to close a portion of the Westland Street road right-of-way by approximately 1.6m, narrowing the overall roadway from 20m to 18.4m. This narrowing of Westland Street is consistent with the Tillotson Neighbourhood Area Structure Plan (NASP). The subject area is shown in the map below.



The subject area is approximately 0.08 hectares (0.20 ac) in size and is not currently being used for physical transportation infrastructure (e.g. vehicle space or sidewalks). The closed portion of Westland Street would be consolidated in the development area of Tillotson Phase 2 and the streetscape would be developed generally in accordance the Town of Okotoks 18.4m Residential Street design standard. This standard has a similar separated sidewalk to what is existing on the east side with a reduction of overall vehicle space from the current 10m to 9m, which is typical for residential roads.

The disposal of the closure area is subject to the requirements of the Town of Okotoks Disposal of Roadways, PUL Lots, and Walkways Policy CMD-P-3.11 and the Tillotson NASP. If Bylaw 06-24 adopted, the disposal process will be formalized at the time of subdivision of Tillotson Phase 2.

Additional road closures identified in the Tillotson NASP for portions of Westland Street will be brought forward for consideration as warranted with future phases of Tillotson.

Strategic Plan Goals

<input checked="" type="checkbox"/>	Responsibly Managed Growth	<input type="checkbox"/>	Demonstrated Environmental Leadership
<input type="checkbox"/>	Strong Local Economy	<input type="checkbox"/>	Enhanced Culture & Community Health
<input type="checkbox"/>	Organizational Excellence		

Public Hearing / Participation Strategy

This public hearing was advertised in the Okotoks Western Wheel on January 24th and 31st as well as on the Town website since January 9th. Written notice was also mailed to all adjacent landowners on January 9th.

No written correspondence had been received at the time of report preparation.

Alternatives for Consideration

n/a

CAO Comments

I support the recommendations contained in this report.

Attachment(s)

1. Draft Bylaw 06-24
2. Plan of Closure Area
3. CMD-P-3.11 Disposal of Roadways, PUL Lots and Walkways Policy

Prepared by:
Colin Gainer
Senior Planner
January 15, 2024

BYLAW 06-24**A BYLAW OF THE TOWN OF OKOTOKS
IN THE PROVINCE OF ALBERTA
FOR THE PURPOSE OF CLOSING TO PUBLIC TRAVEL AND
CREATING TITLE FOR PORTIONS OF A PUBLIC ROADWAY**

WHEREAS pursuant to Section 22 of the *Municipal Government Act (MGA)*, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Council may pass a bylaw for the purpose of closing a public road within the Town of Okotoks, and

WHEREAS the lands hereafter described are not required for public travel, and

WHEREAS application has been made to Council to have certain roadways closed, and

WHEREAS the Council of the Town of Okotoks deems it expedient to provide for a bylaw for the purpose of closing to public travel certain roadways, or portions thereof, situated in the said municipality, and thereafter creating title to same, and

WHEREAS notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the *MGA*, and

WHEREAS Council was not petitioned for an opportunity to be heard by any person claiming to be prejudicially affected by the bylaw.

NOW THEREFORE the Council of the Town of Okotoks does hereby close to public travel and create title to the following described roadways, subject to rights of access granted by other legislation:

Area 'A', Plan 241 0320
Containing 0.08 hectares (0.20 acres) more or less
Excepting thereout all Mines and Minerals

Filed Plan for Road Closure Purposes attached hereto as Schedule 'A'.

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

READ A FIRST TIME this day of 2024.

Mayor

Chief Administrative Officer

APPROVED this day of 2024.

Minister of Transportation and
Economic Corridors

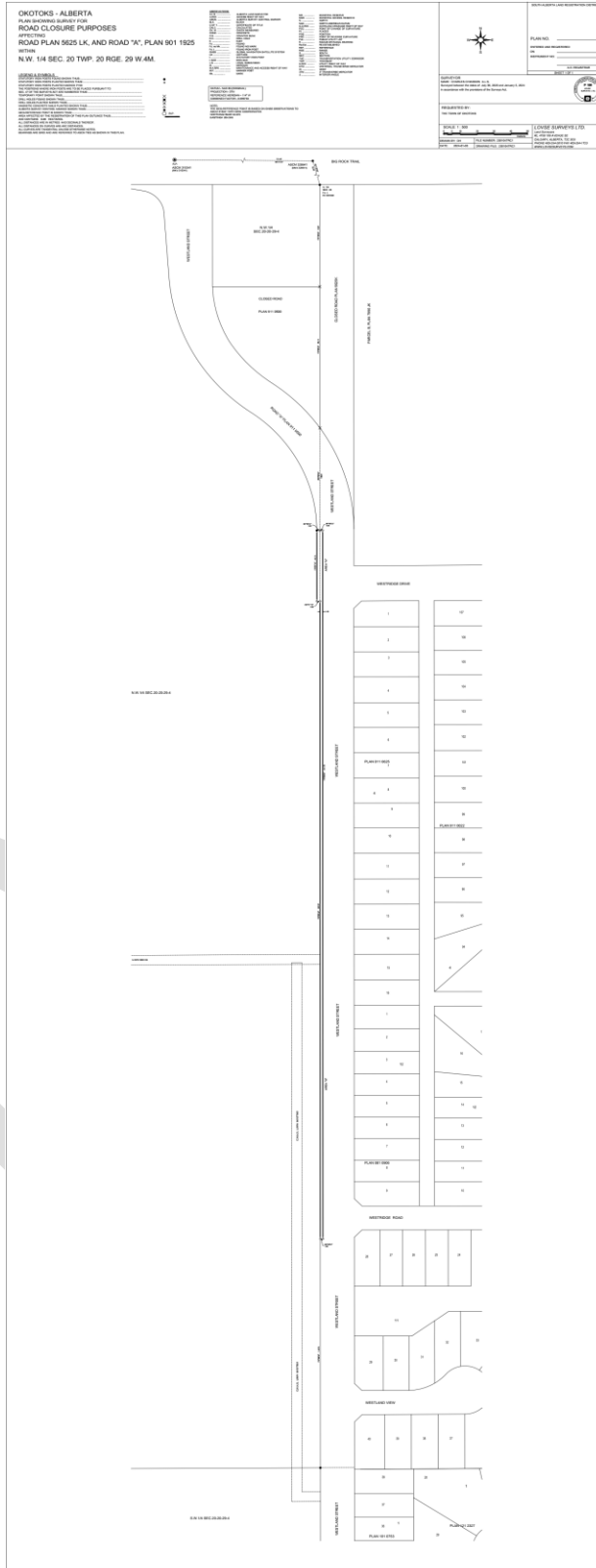
READ A SECOND TIME this day of 2024.

READ A THIRD TIME AND PASSED this day of 2024.

Mayor

Chief Administrative Officer

Schedule A Filed Plan for Road Closure Purposes



OKOTOKS - ALBERTA
PLAN SHOWING SURVEY OF
ROAD CLOSURE AREA
AFFECTING
LOT x, BLOCK x, PLAN xxxx
WITHIN
N.W. 1/4 SEC. 20 TWP. 20 RGE. 29 W.4M.

DATUM - NAD 83 (ORIGINAL)
 PROJECTION - STM
 REFERENCE MERIDIAN - 114° W
 COMBINED FACTOR - 0.99973

NOTE: THE GEO-REFERENCE POINT IS BASED ON PUBLISHED
 ASCH XXXXX WITH COORDINATES
 NORTHING=XXXXXXXXXX
 EASTING=XXXXXXXXXX

ABBREVIATIONS	ALBERTA LAND SURVEYOR	MR.	MUNICIPAL RESERVE
A.S.V.	ACCESS-RIGHT OF WAY	MSR.	MUNICIPAL SCHOOL RESERVE
A.S.W.	ALBERTA SURVEY CONTROL MARKER	N.	NORTH
ASCM	BLOCK	N.A.D.	NORTH AMERICAN DATUM
BS	CERTIFICATE OF TITLE	O.D.R.W.	OVERLAND DRAINAGE RIGHT OF WAY
C of T	CALCULATED	P.C.	POINT OF CHANGE OF CURVATURE
CNC	CHUCK MEASURED	P.L.	PLACED
CX	CORNER	P.O.	POSITION
C.B.	CORNER BARK	P.O.C.	POINT OF REVERSE CURVATURE
D.H.	DRAWN	P.U.L.	PUBLIC UTILITY LOT
E	EAST	R-C4	RE-ESTABLISHED
F	FOUND	REF.	REFERENCE
F-4	FOUND MARK	R.C.	RANGE
F-4M	FOUND MARK	R.	RANGE
F.I.	FOUND IRON POST	S.	SECTION
G.N.S.	GLOBAL NAVIGATION SATELLITE SYSTEM	T.C.	TRANSPORTATION UTILITY CORRIDOR
H.	HOLE	U.R.W.	UTILITY RIGHT OF WAY
I.S.R.	IRON SURVEY	UTM	UNIVERSAL TRANSVERSE MERCATOR
L.S.	LEGAL SUBDIVISION	W.	WEST
M.	MARKER	W.M.	WEST MERIDIAN
M.A.R.W.	MAINTENANCE AND ACCESS RIGHT OF WAY	Δ	INTERIOR ANGLE
M.P.	MARKER POST		
M.	MARK		

SOUTH ALBERTA LAND REGISTRATION DISTRICT

PLAN NO. _____
 ENTERED AND REGISTERED
 ON _____
 INSTRUMENT NO. _____
 A.D. REGISTRAR
 SHEET 1 OF X

SURVEYOR
 NAME: CHARLES CHASSON, A.L.S.
 Surveyed between the dates of XXXX XX, 2018 AND XXXX XX, 2018
 in accordance with the provisions of the Surveys Act.

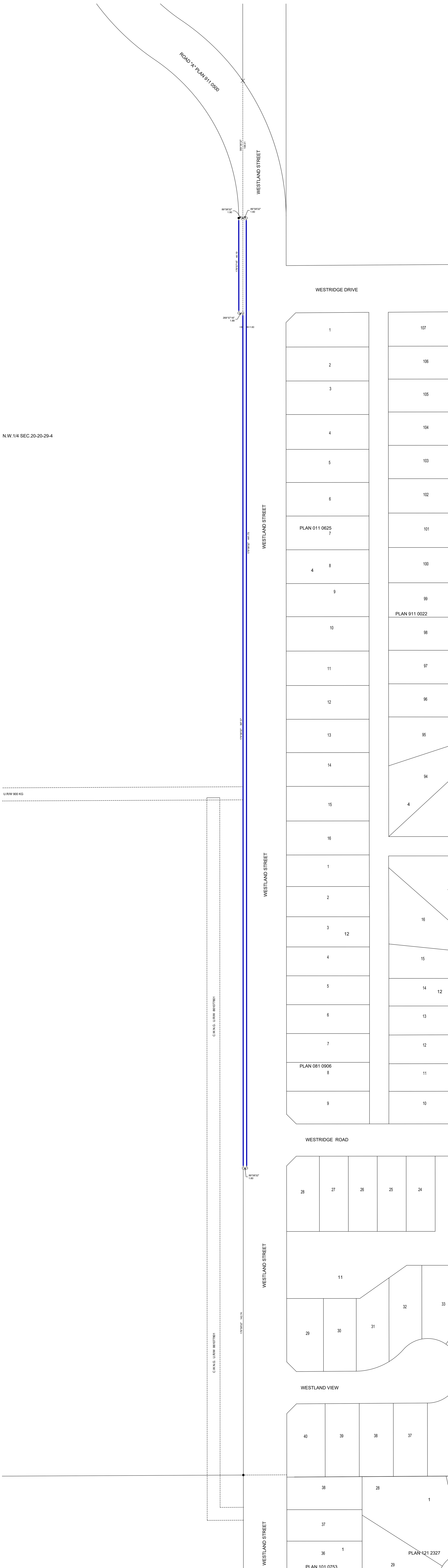
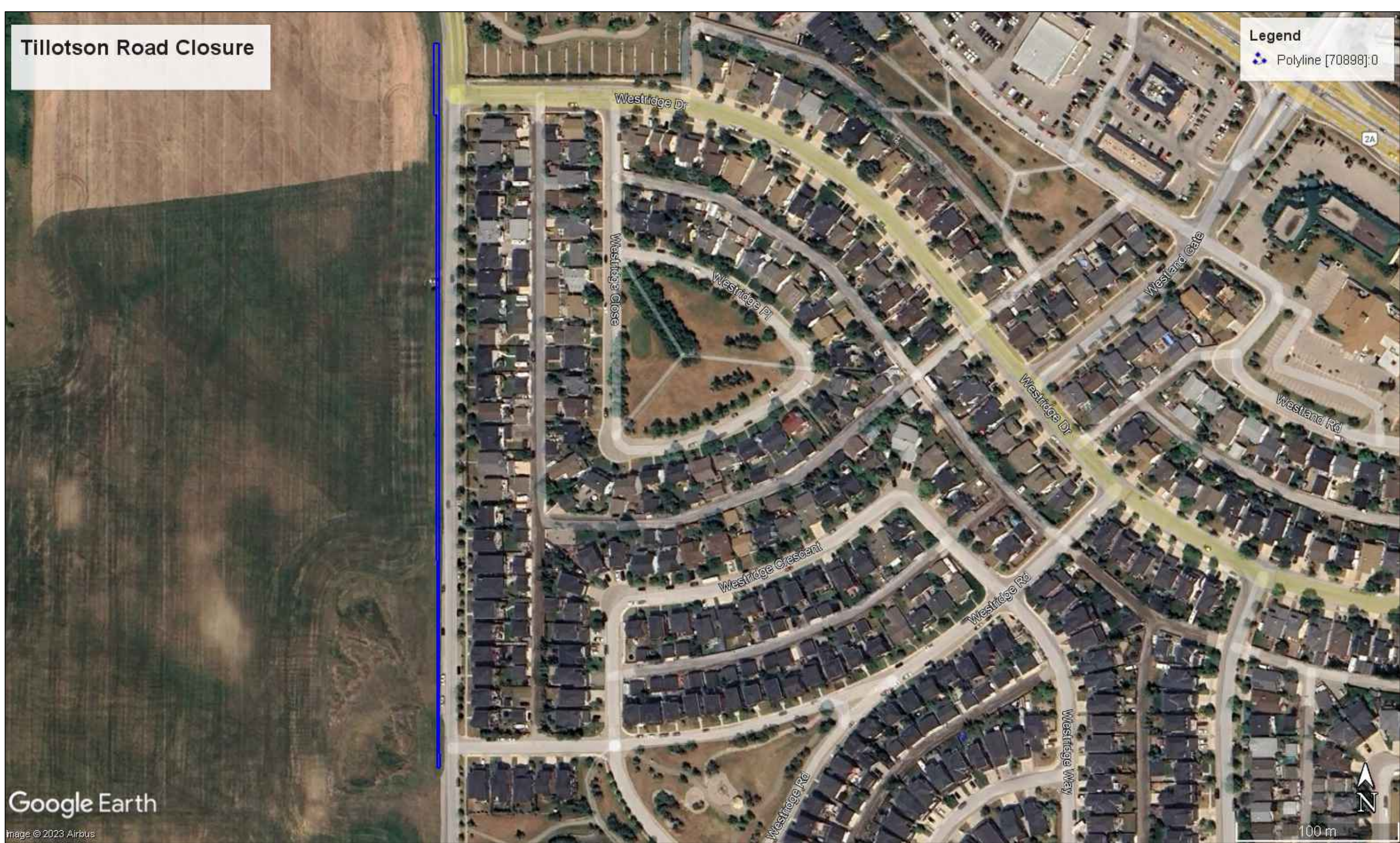
REQUESTED BY:
 THE TOWN OF OKOTOKS


SCALE: 1 : 500

LOVSE SURVEYS LTD.
 LAND SURVEYORS
 42, 4750 106 AVENUE SE
 CALGARY, ALBERTA T2C 3G5
 PHONE 403-254-2310 FAX 403-254-1723
 WWW.LOVSESURVEYS.COM

DRAWN BY: CH FILE NUMBER: 230104TRC1
 DATE: 2023-10-31 DRAWING FILE: 230104TRC1

LEGEND & SYMBOLS
 STATUTORY IRON POSTS FOUND SHOWN THUS: ○
 STATUTORY IRON POSTS PLANTED MARKED P159
 THE POSITIONS WHERE IRON POSTS ARE TO BE PLACED PURSUANT TO
 SEC. 47 OF THE SURVEYS ACT ARE NUMBERED THUS: ○
 TEMPORARY POINT SHOWN THUS: ○
 DRILL HOLES FOUND SHOWN THUS: ○
 DRILL HOLES PLANTED SHOWN THUS: ○
 MAGNETIC CONCRETE NAILS PLANTED SHOWN THUS: ○
 ALBERTA SURVEY CONTROL MARKER SHOWN THUS: ○
 GEO-REFERENCE POINT IS SHOWN THUS: ○
 AREA AFFECTED BY THE REGISTRATION OF THIS PLAN OUTLINED THUS: ○
 AND CONTAINS 159 METRES
 ALL DISTANCES ARE IN METRES AND DECIMALS THEREOF
 ALL CURVES ARE TANGENTIAL UNLESS OTHERWISE NOTED.
 BEARINGS ARE GRID AND ARE REFERRED TO AS CM AS SHOWN IN THIS PLAN.



	<i>Disposal of Roadway, PUL Lots and Walkways</i>	
	Policy Type:	Council-Management Delegation
	Number:	CMD-P-3.11
	To be Reviewed:	Once per term
	Approval Date:	April 25, 1988
	Motion Number:	
	Revised Date(s):	

Policy Statement:


That the disposal of surplus road and utility rights-of-way be handled in a consistent and equitable manner; that the Town receive fair market value as per the *Municipal Government Act (MGA)* for redundant roads and utility rights-of-way; and that the Town establish a reserve account to serve as a depository for the proceeds from the sale of redundant roads and utility rights-of-way.

Purpose:

To establish the process for the reconfiguration of roadways, PUL lots, or walkways not provided for in the *MGA*.

Process for the Disposal of Roadways, PUL Lots, and Walkways

1. That where an area of land contains roadways, PUL lots, or walkways which have been dedicated to the Town and such lands are to be reconfigured under a new plan of subdivision, the disposition of redundant roadways, PUL lots, and walkways shall be handled in the following manner:
 - a. If the existing area of roadways, walkways, and PUL lots is more than the area required for roadways, walkways, and PUL lots under a new plan of subdivision, the Town will receive either a net allocation under the new plan equal to the difference, or market value of a proposed net allocation as determined by the Chief Administrative Officer.
 - b. If the existing area of roadways, walkways, and PUL lots is less than the area required for roadways, walkways, and PUL lots under a new plan of subdivision, the owner(s) within the plan area will make up the deficiency up to a maximum of 30% of the gross developable area.
2. That where an undevelopable roadway, PUL lot, or walkway is closed it will be offered for sale only to adjacent owner(s) for consolidation at market value based on the existing shape, size, and districting. If the adjacent owner(s) are not interested in purchasing, the land will then be offered to them for lease or lease to purchase at an economic rent based on the existing shape, size, and districting.
3. That when a roadway, walkway, or PUL lot is closed and can be developed on its own, it will be offered for sale at market value to the adjacent owner(s). If the adjacent owner(s) decline the offer, the Town will sell the parcel at market value to any other interested party.
4. That where a plan of subdivision, replot, or plan of consolidation contains a government road allowance, the Town will receive an allocation of land equal to the

	Disposal of Roadway, PUL Lots and Walkways	
	Policy Type:	Council-Management Delegation
	Number:	CMD-P-3.11
	To be Reviewed:	Once per term
	Approval Date:	April 25, 1988
	Motion Number:	
	Revised Date(s):	

net area of the government road allowance or shall receive market value for the road allowance as determined by the Chief Administrative Officer.

5. That these principles for the disposal of roadways, walkways, and PUL lots will be considered as guidelines in accordance *MGA*. Specific instances will be analyzed on their own merits. The Town of Okotoks may divert from these guidelines, if necessary, subject to resolution of Town Council.

6. That the financial proceeds from the disposition of roadways, walkways, and PUL lots will be maintained in a special reserve account and used for the purchase of roadways or road widening as may be required under the Town’s transportation plans.



PUBLIC HEARING FOR BYLAW 02-24

Purpose

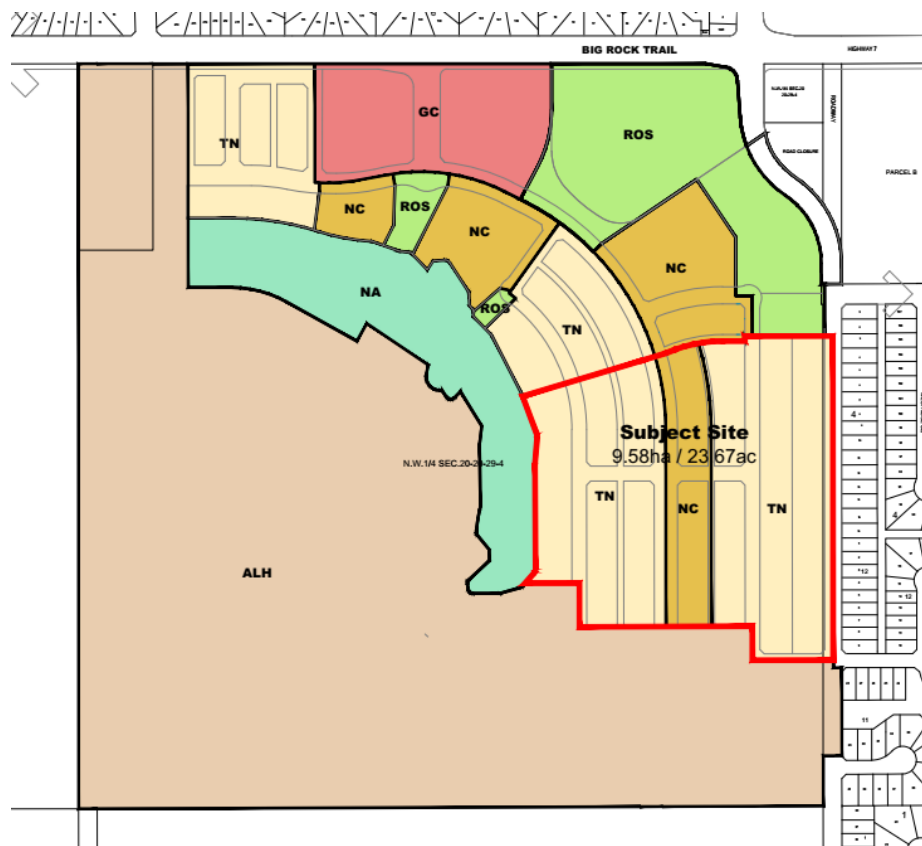
The purpose of Bylaw 02-24 is to amend Land Use Bylaw 17-21 by redesignating approximately 9.58 hectares (23.67 acres) of NW 20-20-29 W4M from Agricultural and Land Holdings District to Traditional Neighbourhood District and Neighbourhood Core District.

Readings

Depending on the outcome of the Public Hearing this Bylaw is ready for second reading only.

Report, Analysis and Financial Implications

An application has been received for a Land Use Redesignation of the lands identified as Phase 2 under Tillotson Neighbourhood Area Structure Plan from consulting firm B&A, on behalf of the landowner and area developer, Tristar Communities Inc. The proposed amendment would redesignate approximately 9.58 hectares (23.67 acres) of lands within the Tillotson development area from Agricultural and Land Holdings District (ALH) to Traditional Neighbourhood District (TN) and Neighbourhood Core District (NC) as illustrated in the map below.



Plans and Policy Considerations

Regional and Intermunicipal Plans

Bylaw 02-24 is consistent with the South Saskatchewan Regional Plan and the Calgary Metropolitan Region Growth Plan. The Intermunicipal Development Plan (IDP) does not apply to the subject area.

Municipal Development Plan (MDP)

Bylaw 02-24 supports the direction to *maintain a supply of land for balanced growth* (Policy 1.2.1) and *prioritize and sequence growth* (Policy 1.2.2) as the subject land provides an efficient extension of existing servicing infrastructure and supports the five year supply of serviced residential housing lots target.

West Okotoks Area Structure Plan (ASP)

The subject area is located with the West Okotoks ASP as part of the neighbourhood area, which will contain a diversity of residential housing types, neighbourhood parks, and local roads that will provide housing opportunities; and the residential interface area with policies identified for how the lands will connect with the existing Westridge neighbourhood. Bylaw 02-24 is consistent with the direction of the ASP policies.

Tillotson Neighbourhood Area Structure Plan (NASP)

Bylaw 02-24 aligns with the boundaries of Phase 2 within the Tillotson NASP. The proposed land uses support the housing types proposed for the area and the policy direction of the NASP.

Water Allocation Policy CMD-P-3.10

The application is subject to Water Allocation Policy CMD-P-3.10, which requires a Water Verification and Assignment Process (WVAP) Clearance Certificate to be issued for the lands prior to adoption of Bylaw 02-24. Issuance of the WVAP Clearance Certificate is subject to, amongst other things, sufficient availability of water allocation for this site, the developer entering into a subdivision servicing agreement for previous phases of development (Tillotson Phase 1), and payment of the water allocation costs for this site. This phase of development requires an allocation of 48,268 m³/year and there is not currently sufficient capacity available in the Water Allocation System to support this phase at 24,961 m³/year available as of February 8, 2024. As such, this phase will be placed into the water allocation queue once it is eligible for assignment.

Strategic Plan Goals

<input checked="" type="checkbox"/>	Responsibly Managed Growth	<input type="checkbox"/>	Demonstrated Environmental Leadership
<input type="checkbox"/>	Strong Local Economy	<input type="checkbox"/>	Enhanced Culture & Community Health
<input type="checkbox"/>	Organizational Excellence		

Public Participation Strategy

This public hearing was advertised in the Okotoks Western Wheel on January 24th and 31st as well as on the Town website since January 9th. Written notice was also mailed to all adjacent landowners in accordance with the requirements of the *Municipal Government Act* on January 9th.

No written correspondence had been received at the time of report preparation.

Alternatives for Consideration

n/a

CAO Comments

I support second reading only at this point as the water allocation policy does not support third reading due to insufficient water capacity in the queue.

Attachment(s)

1. Bylaw 02-24 – Land Use Redesignation – Tillotson Phase 2 – first reading version
2. Existing Land Use Map
3. Proposed Land Use Map
4. Anticipated Units in Tillotson Phase 2
5. Applicant's Information Package

Prepared by:
Colin Gainer
Senior Planner
January 15, 2024

BYLAW 02-24
A BYLAW IN THE TOWN OF OKOTOKS
IN THE PROVINCE OF ALBERTA
TO AMEND LAND USE BYLAW 17-21

WHEREAS pursuant to the provisions of Part 17, Division 5 of the *Municipal Government Act (Act)*, Revised Statutes of Alberta 2000, and amendments thereto the Council of the Town of Okotoks has adopted Land Use Bylaw 17-21 (hereinafter called the Land Use Bylaw); and

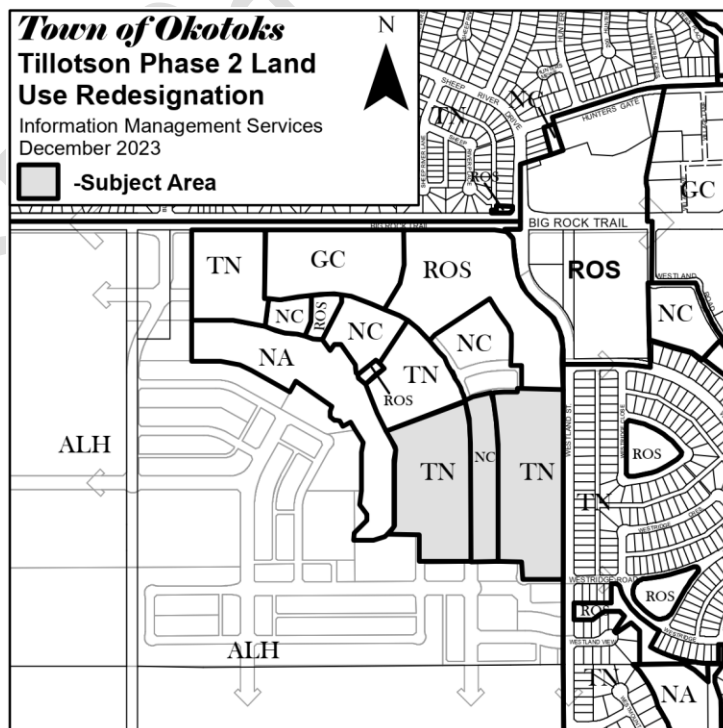
WHEREAS Council deems it necessary to amend the Land Use Bylaw by amending the land use designation of certain lands within the Town of Okotoks; and

WHEREAS notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the *Act*, and

WHEREAS Council has held a public hearing as required by Section 692 of the *Act*.

NOW THEREFORE Council enacts that the Land Use Bylaw is amended as follows:

1. Map 2.1, Map 2.13 (Key Map 12), and Map 2.14 (Key Map 2.14) all within Section 2.1 LAND USE MAPS, are amended by redesignating approximately 9.58 hectares (23.67 acres) of NW 20-20-29 W4M from Agriculture and Land Holdings District (ALH) to Traditional Neighbourhood District (TN) and Neighbourhood Core District (NC) as shown on the sketch map below:



This Bylaw shall come into full force and effect upon third and final reading, and Bylaw 17-21 and any amendments thereto are hereby amended upon this Bylaw coming into effect.

READ A FIRST TIME this 8th day of January 2024.

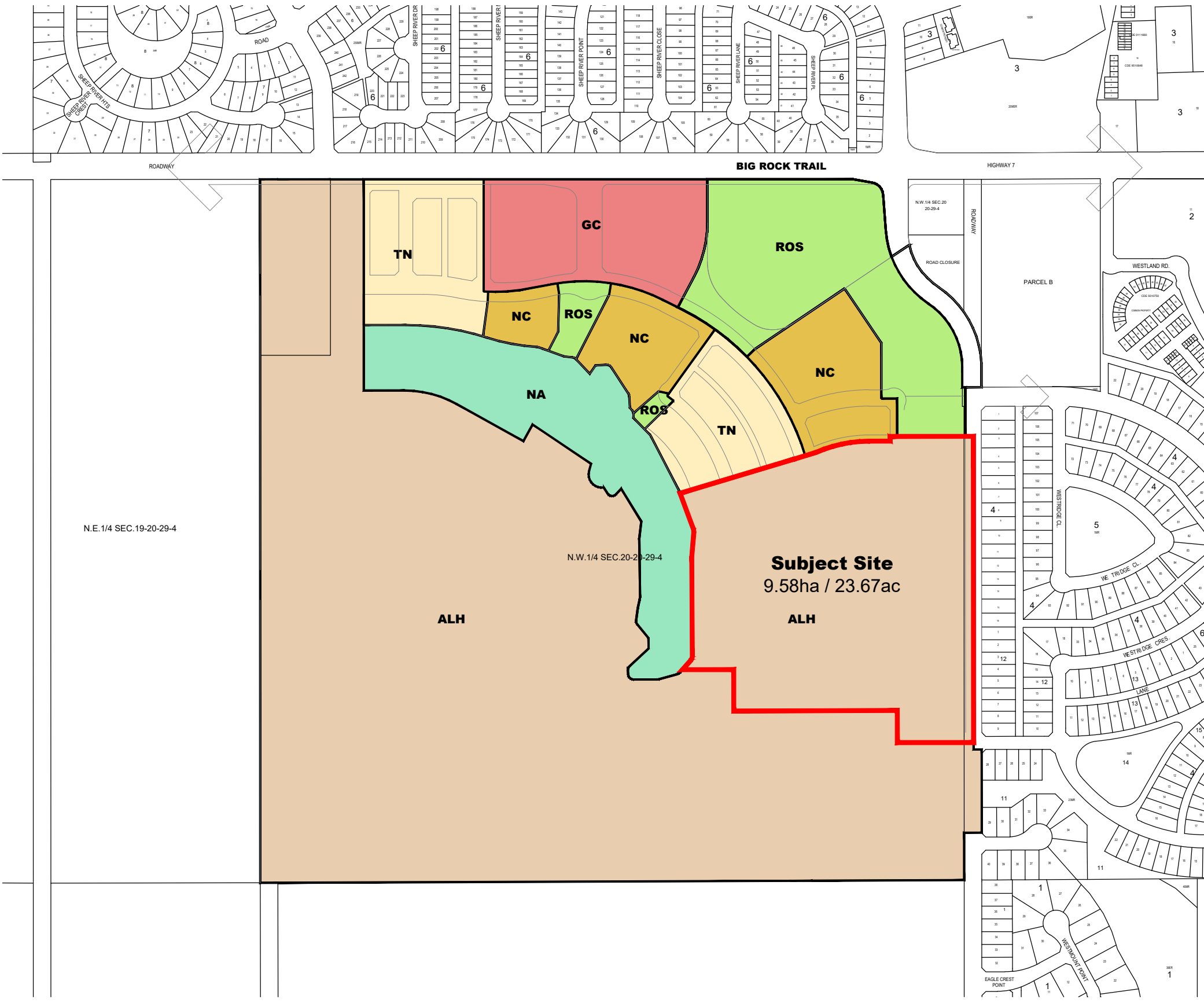
READ A SECOND TIME this day of 2024.

READ A THIRD TIME AND PASSED this day of 2024.

Mayor

Chief Administrative Officer

First Reading Version

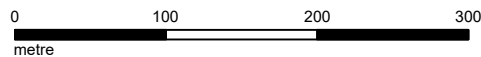


Legend

- Subject Site Boundary
- Existing Land Use Boundary
- NC** Natural Areas District (NA)
- ROS** Recreation and Open Space District (ROS)
- GC** General Commercial District (GC)
- NC** Neighborhood Core District (NC)
- TN** Traditional Neighborhood District (TN)
- ALH** Agricultural and Land Holding District (ALH)



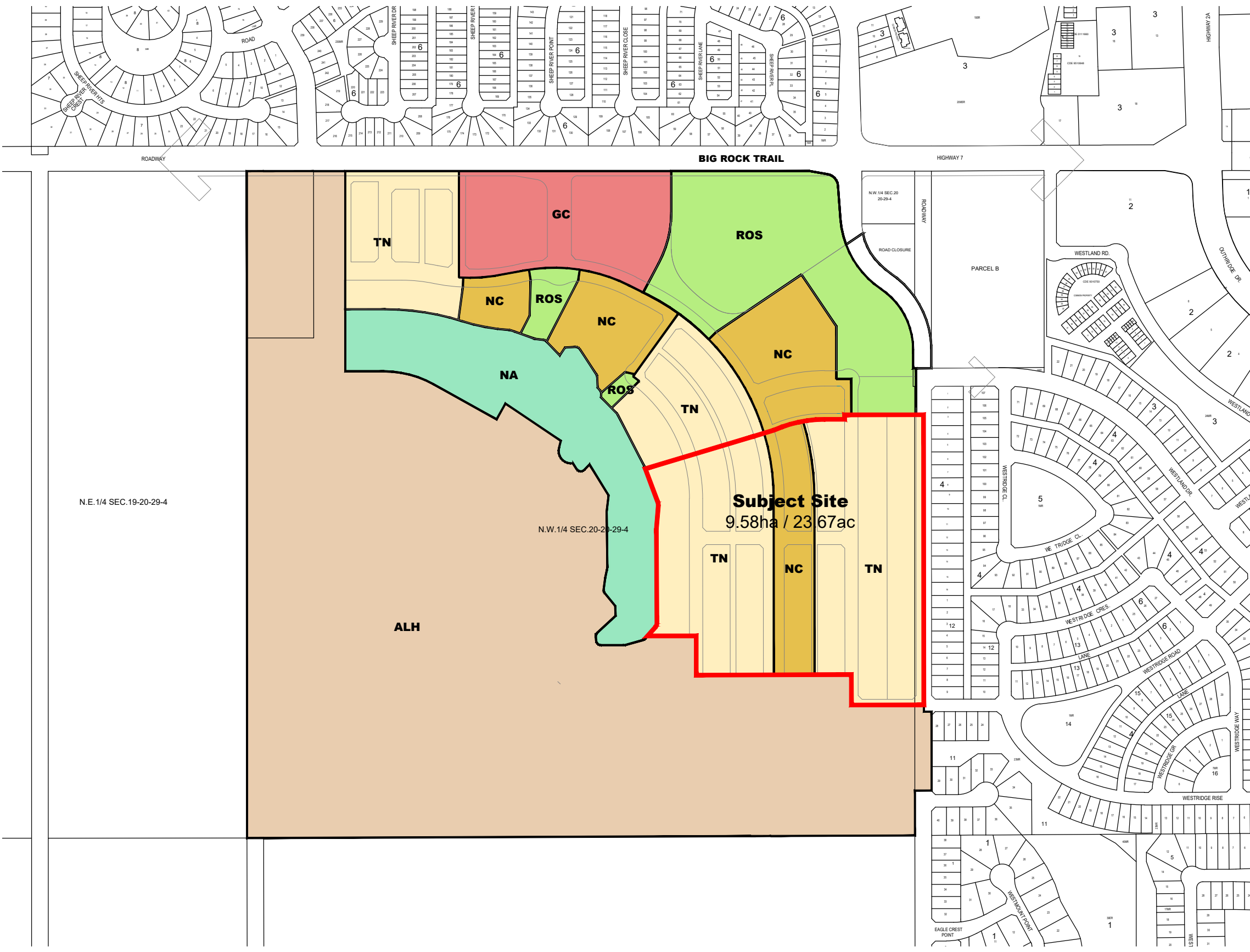
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Tillotson NASP - Phase 2 Land Use Amendment
Existing Land Use



September 2023



Legend

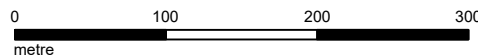
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- NC** Natural Areas District (NA)
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LAND USE STATISTICS

FROM	TO	AREA	
		ha (±)	ac (±)
ALH	NC	1.47	3.64
ALH	TN	8.11	20.03
Total		9.58	23.67



1:2000



Tillotson NASP - Phase 2 Land Use Amendment
Proposed Land Uses



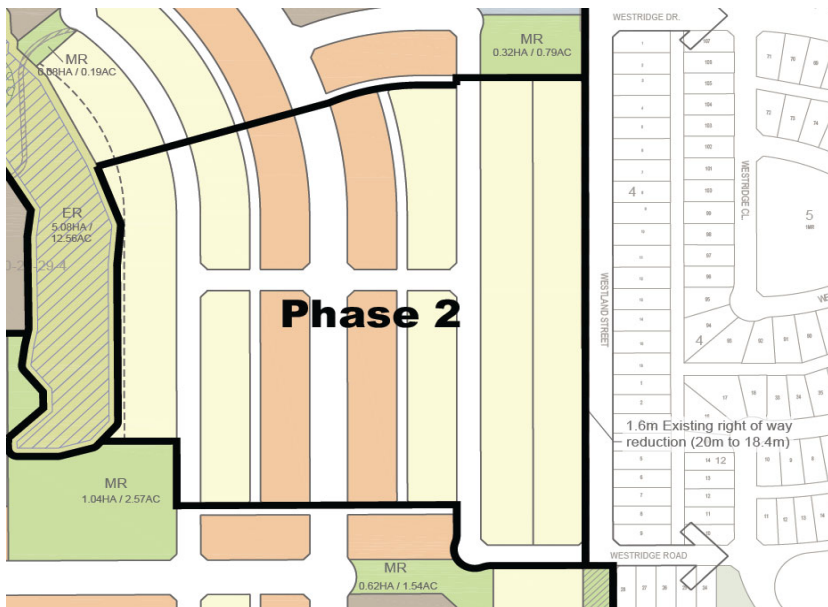
November 2023

Phase 2 - Updated Unit Estimate (December 4, 2023)

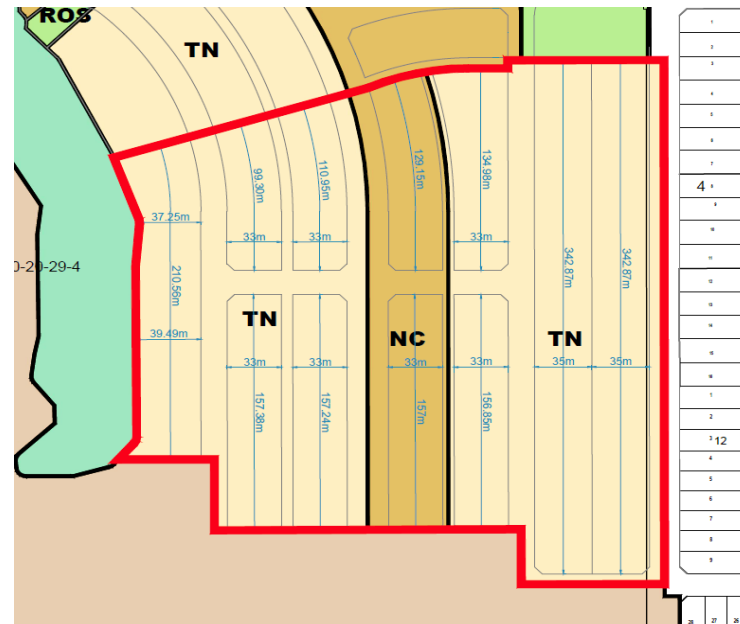
Land Use Concept Type	Land Use District	Est. Housing Type	Est. Lot Width (m)	Est. Frontage (m)	Est. Units	Est. Population
Low Density Residential	TN	Single detached laneless	12.0	896.3	75	217
Low Density Residential	TN	Single detached laned	9.0	548.51	61	177
Medium Density Residential	TN	Semi-detached	6.7	268.19	40	116
Medium Density Residential	NC	Towns	5.5	286.15	52	151

Total	228	660
*Previously Provided Estimate (2022.11.16)	218	632

Tillotson NASP



Phase 2 Land Use Amendment

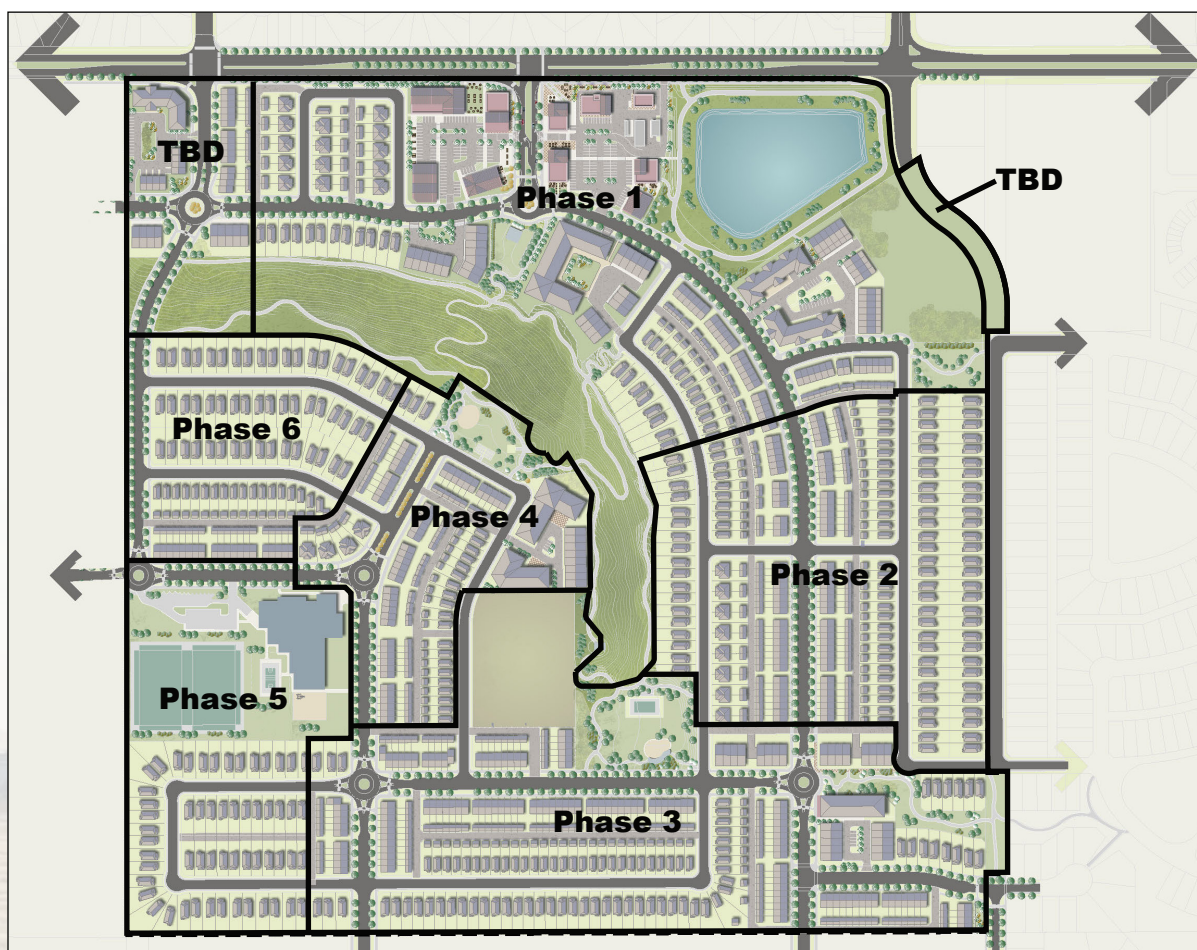


Tillotson

Phase 2 Land Use Amendment Information Package

PURPOSE

The Land Use Amendment Application for Phase 2 of Tillotson has been submitted to the Town of Okotoks and will be proceeding to Public Hearing and Council in early-2024. The following Information Package has been prepared to provide an overview of the application under consideration, its alignment with the approved Tillotson Neighbourhood Area Structure Plan, and the potential impacts on existing residents. Should you have any further questions about this application you are welcome to reach out to us through the 'Stay Connected' page on the project website - Tillotsonvision.ca.



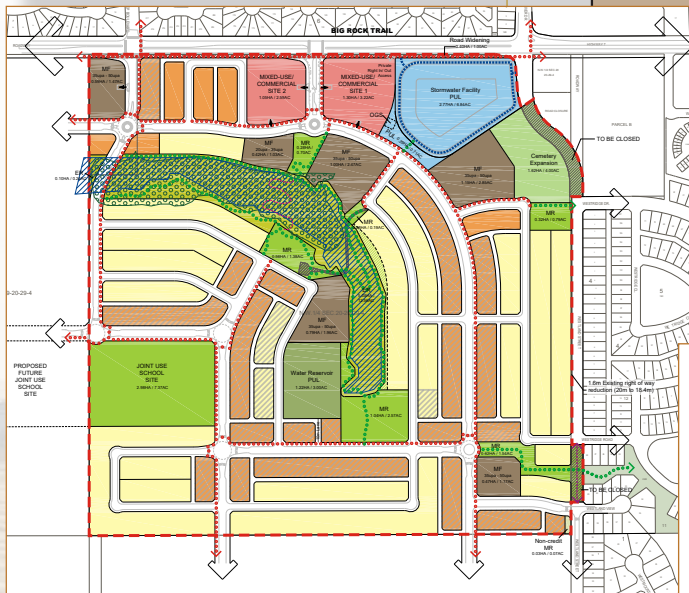
NEIGHBOURHOOD AREA STRUCTURE PLAN & PHASE 1 LAND USE AMENDMENT

Located in West Okotoks, south of Big Rock Trail and West of Westland Street, the Tillotson Neighbourhood Area Structure Plan (NASP) and the Land Use Amendment for Phase 1 were approved by Okotoks Council on February 27, 2023. Tillotson is envisioned as a complete community where people, business, ideas, and a sense of community thrive. It will be a vibrant community for all ages and lifestyles, connected by an extensive pathway network and integrated park system, with a neighbourhood hub providing services and amenities to residents and adjacent neighbourhoods, while defining a unique gateway into the community. A range of residential housing options will be offered throughout the neighbourhood, including single-family residential dwellings, semi-detached dwellings, row housing, and multi-family housing.

The approved Phase 1 Land Use Amendment includes the large natural escarpment, the stormwater management pond, the village centre, and a variety of residential housing types including single family residential dwellings, semi-detached dwellings, row housing, and multi-family housing. The Phase 1 subdivision application has been approved by the Town and the conditions of approval are being addressed to commence development.

PHASE 1 LAND USE AMENDMENT

- Phase 1 Boundary
- Existing Land Use Boundary
- NC Natural Areas District (NA)
- ROS Recreation and Open Space District (ROS)
- GC General Commercial District (GC)
- NC Neighborhood Core District (NC)
- TN Traditional Neighborhood District (TN)
- ALH Agricultural and Land Holding District (TN)



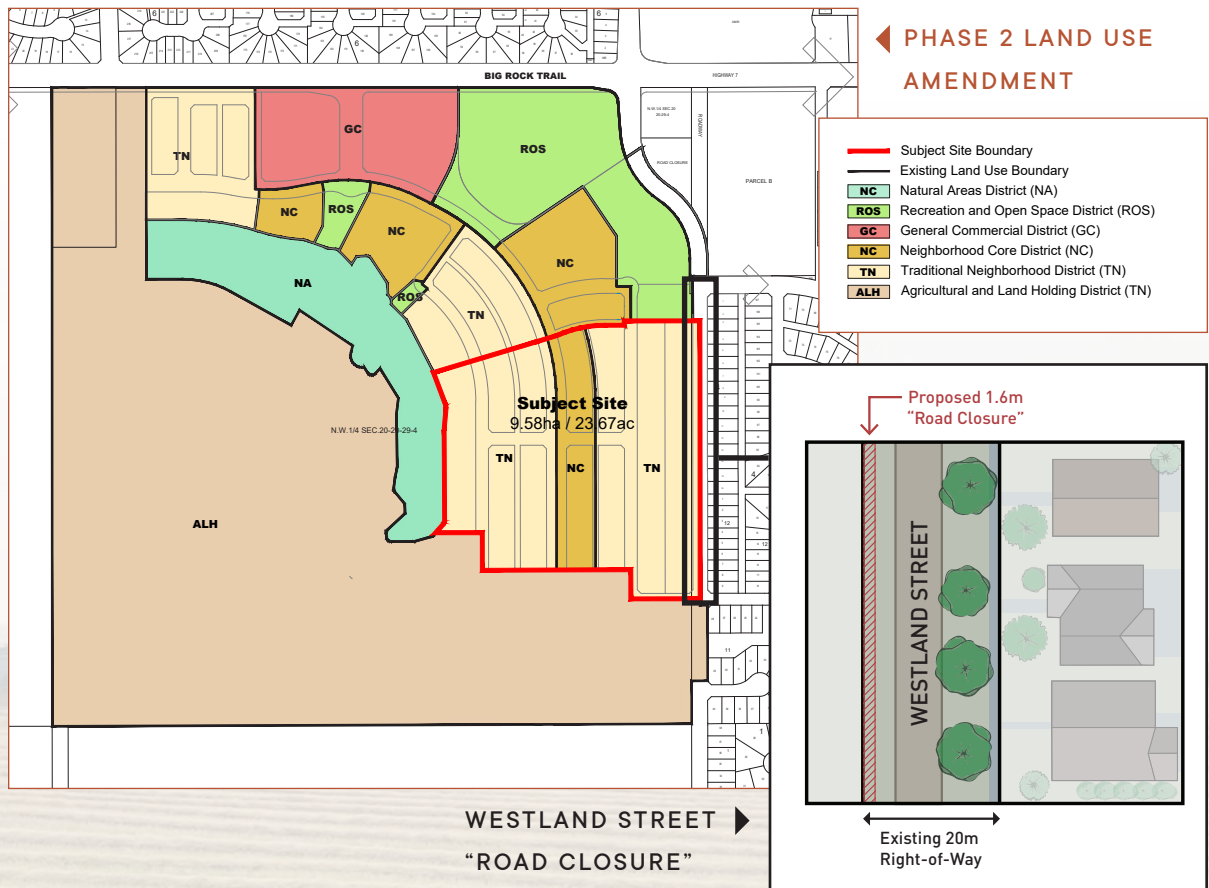
TILLOTSON NASP

- Subject Lands
- 4.0m Maintenance Access Road & Regional Pathway
- 3.0m Regional On-street Pathway
- 3.0m Regional Off-street Pathway
- 2.5m Local/ Connector Off-street Pathway
- 1.5m Local/ Connector Off-street Pathway
- Slopes over 15%
- Deciduous Tree Stand
- Environmental Reserve
- Cemetery Expansion
- Municipal Reserve
- Stormwater Pond
- Water Reservoir
- Mixed Use / Commercial
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Existing Telecommunications Lease
- Toe of Slope Grading Area
- Front Drive Product Not Permitted
- Site Access

PHASE 2 LAND USE AMENDMENT & “ROAD CLOSURE”

The Land Use Amendment application for Phase 2 of Tillotson has been submit to the Town of Okotoks. The application has been submitted with the intent of facilitating development of Phase 2 immediately following Phase 1. Phase 2 is comprised of approximately 9.58 hectares (23.67 acres) along the western border of Westland Street. The area is proposed to support low and medium density residential development, including single detached, semi-detached, and row housing. The existing land use is Agricultural Land Holding District (ALH) and we are seeking a land use amendment to a combination of Traditional Neighbourhood District (TN), and Neighbourhood Core District (NC). The TN District will support a mix of singe detached and semi-detached housing and the NC District will support row housing, in alignment with the vision outlined in the Tillotson NASP.

In parallel with the Phase 2 Land Use Amendment a “Road Closure” application has also been submit to the Town of Okotoks for the narrowing of the Westland Street right-of-way that was identified in the Tillotson NASP. The Westland Street right-of-way is currently 20 metres and only 18.4 metres is required for the ultimate right-of-way. The “Road Closure” application proposes to remove 1.6 metres along the western edge of the road right-of-way adjacent to Phase 2, to be developed residentially. This “Road Closure” will not change the width of the physical pavement of Westland street, but will only be a legal adjustment to the right-of-way. This application does not include the full closure areas of Westland Street identified in the NASP.



WESTLAND STREET INTERFACE

The Phase 2 Land Use Amendment and “Road Closure” applications are immediately adjacent to the Westridge Neighbourhood and Westland Street. The application is proposing to develop single detached housing on the west side of Westland Street fronting the existing single detached homes, also zoned Traditional Neighbourhood District. To support a seamless integration with the existing neighbourhood, the Tillotson NASP includes additional design direction for the Westland Street interface as outlined below.

To support a cohesive streetscape, the single-family front-drive housing fronting onto Westland Street will be designed to match the scale and form of existing housing on the east side of the street as best as possible. This will be achieved by:

- *Using of a range roof styles that match the existing housing on the east side of the street.*
- *Using similar materials or appearance of materials as the existing housing on the east side of the street.*
- *Using similar colour palattes as the existing housing on the east side of the street.*
- *Distributing driveway locations to allow street parking on the west side of the street as much as possible.*
- *Minimizing the size and appearance of size of front garages.*
- *Matching some landscape features as the existing lots on the east side of the street.*



NEXT STEPS

Thank you for your interest in the Tillotson neighbourhood and participation in the application processes. The Land Use Amendment application for Phase 2 and the “Road Closure” application have been submit to the Town of Okotoks and will be proceeding to Public Hearing and Council in early-2024. This information package has been prepared to provide an overview of the application in advance of the Public Hearing and to provide the opportunity for questions or comments.

Please visit the project website (Tillotsonvision.ca) for project updates, information, and to contact the project team. If you have any additional questions, you are also welcome to reach out to:

Megan McClure

Communications & Engagement Specialist
mmcclure@bastudios.ca | 403-692-4546