



THE TOWN OF OKOTOKS
REGULAR COUNCIL MEETING
AGENDA

Monday, April 28, 2025

2:00 PM - Closed Session (Council Only)
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 Appointment

FOIP s. 17, disclosure harmful to personal privacy
FOIP s. 24, advice from officials

3.2 Affordable Housing

FOIP s. 16, disclosure harmful to business interests of a third party
FOIP s. 24, advice from officials
FOIP s. 25, disclosure harmful to economic and other interests of a public body

3.3 Policy Development

FOIP s. 24, advice from officials
FOIP s. 25, disclosure harmful to economic and other interests of a public body

3.4 Human Resources Update (verbal report)

FOIP s. 24, advice from officials

4. DELEGATIONS (3:00 p.m.) OR (6:00 p.m. by prior arrangement)

4.1 REQUESTED DELEGATIONS

4.1.1 Awesome Kids (6:00 p.m.)

Okotoks youth will be in attendance to be recognized for winning the Breakthrough Award while participating in the Southern Alberta First Lego League Qualifier.

4.1.2 Awesome Kids (6:00 p.m.)

Foothills Composite High School students will be in attendance to be recognized for their recent second place finish at the Calgary High School Welding Rodeo.

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 - April 14, 2025 5

6.2 BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE

6.2.1 Drought Management Water Statistics Monthly Update 20

In preparation for the 2025 outdoor watering season, the Drought Management Water Statistics Monthly Update is provided for Council's information.

6.2.2 Water Allocation System Annual Update 24

An annual update on the Water Allocation System is provided for Council's information.

6.2.3 Chief Administrative Officer Approvals 31

Proclamations, courtesy flag raising, and lighting of the Municipal Centre requests approved by the Chief Administrative Officer are provided to Council for information.

6.3 FIRST READING BYLAWS

6.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS

6.4.1 Councillor Swendseid - Noise Attenuation Pilot Project 59

6.5 CORRESPONDENCE FOR INFORMATION

6.6 BOARD AND COMMITTEE MINUTES

6.6.1 Okotoks Public Library Board - February 27, 2025 61

6.7 DISCLOSURE OF CLOSED SESSION ITEMS

7. BUSINESS ITEMS FOR ACTION

- | | | |
|-----|---|-----|
| 7.1 | Social Needs Assessment and Strategy | 66 |
| | The Okotoks Social Needs Assessment and Strategy is presented to Council for information. | |
| 7.2 | School Campus Theatre Options | 178 |
| | Council direction is requested regarding school campus theatre options. | |
| 7.3 | 2025 Budget Amendment for Requisitions | 215 |
| | The 2025 Budget requires amendment to reflect requested requisitions. | |

8. BYLAWS

- | | | |
|-----|--|-----|
| 8.1 | Bylaw 10-25 - Land Use Bylaw Amendment - Wedderburn Phase 8 | 217 |
| | The purpose of Bylaw 10-25 is to amend Land Use Bylaw 17-21 by redesignating approximately 3.26 hectares (8.05 acres) of land comprising Lot 1, Block 1, Plan 181 0673 from Agricultural & Land Holdings District to Traditional Neighbourhood District and Recreation & Open Space District. | |
| | This Bylaw is reading for third reading. | |
| 8.2 | Bylaw 11-25 - Land Use Bylaw Amendment - D'Arcy Phase 15 | 221 |
| | The purpose of Bylaw 11-25 is to amend Land Use Bylaw 17-21 by redesignating approximately 7.81 hectares (19.31 acres) of land comprising Lot 3, Block 9, Plan 181 0640 from Agricultural & Land Holdings District to Traditional Neighbourhood District and Recreation & Open Space District. | |
| | This Bylaw is ready for third reading. | |
| 8.3 | Bylaw 06-24 - Road Closure | 225 |
| | The purpose of Bylaw 06-24 is to permanently close and create title to an approximately 1.6m wide portion of the Westland Street road right-of-way in accordance with the Tillotson Neighbourhood Area Structure Plan. | |
| | This Bylaw is ready for second and third readings. | |
| 8.4 | Bylaw 18-25 - Repeal Bylaw 06-22 - Stockton Block, Municipal Historic Resource Designation | 232 |
| | The purpose of Bylaw 18-25 is to repeal Stockton Block Municipal Historic Resource Designation Bylaw 06-22 for the purposes of removing the designation from the adjacent property. | |
| | This Bylaw is ready for three readings. | |

8.5	Bylaw 19-25 - Truck Route Bylaw	243
	The purpose of Bylaw 19-25 is to regulate truck route traffic within the Town.	
	This Bylaw is ready for three readings.	
8.6	Bylaw 21-25 - Waste Bylaw	269
	The purpose of Bylaw 21-25 is to provide a waste collection utility in the Town of Okotoks.	
	This Bylaw is ready for three readings.	
8.7	Bylaw 22-25 - Procedure Bylaw 06-25 Amendments	378
	The purpose of Bylaw 22-25 is to amend Procedure Bylaw 06-25 to ensure compliance with conducting public hearings, Council and Committee meetings via electronic means under the <i>Municipal Government Act</i> .	
	This Bylaw is ready for three readings.	
9.	NOTICES OF MOTION	
10.	MOTIONS RE NOTICES	
11.	CORRESPONDENCE FOR ACTION	
12.	COUNCILLOR INQUIRIES AND SUGGESTIONS	
13.	COUNCIL REPRESENTATIVE REPORTS	412
14.	PUBLIC HEARING(S) (6:30 p.m.)	
15.	BYLAWS / BUSINESS RELATING TO HEARING(S)	
16.	ADJOURNMENT	



**TOWN OF OKOTOKS
UNADOPTED MINUTES
FOR THE REGULAR COUNCIL MEETING
HELD MONDAY, APRIL 14, 2025
AT THE OKOTOKS MUNICIPAL CENTRE
COUNCIL CHAMBER**

**COUNCIL MEMBERS
PRESENT**

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

**ADMINISTRATION
PRESENT**

Chief Administrative Officer Elaine Vincent
Legislative Affairs Officer Lucy Mundy

1. CALL TO ORDER

Mayor Thorn called the meeting to order at 2:01 p.m. and provided a traditional land acknowledgement.

2. ADOPTION OF AGENDA

MOTION 25.C.097

By Councillor Lang

That the agenda for the April 14, 2025 Regular Council Meeting be adopted as presented.

Carried Unanimously

3. CLOSED SESSION

MOTION 25.C.098

By Councillor Robinson

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 2:02 p.m.

Carried Unanimously

3.1 Land Purchase (*FOIP* s. 24, 25)

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Chief Financial Officer Ralph Ettenauer

Community Growth & Identity Director Jeff Greene

Parks & Recreation Director Christa Michailuck

Chief Financial Officer Special Projects Katherine Van Keimpema

People, Policy & Technology Senior Manager Paula Bernat

Community Growth & Identity Senior Manager Robyn Marsden

Engineering Manager James Cameron

Legislative Affairs Manager Cathy Duplessis

Senior Engineer Mitchell Thompson

Corporate Land & Leasing Specialist Karen Humby

Engineer Richard Boonstra

IT Support Analysts Trevor Laboucane and Jamal Alam

Legislative Affairs Officers Lucy Mundy and Janice Storch

3.2 Project Budget Review (*FOIP* s. 24, 25)

3.3 Project Budget Review (*FOIP* s. 24, 25)

3.4 Project Budget Review (*FOIP* s. 24, 25)

3.5 Project Budget Review (*FOIP* s. 24, 25)

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Chief Financial Officer Ralph Ettenauer

Community Growth & Identity Director Jeff Greene
Parks & Recreation Director Christa Michailuck
Chief Financial Officer Special Projects Katherine Van Keimpema
People, Policy & Technology Senior Manager Paula Bernat
Community Growth & Identity Senior Manager Robyn Marsden
Engineering Manager James Cameron
Legislative Affairs Manager Cathy Duplessis
Senior Engineer Mitchell Thompson
Engineer Richard Boonstra
IT Support Analysts Trevor Laboucane and Jamal Alam
Legislative Affairs Officers Lucy Mundy and Janice Storch

3.6 Human Resources Matter (*FOIP* s. 24)

In Attendance

Mayor Thorn
Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid
Chief Administrative Officer Elaine Vincent

MOTION 25.C.099

By Councillor Heemeryck
That the meeting come out of Closed Session at 3:03 p.m.

Carried Unanimously

Recess at 3:04 p.m. Reconvene at 3:11 p.m.

4. DELEGATIONS

4.2 PUBLIC DELEGATIONS

- 4.2.1 Okotoks Resident Gordon Petersen was in attendance to discuss protecting watersheds for future generations and halting mining operations on the Eastern Slopes of the Rocky Mountains.

6. **CONSENT AGENDA**

- 6.1 MINUTES OF PREVIOUS MEETING
 - 6.1.1 Regular Council Meeting - March 24, 2025
- 6.2 BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE
 - 6.2.1 Public Safety Survey Results - What We Learned Report
 - 6.2.2 Okotoks Pickleball and Tennis Centre Update
 - 6.2.3 Chief Administrative Officer Approvals
- 6.3 FIRST READING BYLAWS
 - 6.3.1 Bylaw 14-25 Borrowing Bylaw Amendment
- 6.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS
 - None
- 6.5 CORRESPONDENCE FOR INFORMATION
 - 6.5.1 Honourable Ric McIver, Minister of Municipal Affairs, Re: Voter Assist Terminals - March 12, 2025
 - 6.5.2 Honourable Ric McIver, Minister of Municipal Affairs, Re: Intermunicipal Collaboration Frameworks - March 13, 2025
 - 6.5.3 Honourable Ric McIver, Minister of Municipal Affairs, Re: Local Growth and Sustainability Grant - March 20, 2025
 - 6.5.4 Honourable Ric McIver, Minister of Municipal Affairs, Re: Provincial Priorities Act and Municipal Sector Update - March 28, 2025
 - 6.5.5 Honourable Ric McIver, Minister of Municipal Affairs, Re: Calgary Metropolitan Regional Board Notification - April 1, 2025
 - 6.5.6 Honourable Joseph Schow, Minister of Tourism and Sport, Re: Invitation to Bid 2028 Alberta Winter or Summer Games - April 2, 2025
 - 6.5.7 Honourable Ric McIver, Minister of Municipal Affairs, Re: Bill 50, Municipal Affairs Statutes Amendment Act, 2025 - April 8, 2025
- 6.6 BOARD AND COMMITTEE MINUTES
 - 6.6.1 Intermunicipal Committee - March 25, 2025
- 6.7 DISCLOSURE OF CLOSED SESSION ITEMS
 - None

MOTION 25.C.100

By Councillor Swendseid

That item 6.2.1 be exempt from the Consent Agenda and added to Business Items for Action; the minutes under 6.1.1 be adopted as presented; Bylaw 14-25 Borrowing Bylaw 25-24 Amendment be read a first time; and the remaining items be received as information.

Carried Unanimously

7. BUSINESS ITEMS FOR ACTION

7.1 Considerations for Wedderburn High School Theatre Option

Community Identity Manager Chris MacIsaac introduced representatives from the Foothills School Division, Stantec, and Alberta Infrastructure who reviewed the report containing the issue that Council direction is requested regarding the proposed development of a Wedderburn High School theatre as a partnership opportunity to allow for community usage.

MOTION 25.C.101

By Councillor Heemeryck

That Council support the construction of a theatre at the new Wedderburn High School, with the addition of a loading dock, as recommended by members of the local arts and culture community, and budget amendments up to \$6.5M be brought forward for consideration by April 28, 2025.

Carried

7.3 Social Needs Assessment and Strategy

MOTION 25.C.102

By Councillor Hallmark

That the Okotoks Social Needs Assessment and Strategy be postponed to the April 28, 2025 Regular Council Meeting.

Carried Unanimously

Recess at 5:28 p.m. Reconvene at 5:48 p.m.

7.2 2024 Draft Audited Financial Statements

Chief Financial Officer Ralph Ettenauer introduced Avail CPA Partner Darren Adamson who reviewed the report containing the issue that the 2024 Draft Audited Financial Statements for the year ending December 31, 2024 are provided for approval.

MOTION 25.C.103

By Councillor Lang

That the Town of Okotoks 2024 Draft Audited Financial Statements be approved as presented.

Carried Unanimously

4. DELEGATIONS (RESUMED)

Mayor Thorn requested the Deputy Mayor assume the Chair.

Deputy Mayor Swendseid assumed the Chair at 6:15 p.m.

4.1 REQUESTED DELEGATIONS

- 4.1.1 Members of the Foothills Artistic Swimming Club were in attendance to be recognized for winning gold in the Novice 11 and Up Team Technical at the Northern Lights Provincial Competition, and for two Junior Women Solo Free athletes qualifying for the Canada Artistic Swimming National Competition.

Recess at 6:26 p.m. Reconvene at 6:35 p.m.

Mayor Thorn resumed the Chair at 6:36 p.m.

14. PUBLIC HEARING

- 14.1 Bylaw 12-25 Southwest Okotoks Area Structure Plan Bylaw Amendment & Bylaw 08-25 Land Use Bylaw Amendment - 800-200 Southridge Drive

Mayor Thorn opened the Public Hearing for Bylaw 12-25 - Southwest Okotoks Area Structure Plan Bylaw Amendment and Bylaw 08-25 - Land Use Bylaw Amendment - 800-200 Southridge Drive at 6:37 p.m.

Senior Planner Colton Nickel reviewed the reports containing the issue that the purpose of Bylaw 12-25 is to amend Southwest Okotoks Area Structure Plan Bylaw 22-02 to facilitate the redesignation of Lot 11, Block 1, Plan 051 3261 from General Commercial District to Neighbourhood Core District and the purpose of

Bylaw 08-25 is to amend Land Use Bylaw 17-21 by redesignating approximately 2.85 ha (7.04 ac) of land comprising Lot 11, Block 1, Plan 051 3261 from the General Commercial District to the Neighbourhood Core District.

Mayor Thorn called for questions from Council of Administration and the questions were answered.

Mayor Thorn called for the Applicant to present their application.

O2 Planning & Design Associate Planner Nicholas Kuhl provided information regarding their application.

Mayor Thorn called for questions from Council of the Applicant and the questions were answered.

Mayor Thorn called for those present in the Council Chamber who wished to speak in favour of the proposed Bylaws and there were none.

Mayor Thorn called for those present in the Council Chamber who wished to speak in objection to the proposed Bylaws.

Okotoks resident Barbara Cook spoke in objection to the proposed Bylaws.

Mayor Thorn called for questions from Council of the presenter and the questions were answered.

Okotoks resident David Boone spoke in objection to the proposed Bylaws.

Mayor Thorn called for questions from Council of the presenter and there were none.

Okotoks resident Anthony Brummelhuis spoke in objection to the proposed Bylaws.

Mayor Thorn called for questions from Council of the presenter and there were none.

Okotoks resident Elizabeth Dyck spoke in objection to the proposed Bylaws.

Mayor Thorn called for questions from Council of the presenter and there were none.

Mayor Thorn called for those present virtually who wished to speak in favour or in objection to the proposed Bylaws.

Administration stated that there were no virtual participants.

Mayor Thorn called for Administration to provide a summary of submissions received after 12:00 p.m. on April 9, 2025 to 6:30 p.m. on April 14, 2025.

Administration reported that two (2) submissions were received. One (1) in opposition of the proposed Bylaws from Okotoks residents Debbie and Grant Hebert and one (1) in favour of the proposed Bylaws from Rona Corporation Vice President, Real Estate and Construction Marc Lavigne. The submissions were read into the record.

Mayor Thorn called for questions of clarification or for those who wished to provide a point of clarification regarding information heard during the presentations from those present in the Council Chamber.

Administration provided a point of clarification.

Mayor Thorn called for further questions from Council of Administration and the questions were answered.

MOTION 25.C.104

By Councillor Lang

That the Public Hearing for Bylaws 08-25 and 12-25 close at 7:53 p.m.

Carried Unanimously

15. BYLAWS / BUSINESS RELATING TO HEARING(S)

15.1 Bylaw 12-25 - Southwest Okotoks Area Structure Plan Bylaw Amendment

MOTION 25.C.105

By Councillor Heemeryck

That Bylaw 12-25 be read a second time.

Carried Unanimously

MOTION 25.C.106

By Councillor Robinson

That Bylaw 12-25 be read a third time and passed.

Carried Unanimously

15.2 Bylaw 08-25 Land Use Bylaw Amendment - 800-200 Southridge Drive**MOTION 25.C.107**

By Councillor Swendseid

That Bylaw 08-25 be read a second time.

Carried Unanimously

Recess at 8:13 p.m. Reconvene at 8:22 p.m.

5. MOTION(S) ARISING FROM CLOSED SESSION**MOTION 25.C.108**

By Councillor Swendseid

That the 2025 Capital Budget be amended by reducing the 2025 forecasted budget amount for Project 305 – Dedicated Main to Zone 4N (WX) Placeholder and the 2025 Capital Budget be amended by increasing the forecasted budget amount for Project 356 - Zone 3N Water Lifecycle Replacements and Reservoir Sanitary connection as requested in Closed Session item 3.2.

Carried Unanimously

MOTION 25.C.109

By Councillor Robinson

That the 2025 Capital Budget be amended by moving Project 261 - Downtown Art Gallery Parking to Project 266 and that Project 261 be canceled; and the 2025 Capital Budget be amended by moving Project 352 - Pisttoo Park to Project 266 and that Project 352 be canceled; and the 2025 Capital Budget be amended by moving Project 354 - Triangle Park Improvements to Project 266 and that Project 354 be canceled; and the 2025 Capital Budget be amended by increasing the forecasted budget amount for Project 266 - Downtown Enhancement (North Railway - McRae to Poplar) as requested in Closed Session item 3.3.

Carried Unanimously

MOTION 25.C.110

By Councillor Heemeryck

That the 2025 Capital Budget be amended by advancing the forecasted budget amount for Project 8 - Riverside Drive Sanitary Upgrade (Northridge Drive to Veterans Way) (SAN 6-7); and the 2025 Capital Budget be amended by advancing the forecasted budget amount for Project 10 - South Railway Street Sanitary Upgrade (Veterans Way to Oak Avenue) (SAN 8); and the 2025 Capital Budget be amended by transferring and advancing the budget and forecasted budget amount for Project 269 - Downtown Enhancement Program Riverside Drive to Project 280 - South Railway Street Development Placeholder; and the 2025 Capital Budget be amended by first advancing the 2026 portion and then increasing the forecasted budget amount for Project - 280 South Railway Street Development Placeholder as requested in Closed Session item 3.4.

Carried Unanimously

MOTION 25.C.111

By Councillor Robinson

That the 2025 Capital Budget be amended by first advancing the 2026 portion and then increasing the forecasted budget amount for Project 298 - Foothills-Okotoks Regional Water Project as requested in Closed Session item 3.5.

Carried Unanimously

7. BUSINESS ITEMS FOR ACTION (RESUMED)**7.1 Considerations for Wedderburn High School Theatre Option (Resumed)****MOTION 25.C.112**

By Councillor Heemeryck

That the motion made earlier at this Council meeting to "support the construction of a theatre at the new Wedderburn High School, with the addition of a loading dock, as recommended by members of the local arts and culture community, and budget amendments up to \$6.5M being brought forward for consideration by April 28, 2025" be reconsidered.

Carried Unanimously

MOTION 25.C.113

By Councillor Heemeryck

That Council support the construction of a theatre at the new Wedderburn High School, with the addition of a loading dock, as recommended by members of the local arts and culture community, and budget amendments up to \$6.5M being brought forward for consideration by April 28, 2025.

Defeated

MOTION 25.C.114

By Councillor Heemeryck

That approval be provided for the addition of a theatre at Wedderburn High School as an addition to the 2027 Capital Budget up to \$6.5M with funding sources of \$4.7M from Arts and Culture Reserve and \$1.8M from Reserves.

Carried

MOTION 25.C.115

By Councillor Robinson

That Administration be directed to bring back theatre options and costing, including lobby enhancements, a loading dock, and acoustic and operating differences between theatre option 1 and theatre option 2, endorsed by community feedback, for consideration by April 28, 2025.

Carried Unanimously

MOTION 25.C.116

By Councillor Swendseid

That Administration be directed to bring the community access agreement and asset ownership for consideration by February 2026.

Carried Unanimously

7.4 2025 Operating Budget Amendment for Project 72056

Parks & Recreation Director Christa Michailuck reviewed the report containing the issue that a 2025 operating budget amendment is requested to complete Project 72056: the Federation of Canadian Municipalities Green Municipal Fund Feasibility Study for Greenhouse Gas Reduction Pathways for three recreation facilities.

MOTION 25.C.117

By Councillor Heemeryck

That the 2025 Operating Budget be amended by adding the approved one-time operating Project 72056.

One Time Operating Project - \$0.252M

Funding Source:

Grants - \$0.195M

Current Operating Budget - \$0.057M

Carried Unanimously

7.5 Public Safety Survey Results - What We Learned Report**MOTION 25.C.118**

By Councillor Swendseid

That the 2025 Public Safety Survey Results - What We Learned Report be received as information.

Carried Unanimously

8. BYLAWS**8.1 Bylaw 17-25 Repeal Ambulance Services Bylaw 06-98**

Legislative Affairs Manager Cathy Duplessis reviewed the report containing the issue that the purpose of Bylaw 17-25 is to repeal Ambulance Services Bylaw 06-98, which regulates the provision of ambulance services in the Town of Okotoks.

MOTION 25.C.119

By Councillor Lang

That Bylaw 17-25 be read a first time.

Carried Unanimously

MOTION 25.C.120

By Councillor Swendseid

That Bylaw 17-25 be read a second time.

Carried Unanimously

MOTION 25.C.121

By Councillor Robinson

That authorization be given to read Bylaw 17-25 a third time.

Carried Unanimously

MOTION 25.C.122

By Councillor Heemeryck

That Bylaw 17-25 be read a third time and passed.

Carried Unanimously

8.2 Establish the Position of Municipal Assessor

Legislative Affairs Manager Cathy Duplessis reviewed the report containing the issue that Bylaws 16-25 and 15-25 are provided for Council consideration for the purpose of establishing the position of Municipal Assessor as a Designated Officer for the Town of Okotoks.

8.2.1 Bylaw 16-25 Municipal Assessor

The purpose of Bylaw 16-25 is to establish the position of Municipal Assessor as a Designated Officer for the Town as required by the *Municipal Government Act*.

MOTION 25.C.123

By Councillor Lang

That Bylaw 16-25 be read a first time.

Carried Unanimously

MOTION 25.C.124

By Councillor Hallmark

That Bylaw 16-25 be read a second time.

Carried Unanimously

MOTION 25.C.125

By Councillor Robinson

That authorization be given to read Bylaw 16-25 a third time.

Carried Unanimously

MOTION 25.C.126

By Councillor Heemeryck

That Bylaw 16-25 be read a third time and passed.

Carried Unanimously

8.2.2 Bylaw 15-25 Chief Administrative Officer Bylaw Amendment

The purpose of Bylaw 15-25 is to amend the Chief Administrative Officer (CAO) Bylaw 16-24 to remove the appointment of the CAO as the Municipal Assessor for the Town.

MOTION 25.C.127

By Councillor Heemeryck

That Bylaw 15-25 be read a first time.

Carried Unanimously

MOTION 25.C.128

By Councillor Swendseid

That Bylaw 15-25 be read a second time.

Carried Unanimously

MOTION 25.C.129

By Councillor Robinson

That authorization be given to read Bylaw 15-25 a third time.

Carried Unanimously

MOTION 25.C.130

By Councillor Hallmark

That Bylaw 15-25 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 Swendseid provided an inquiry regarding an update on the noise attenuation pilot project.

13. COUNCIL REPRESENTATIVE REPORTS

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

16. ADJOURNMENT

MOTION 25.C.131

By Councillor Lang

That the April 14, 2025 Regular Council Meeting adjourn at 9:09 p.m.

Carried Unanimously



DROUGHT MANAGEMENT WATER STATISTICS MONTHLY UPDATE

Issue

In preparation for the 2025 outdoor watering season, the Drought Management Water Statistics Monthly Update is provided to Council for information.

Motion Proposed by Administration

That the Drought Management Water Statistics Monthly Update for April 2025 be received as information.

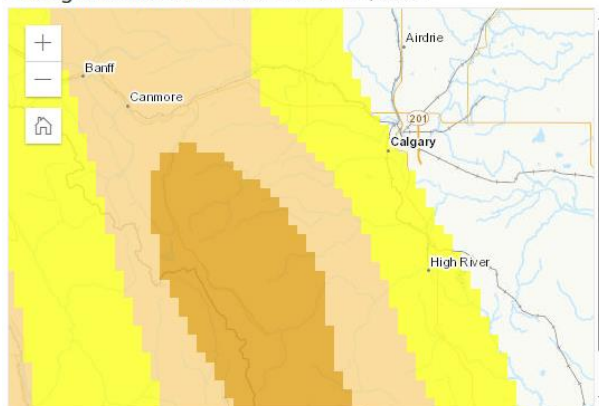
Report, Analysis and Financial Implications

1. Drought Classification and Indices

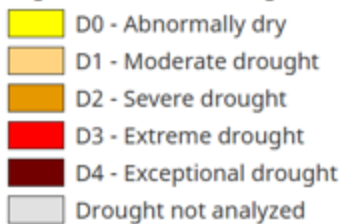
Canadian Drought Monitor

- Current Classification (Okotoks Region): D2-D3 Moderate to Severe Drought
- Date of Data: as of March 31, 2025
- Trend vs. Previous Month: Drought conditions deteriorated
- Canadian Drought Monitor Maps:

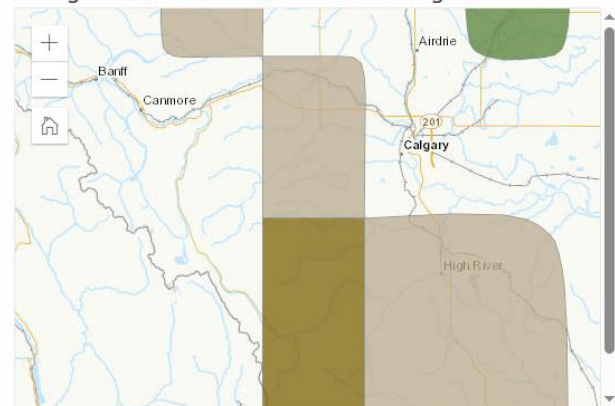
Drought conditions as of March 31, 2025



Legend for current drought conditions:



Drought Outlook for end of the following month



Legend for drought outlook:

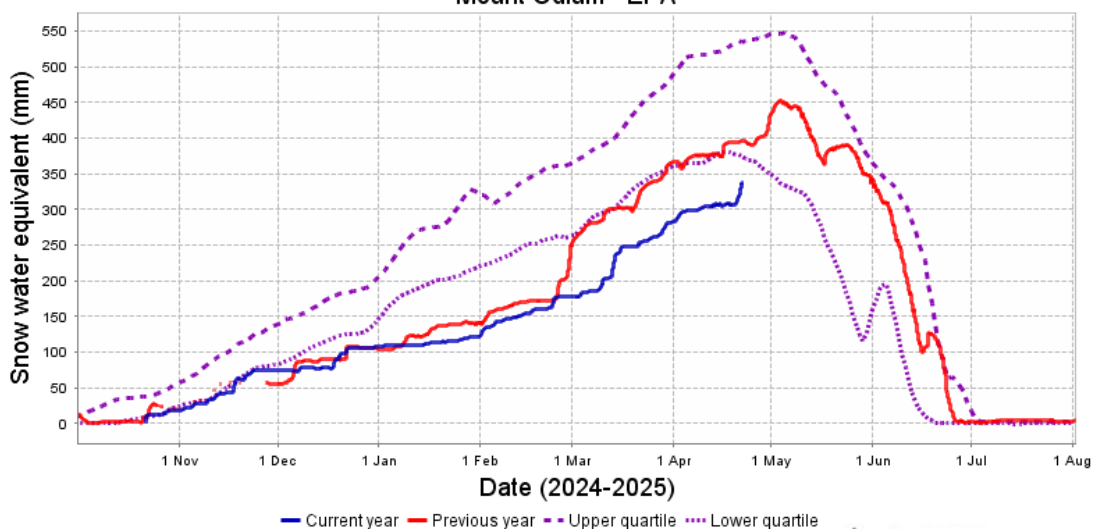


Reference: <https://agriculture.canada.ca/en/agricultural-production/weather/canadian-drought-outlook>

2. Mountain Snowpack and Runoff Forecast

Station	Current Value (Snow Water Equivalent mm)	Historical Average Comparison	Runoff Forecast	Runoff Forecast – Change from last month
Mount Odium	337mm (April 22/25)	Below average (75% of historical average)	Much below average to below average for March to September period	Snowpack improves

Snow water equivalent for the current year (blue),
the previous year (red), and the normal range (purple)
for station 05BL812
Mount Odium - EPA



Generated at: 2025-04-22 04:29:25

3. River Flows (Sheep River)

Station	Combined Flow m3/sec	Instream Objective	Status or advisories
Diamond Valley + Threepoint Creek	River flow data not available	N/A	Based on April data, the forecasted river volumes for the April to September period are similar to slightly below those observed last year

4. Groundwater and Well Production

Metric	Current Value	Comparison to Last Month	Data Source
Well Production Capacity (MLD)	10-11 MLD*	No Change	Previous 7-day average
Average Water Demand (MLD)	7-8 MLD*	No Change	Previous 7-day average
Capacity vs Demand	Capacity exceeds demand by ~ 30%		
Reservoir Levels	90-95%	No Change	Previous 7-day average

*MLD Mega Litres per Day

References

Canadian Drought Monitor

<https://agriculture.canada.ca/en/agricultural-production/weather/canadian-drought-monitor>

Mountain Snowpack

Measured in "snow water equivalent" (mm), compared with the historical average (% of historical average).

<https://rivers.alberta.ca/>

Sheep River Flows

Information relating to Sheep River flow rates (taken from Diamond Valley and Threepoint Creek flow stations). Includes any posted water advisories and instream objectives (during spring/summer months).

Well Production Capacity vs Water Demand

Current total well production capacity (raw water supply) compared with water demand (treated water to distribution). Based on seven (7) day average, measured in MLD. Total well production is influenced by groundwater levels (i.e. production increases or decreases with groundwater levels).

Reservoir Levels

Operating levels across three main reservoirs: South Reservoir, Zone 2 North, and Zone 3/4 North.

Strategic Plan Goals

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

Equity/Diversity/Inclusivity Impacts and Strategy

n/a

Environmental Impacts

In the years 2022-2024, several river basins in Alberta faced critical water shortage conditions attributed to below-average precipitation, diminished snowpack, and elevated temperatures. These conditions persist into 2025, exacerbated by a robust El Niño winter forecast, anticipated above-normal temperatures, and minimal precipitation projections.

Alberta is presently in water shortage management stage 1 (out of 5), with the potential to escalate to higher stages before spring/summer 2025 if current dry weather conditions persist. Specific data on precipitation levels, temperature anomalies, and snowpack measurements can provide additional context for understanding the severity of the situation.

Concurrently, efforts to mitigate the impacts of the water shortage through conservation measures and sustainable water management practices are underway, with recommendations for individuals and communities to participate in water-saving initiatives.

As we move into spring and summer, Water Services will closely monitor the situation and, if drought conditions worsen, activate the water shortage response plan.

Community Engagement Strategy

Alternatives for Consideration

CAO Comments

This is a monthly monitoring report to increase communication about experienced and anticipated drought conditions.

Attachment(s)

Prepared by:
Davey Robertson
Water Manager
March 07, 2025



WATER ALLOCATION SYSTEM ANNUAL UPDATE

Issue

An annual update on the Water Allocation System is provided for Council's information.

Motion Proposed by Administration

That the 2025 Water Allocation System Update be received as information.

Report, Analysis and Financial Implications

Background

In 2011, Council implemented Water Allocation System for Planning Approvals Policy 11-02, which was superseded in 2021 by Water Allocation Policy CMD-P-3.10. The intent of this policy is to ensure that Planning Applications are approved in an equitable and sustainable manner. Since the adoption of this policy, lands have only been approved for development if sufficient water licence capacity is available to service those lands. This report provides the 2025 status update of Okotoks' Water Allocation System and potential upcoming Planning Applications that are expected to require additional Development Capacity for approval.

Water Allocation System Status

Planning Approvals in 2024 were for new subdivisions in D'Arcy (Phases 4 and 14) and Wedderburn (Phases 9 and 12), and multiple development permits. These Planning Approvals resulted in the allocation of 70,960 m³ of Common Development Capacity. Year-to-date in 2025, 86,135 m³ of Common Development Capacity has been allocated for Tillotson Phase 2, Ridgemont Phase 1, and a development permit. The Town received a Sheep River water licence transfer which added 160,965 m³ to the available Common Development Capacity. To recognize the positive results of the Town's water conservation efforts, the available Common Development Capacity has been increased by 50,000 m³. Future adjustments may be added at the discretion of the Chief Administrative Officer as appropriate based on the results of ongoing monitoring and analysis. As of the date of this report, there is 126,917 m³ of Common Development Capacity remaining. Table 1 summarizes the remaining Development Capacity for the past three (3) calendar years as at year-end and as at April 15, 2025.

Table 1: Remaining Development Capacity

Developer	Remaining Development Capacity (m ³)			
	As at December 31, 2022	As at December 31, 2023	As at December 31, 2024	As at April 15, 2025
Common	147,851	73,047	163,052	126,917
Tristar	13,522	0	0	0
Burnswest	71,056	0	0	0
Total	232,428	73,047	163,052	126,917

Administration has received multiple Planning Applications that have not yet received Water Verification and Assignment Process Clearance Certificates. The Development Capacity requirements for these Planning Applications are estimated using the best available information and is subject to change. Subject to the Water Allocation Policy and other planning processes, the certainty and timing for these Planning Applications to proceed is at the discretion of the applicants. The total additional Common Capacity required for the Planning Applications that have been received to date is estimated to be 117,560 m³ as shown in Table 2.

Table 2: Anticipated Planning Applications Requiring Common Capacity

Planning Application	Common Assignment (m ³)	Notes
DP164-22	1,314	10 NC units
DP2024-0165	9,041	60 NC units
LU24-06	33,261	256 NC units
LU25-02	13,500	54 TN units
LU25-03	35,250	141 TN units
SB24	14,406	5 IBP lots
PRE2024-8	10,788	182 NC units
Total	117,560	

There is sufficient Common Development Capacity in the Water Allocation System for the Planning Applications outlined in Table 2 to advance through the Water Verification and Assignment Process with a remainder of 9,357 m³ available for future Planning Applications. This does not account for any additional Planning Applications that may be received in the remainder of 2025.

Based on the above, the total Development Capacity assignments in 2025 is currently estimated to be 203,695 m³ which exceeds historical norms. For reference, the average annual Development Capacity Assignments since inception of the Water Allocation policy is 65,094 m³; refer to Table 3 for the history of total annual Development Capacity assignments.

Table 3: Total Development Capacity Assignments by Year

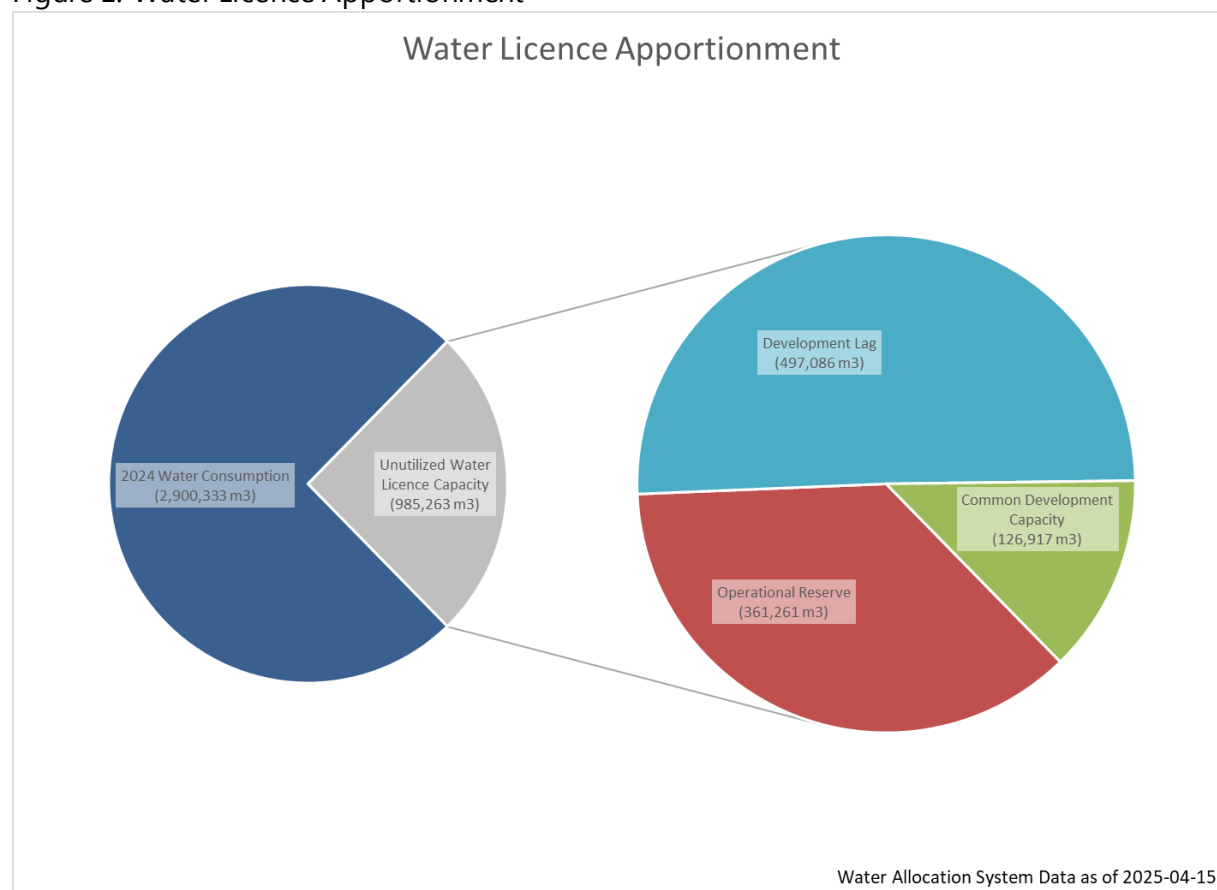
Year	Development Capacity (m ³)	Year	Development Capacity (m ³)
2011	55,578	2018	175,174
2012	12,893	2019	41,559
2013	30,602	2020	33,408
2014	35,692	2021	46,535
2015	111,831	2022	63,751
2016	41,875	2023	169,382
2017	22,071	2024	70,960

In November 2024, construction commenced on the Foothills Okotoks Regional Water Project, a partnership with Foothills County, for a supplemental water solution. This supplemental solution is expected to be operational in 2026 and will provide water for future development.

2024 Water Consumption Overview

The Town currently holds 3,885,596 m³ of Sheep River water licences. In 2024, the Town used approximately 2,900,333 m³ to meet demand which resulted in 985,263 m³ of unutilized Sheep River water licence capacity. This magnitude of underutilization is significant and is primarily driven by the divergence of the rate at which the Town is enabling lands for new development (i.e.: land use redesignation and subdivision approval) and the rate at which the development industry is absorbing that land for residential and non-residential construction. This unutilized licence volume is comprised of Operational Reserve, Development Lag, and Common Development Capacity as shown in Figure 1.

Figure 1: Water Licence Apportionment

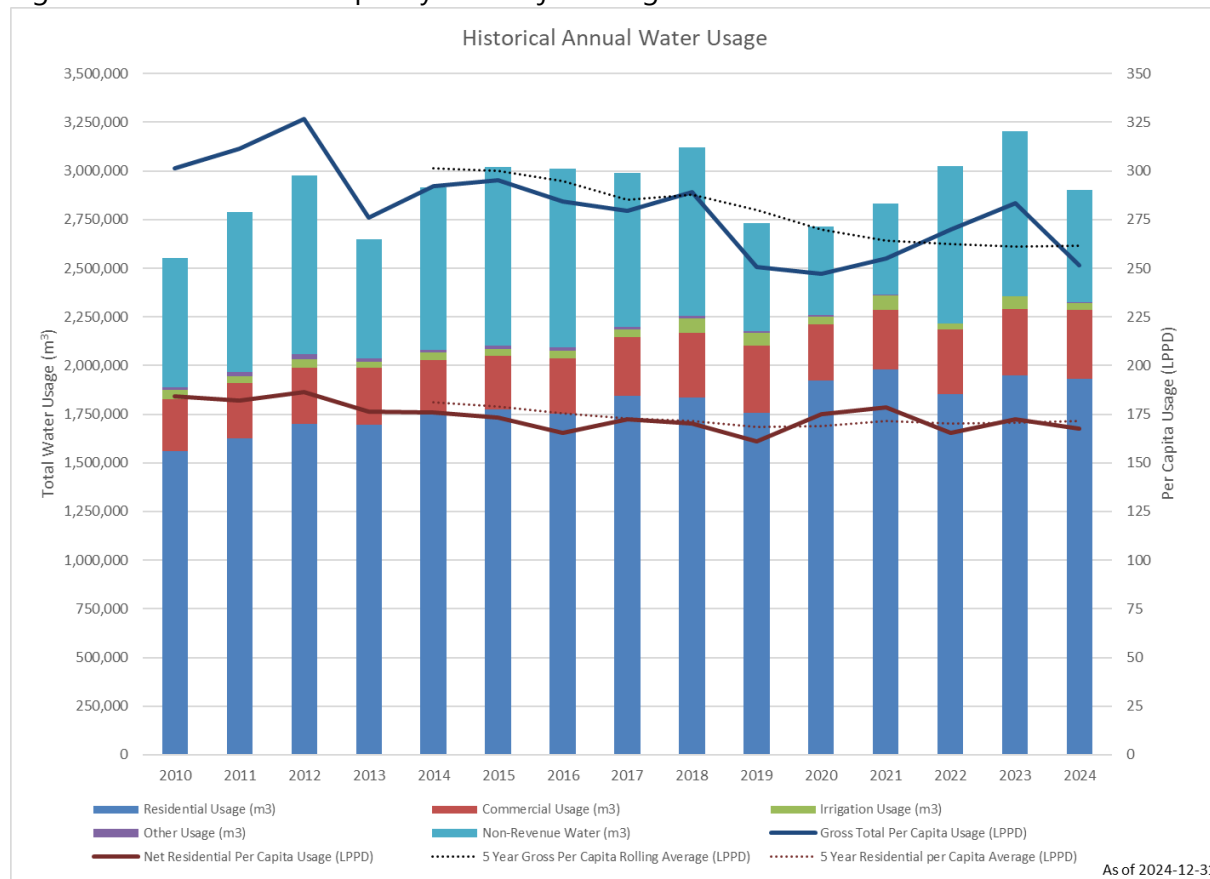


Operational Reserve

The unutilized water licence capacity remaining after accounting for current water demands and the water licence volume managed by the Water Allocation System is referred to as the "Operational Reserve". The Operational Reserve provides the Town with some ability to manage the risks and variability of the water system, such as consumption pattern changes, climate variability, regulatory restrictions, major breaks and system leakage.

There has been a clear downward consumption trend as a result of water conservation measures (e.g.: outdoor watering schedule and community outreach) and operational improvements (e.g.: Water Treatment Plant process optimization and enhanced leak detection) as shown in Figure 2. It is worth noting that total consumption has remained in a relatively stable range over this period despite Okotoks' continued growth. This has resulted in a significant decrease in per capita consumption (5-year rolling average decreased from 301 LPPD in 2014 to 261 LPPD in 2024). These efforts should continue so that a healthy Operational Reserve can be maintained as this will continue to provide flexibility to the Town's operations.

Figure 2: Water Licence Capacity and Project Usage



Development Lag

The term "development lag" refers to the period of time between the initiation of a land development project and construction completion. In the context of the Water Allocation Policy, project initiation relates to when Development Capacity is assigned and a Planning Application is approved, and is deemed complete when occupied and consuming water. Once units are consuming water, the full impact of the development approval is realized and must be managed within the Town's usable water licence inventory.

In a normal development cycle, the water allocation related to development lag is typically absorbed within approximately four (4) years as illustrated in Figure 3. This assumes that subdivision servicing is completed within one year of land use redesignation and parcel development (e.g.: home construction) is completed within the subsequent three years. There are a number of factors that can influence this timeline such as market factors and the size, type and complexity of the development.

Figure 3: Typical Development Timeline



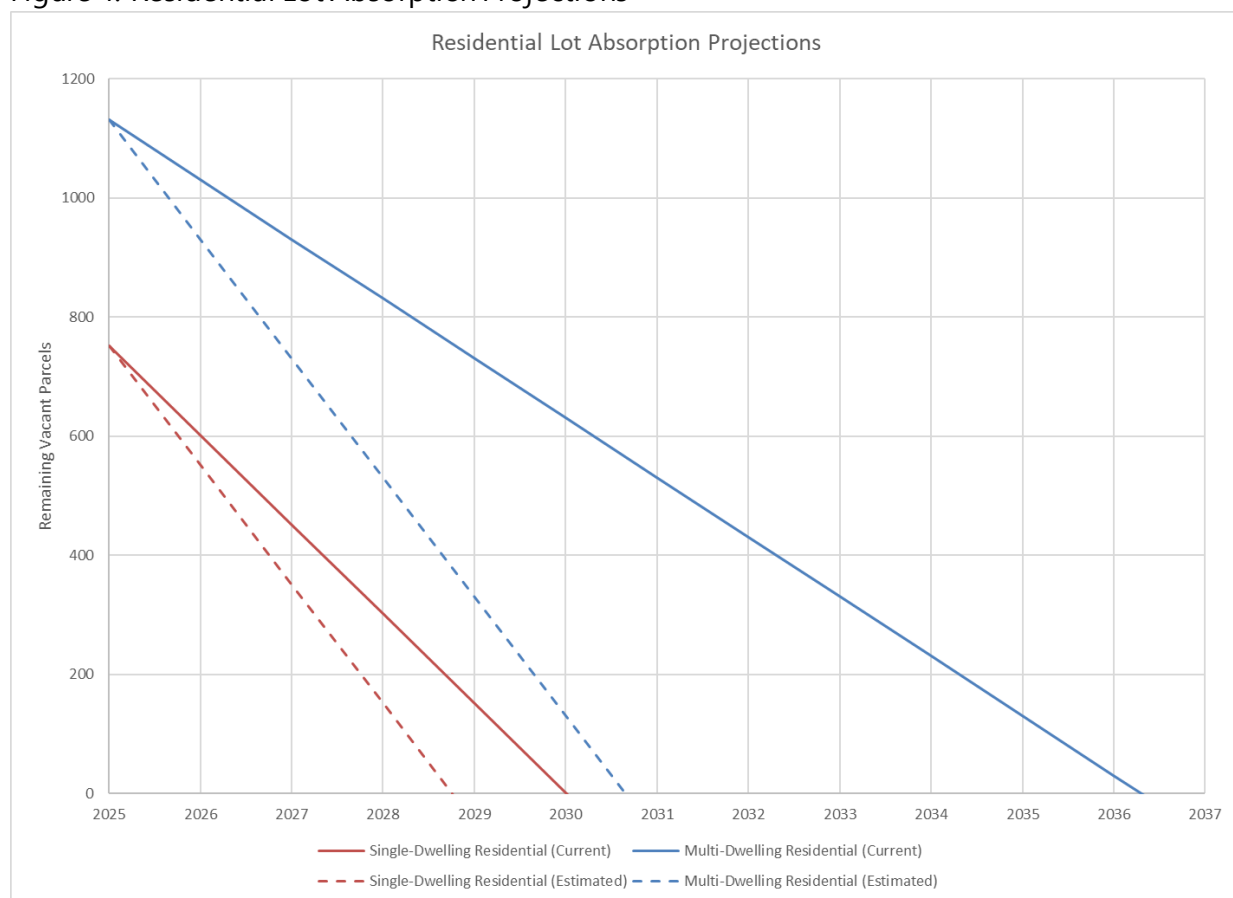
Using historical trends and future estimates for building permits considering increasing growth pressures, Table 4 shows a range of projections for buildout time and absorption rate of the current development lag.

Table 4: Residential Land Absorption Projections

Land Use	Water Allocation (m ³)	Number of Units	Annual Absorption Rate	Buildout Time (Years)
Single-Dwelling Residential	189,731	752	150-200 units/year	4-5
Multi-Dwelling Residential	196,840	1,131	100-200 units/year	5-11
Non-Residential & Other	110,515	48	20,000 m ³ /year	5-6

Based on these projections, there is a minimum of 4-5 years for the current residential land inventory to be absorbed, but could exceed 11 years if the residential growth rate remains consistent with recent historical trends or is tempered by other factors as shown in Figure 4.

Figure 4: Residential Lot Absorption Projections



Absorption of non-residential parcels is difficult to predict as these sites are typically designated for specific purposes (e.g.: schools) or are driven by individual business interests. Based on known development projects and historical trends, the Development Capacity absorption rate for non-residential development capacity is assumed to be 20,000 m³/year which would result in a buildout time of approximately 5-6 years.

Information about the Water Allocation System, including policy, guidelines, remaining Development Capacity, and mapping of all previous assignments, is publicly available at the Town of Okotoks' website: <https://www.okotoks.ca/your-services/buildingservices/engineering/water-allocation-system>

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

n/a

Environmental Impacts

n/a

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

This report is provided on an annual basis to highlight water trends in both development and consumption. The impacts of the new watering schedule on consumption can be shown with the data from 2024 as well as the analysis on development lag and water consumption.

Attachment(s)

n/a

Prepared by:
James Cameron
Engineering Manager
April 16, 2025



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	Lighting of the Municipal Centre	Flag Raising
Melanoma and Skin Cancer Awareness Month	May Attachment 1	n/a	n/a
GBS and CIDP Awareness Month	May Attachment 2	May 3 – blue	n/a
Economic Development Week	May 11 - 17 Attachment 3	n/a	n/a
Multiple Chemical Sensitivity Awareness Day	n/a	May 12 – yellow and green Attachment 4	n/a
International HAE Day	n/a	May 16 – purple Attachment 5	n/a
Community Disability Services Professional Appreciation Week	May 19 - 25 Attachment 6	n/a	n/a
Menstrual Health Day	May 28 Attachment 7	May 28 – red	May 28

Attachment(s):

1. Melanoma and Skin Cancer Awareness Month Proclamation Request
2. GBS and CIDP Awareness Month Proclamation and Lighting Request
3. Economic Development Week Proclamation Request
4. Multiple Chemical Sensitivity Awareness Day Lighting Request
5. International HAE Day Lighting Request
6. Community Disability Services Professional Appreciation Week Proclamation Request
7. Menstrual Health Day Proclamation, Lighting, and Honourary Flag Request

Prepared by:
Legislative Services
April 16, 2025



Melanoma and Skin Cancer Awareness Month

May 1 to 31, 2025

WHEREAS It is imperative that communities across Canada be reminded of the importance of sun safety;

AND WHEREAS Over-exposure to UV radiation is one of the major causes of melanoma and non-melanoma skin cancers;

AND WHEREAS Skin cancer is the most common of all cancers. 1 in 6 Canadians born in the 1990s will get skin cancer in their lifetimes;

AND WHEREAS Many people seek sun without taking the advisable precautionary measures and are unaware that any darkening of skin colour, including a tan, is indicative of UV damage;

AND WHEREAS Skin self-examinations should be performed on a monthly basis because skin cancers are highly treatable when detected early;

AND WHEREAS Save Your Skin Foundation is dedicated to the fight against non-melanoma skin cancers, melanoma and ocular melanoma through nationwide education, advocacy, and awareness initiatives;

NOW THEREFORE Members of Okotoks Town Council do hereby proclaim May 2025, as "Melanoma and Skin Cancer Awareness Month" in Okotoks.

--ORIGINAL SIGNED--

Town of Okotoks
5 Elizabeth Street
Okotoks, AB
T1S 1K1

Dear Mayor Tanya Thorn and Council,

As May marks both Melanoma Awareness Month and the beginning of summer, it is imperative that communities across Canada are reminded of the importance of sun safety at this time of the year. In order to keep your citizens aware, informed, and vigilant about the potential risks of over-exposure to UV radiation, we ask that you, as a mayoral body, **publicly proclaim May as Melanoma Awareness Month in your municipality.**

Over-exposure to UV radiation is one of the major causes of melanoma and non-melanoma skin cancers. Though skin cancers should be largely preventable, their diagnosis rates are increasing. Skin cancer is the most common of all cancers. **1 in 6 Canadians born in the 1990s will get skin cancer in their lifetimes.** There are more new cases of skin cancer each year than the number of breast, prostate, lung and colon cancers COMBINED. While most forms of non-melanoma skin cancer can be surgically removed, melanoma is an aggressive form of cancer. The five-year relative survival rate of melanoma that has metastasized is 18%.

Despite these figures, many people seek sun without taking the advisable precautionary measures, or believe that only severe burns contribute to ones risk of skin cancer. In fact, **any darkening of skin colour, including a tan, is indicative of UV damage.**

In May 2018, the Mayor of Parksville, Marc Lefebvre, proclaimed May as Melanoma Awareness Month, endorsed melanoma awareness, and cited the Save Your Skin Foundation as a resource for more information regarding melanoma. In May 2025, **we challenge you to follow Parksville's example** and promote sun safety, skin cancer awareness, and early detection information among your population. If you choose to do so, Save Your Skin Foundation will provide you with an online resource package providing information on these matters and a certificate recognizing your municipality's efforts.

Save Your Skin Foundation is a Canadian non-profit registered charity founded by North Vancouver resident and melanoma survivor Kathleen Barnard. It is dedicated to the fight against non-melanoma skin cancers, melanoma and ocular melanoma through nationwide education, advocacy, and awareness initiatives like this one.

Thank you for your consideration. We look forward to working with you.

Sincerely,



Kathleen Barnard, Founder and President
Save Your Skin Foundation



Proclamation, Lighting or Flag Request at the Municipal Centre

Community Safety & Organizational Excellence
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 *

Save your skin foundation

Occasion Title *

"MELANOMA AND SKIN CANCER AWARENESS MONTH"

Request Type *

- ☒ Proclamation
- ☐ Lighting of the Municipal Centre
- ☐ Courtesy Flag Raising

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

Proclamation Start Date *

2025-05-01

Proclamation End Date *

2025-05-31

Please provide comments to support your request below:

May marks the beginning of summer and is a critical time to remind communities across Canada of the importance of sun safety and skin cancer prevention. Over-exposure to UV radiation is one of the leading causes of melanoma and non-melanoma skin cancers. Despite being largely preventable, skin cancer diagnosis rates continue to rise, with 1 in 6 Canadians born in the 1990s expected to develop skin cancer in their lifetime.

Last year, over 45 municipalities across Canada joined us in proclaiming May as Melanoma and Skin Cancer Awareness Month. By participating in this initiative, you will help raise awareness, educate your community, and promote sun safety practices.

As part of this initiative, we would be honored to have our President or a member of our Board present to your council to discuss the importance of sun safety, the significance of this proclamation, and the impact of melanoma and skin cancer on Canadian communities.

Contact Information

First Name *	Last Name *	Phone *
Taylor	Tomko	604.612.8745

Email *

taylorkathleen@saveyourskin.ca

Address *

Street Address

#813-800 Vista Park

Address Line 2

City	State/Province/Region
Penticton	BC
Postal/Zip Code	Country
V2A 0B2	Canada

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

Okotoks Mayor Proclamation Request.pdf	513.83KB
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Okotoks Proclamation Template.docx	14.72KB
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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.



Proclamation

WHEREAS, the Month of May, has been internationally designated as "GBS and CIDP Awareness Month" to educate the public and to focus attention on Guillain-Barré Syndrome (GBS) and Chronic Inflammatory Demyelinating Polyneuropathy (CIDP), rare, paralyzing and potentially catastrophic disorders of the peripheral nerves; and

WHEREAS, Guillain-Barré Syndrome (GBS) and its variants, are rare conditions which can be characterized by rapid onset of weakness and, often, paralysis of the legs, arms, breathing muscles and face, in some cases leading to complete paralysis requiring life-sustaining hospital care. Often accompanied with excruciating pain, and

WHEREAS, Chronic Inflammatory Demyelinating Polyneuropathy (CIDP) and its variants, are rare progressive conditions, which can be characterized by the onset of weakness, numbness and tingling, which can lead to the paralysis of the legs and arms and effect other areas of the body, and it is not uncommon for individuals to endure significant pain, and

WHEREAS, the cause of GBS and CIDP is unknown, and these conditions can develop in any person, regardless of age, gender or ethnic background, and

WHEREAS, GBS and CIDP have a slow and unpredictable recovery, patients and their families face an uncertain future, usually requiring months of hospital care without knowing if or when they will recover, or whether they will face long-term disabilities. Earlier diagnosis, treatment, and access to rehabilitation services can improve the chances of avoiding permanent lifelong residual damage of the nerves, and

WHEREAS, in 2003, GBS/CIDP Foundation of Canada a patient organization providing support, education, research, and advocacy, was founded so that no patient or family would go through GBS, CIDP, and variants such as MMN alone.





GBS/CIDP Foundation of Canada

Guillain-Barré Syndrome/Chronic Inflammatory Demyelinating Polyneuropathy

Support, Education, Research, Advocacy

Honorary Board

Larry Brenneman (*deceased*)
Tom Feasby, MD
Angelika Hahn, MD
Susan Keast, *Founder*
Serge Payer
Kenneth Shonk, MD

Executive Director

Donna Hartlen

Officers

Darryl Bedford
President
Holly Gerlach
Vice President
Howard Huss
Treasurer

Board of Directors

Darryl Bedford
Holly Gerlach
Alexandre Grant
Howard Huss
Ayman Kafal
Holly Longstaff
Akash Purewal
Pamela Stoikopoulos
Demetrios Strongolos
Ron Van Holst

Medical Advisory Board

Steven Baker, MD
Brenda Banwell, MD
Timothy Benstead, MD
Pierre Bourque, MD
Vera Bril, MD
Colin Chalk, MD
Kristine Chapman, MD
Angela Genge, MD
Gillian Gibson, MD
Angelika Hahn, MD
Hans Katzberg, MD
Kurt Kimpinski, MD
Sandrine Larue, MD
Rami Massie, MD
Elizabeth Pringle, MD
Zaeem Siddiqi, MD
Jiri Vajsar, MD
Chris White, MD
Douglas Zochodne, MD

February 22, 2025

Office of the Mayor
The City of Okotoks
5 Elizabeth St.
Okotoks, AB
T1S 1K1

Dear Mayor Tanya Thorn:

We are writing to respectfully request that the city of Okotoks proclaim May 2025 as GBS/CIDP Awareness Month. The Month of May, has been internationally designated as "GBS and CIDP Awareness Month" to educate the public and to focus attention on these rare conditions. The GBS/CIDP Foundation of Canada is a national, not for profit patient organization that supports patients and families afflicted with Guillain-Barré Syndrome, Chronic Inflammatory Demyelinating Polyneuropathy, and variants such as Multifocal Motor Neuropathy. We serve patients through support, education, research and advocacy.

GBS has a sudden onset of symptoms, which can cause complete paralysis within a day. Recovery can be unpredictable, patients and their families face an uncertain future, usually requiring months of hospital care without knowing if or when they will recover, or whether they will face long-term disabilities. Earlier diagnosis, treatment, and access to rehabilitation services can improve the chances of avoiding permanent lifelong residual damage of the nerves. The cause of these conditions is unknown, and can develop in any person, regardless of age, gender or ethnic background

We are working to raise awareness of these rare conditions so that future patients get help sooner and will know that our organization is here to provide hope. We provide support and information through trained volunteers, our website, materials provided to hospitals, and organize local and online peer-to-peer support group meetings. We provide patient educational events and build awareness within the medical community. We advocate for access to diagnosis and appropriate treatment, and also support Canadian research that aims to improve the quality of life of GBS, CIDP, and variant patients.

While considered rare diseases, in Canada GBS affects 2 in 100,000, and in Zika outbreaks 9-24 in 100,000. CIDP affects 5-7 in 100,000. For more information: www.gbscidp.ca
Please let us know if there is anything further you require for our proclamation request to be approved for this year and for subsequent years.

Thank you for your consideration.



Kim Brooks
Patient Advocate & Volunteer Coordinator
kbrooks@gbscidp.ca
1- [REDACTED]
www.gbscidp.ca

Canadian charity registration number: 887327906RR0001

3100 Garden Street, PO Box 80060 RPO Rossland Garden, Whitby, Ontario, L1R 0H1
PH:1-647-560-6842 gbscidp.ca



Proclamation, Lighting or Flag Request at the Municipal Centre

Community Safety & Organizational Excellence
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 *

GBS/CIDP Foundation of Canada

Occasion Title *

GBS/cidp awareness month

Request Type *

- ☒ Proclamation
☒ Lighting of the Municipal Centre
☐ Courtesy Flag Raising

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

Which color(s) did you want to display? *

Please specify the lighting colour(s) your organization is requesting.

Blue

Proclamation Start Date *

2025-05-01

Proclamation End Date *

2025-05-31

Lighting Date *

2025-05-03

Please provide comments to support your request below:

Dear Mayor Tanya Thorn:

We are writing to respectfully request that the city of Okotoks proclaim May 2025 as GBS/CIDP Awareness Month. The Month of May, has been internationally designated as "GBS and CIDP Awareness Month" to educate the public and to focus attention on these rare conditions. The GBS/CIDP Foundation of Canada is a national, not for profit patient organization that supports patients and families afflicted with Guillain-Barré Syndrome, Chronic Inflammatory Demyelinating Polyneuropathy, and variants such as Multifocal Motor Neuropathy. We serve patients through support, education, research and advocacy.

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We are working to raise awareness of these rare conditions so that future patients get help sooner and will know that our organization is here to provide hope. We provide support and information through trained volunteers, our website, materials provided to hospitals, and organize local and online peer-to-peer support group meetings. We provide patient educational events and build awareness within the medical community. We advocate for access to diagnosis and appropriate treatment, and also support Canadian research that aims to improve the quality of life of GBS, CIDP, and variant patients.

While considered rare diseases, in Canada GBS affects 2 in 100,000, and in Zika outbreaks 9-24 in 100,000. CIDP effects 5-7 in 100,000. For more information: www.gbscidp.ca

Please let us know if there is anything further you require for our proclamation request to be approved for this year and for subsequent years.

Thank you for your consideration.

Kim Brooks
Patient Advocate & Volunteer Coordinator
kbrooks@gbscidp.ca
1-403 [REDACTED]
www.gbscidp.ca

Contact Information

First Name *	Last Name *	Phone *
Kim	Brooks	[REDACTED]

Email *
kbrooks@gbscidp.ca

Address *
Street Address
[REDACTED] wentworth ave sw

Address Line 2

CityState/Province/Region
CalgaryAB
Postal/Zip CodeCountry
[REDACTED]Canada

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

Okotoks Proclamation Request 2025.pdf	181.37KB
WhereAs - GBS_CIDP Awareness Month.pdf	146.57KB

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.



**ECONOMIC DEVELOPMENT WEEK
PROCLAMATION**

May 11 - May 17, 2025

WHEREAS, communities rely on economic development professionals to promote economic well-being and quality of life for businesses and residents; for communities like Okotoks that means coordinating activities that create, retain, and expand jobs in order to facilitate growth, knowledge, enhance wealth, and provide a stable tax base; and

WHEREAS, economic developers stimulate and incubate entrepreneurship in order to help establish the next generation of new businesses, which is the hallmark of Alberta's economy; and

WHEREAS, economic developers are engaged in a wide variety of settings including local, regional, provincial, and federal governments, public-private partnerships, chambers of commerce, universities and colleges, and a variety of other institutions and groups; and

WHEREAS, economic developers attract and retain high-quality jobs, develop vibrant communities, and improve the quality of life in their municipalities and regions; and

WHEREAS, professional economic developers work in the Town of Okotoks within the Province of Alberta.

NOW THEREFORE, Members of Okotoks Town Council do hereby recognize May 11 through May 17, 2025 as Economic Development Week, and remind individuals of the importance of this community celebration which supports new, existing and expanding business opportunities and making lives better for all Okotoks businesses and residents.

Dated this 28th day of April 2025.

--ORIGINAL SIGNED--



Proclamation, Lighting or Flag Request at the Municipal Centre

Community Safety & Organizational Excellence
 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 *

Town of Okotoks

Occasion Title *

Economic Development Week

Request Type *

- ☒ Proclamation
☐ Lighting of the Municipal Centre
☐ Courtesy Flag Raising

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

Proclamation Start Date *

2025-05-11

Proclamation End Date *

2025-05-17

Please provide comments to support your request below:

The purpose of the proclamation of Economic Development Week is to recognize and promote the role of economic development in fostering community growth, job creation, business success, and overall prosperity. It highlights the contributions of economic developers in building resilient and sustainable local economies.

Contact Information

First Name *	Last Name *	Phone *
Lorie	Watson	

Email *

lwatson@okotoks.ca

Address *

Street Address

5 Elizabeth Street

Address Line 2

City

Okotoks

Postal/Zip Code

T1S 1K1

State/Province/Region

AB

Country

Canada

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

2025 Okotoks EDW Proclamation.pdf

70.95KB

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.

Dear Okotoks City Hall,

I hope this email finds you well.

I am reaching out on behalf of The Environmental Health Association of Canada (EHAC) and The Environmental Health Association of Québec (EHAQ) to kindly request your participation in recognizing **Multiple Chemical Sensitivity (MCS) Awareness Day**, which takes place on **May 12, 2025**, by lighting up in support of this important cause.

We are requesting the **lighting of Municipal Centre** in yellow (#FFFF00) and green (#00FF00) on this date. These colours symbolize awareness, hope, and solidarity with the over one million Canadians living with MCS, a condition that often leads to significant life challenges including stigmatization, isolation, and loss of employment.

MCS Awareness Day is dedicated to increasing public understanding of this recognized medical disability, advocating for inclusive environments, and encouraging policy and societal changes to improve the quality of life for those affected. By illuminating [Name of Monument or Landmark], you can play a vital role in helping us bring attention to this important cause and inspire broader community support.

If this request would be better handled by another department, I would be grateful if you could forward this email to the appropriate contact.

Thank you for considering this initiative. We would be delighted to collaborate with you in spreading awareness and fostering inclusivity. If you have any questions or require additional details, please don't hesitate to reach out.

Best,

Ajeeta Shanmugarajah

Coordonnatrice Communauté et Sensibilisation / Community and Outreach Coordinator

Environmental Health Association of Canada –

Association pour la santé environnementale du Canada - (EHAC-ASEC)

Tel : 514.332.4320 | office@ehac-asec.ca

C.P. 364/ PO Box 364, Saint-Sauveur, Québec J0R 1R1

www.ehac-asec.ca | EcoasisQuebec.ca

Des solutions saines www.LaVieEcolo.ca | Healthy solutions
www.EcoLivingGuide.ca



Proclamation, Lighting or Flag Request at the Municipal Centre

Community Safety & Organizational Excellence
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 *

Environmental health association of canada

Occasion Title *

MCS Awareness Day

Request Type *

- ☐ Proclamation
- ☒ Lighting of the Municipal Centre
- ☐ Honorary Flag Raising

Which color(s) did you want to display? *

Please specify the lighting colour(s) your organization is requesting.

yellow (#FFFF00) and green (#00FF00)

Lighting Date *

2025-05-12

Please provide comments to support your request below:

These colours symbolize awareness, hope, and solidarity with the over one million Canadians living with MCS, a condition that often leads to significant life challenges including stigmatization, isolation, and loss of employment.

MCS Awareness Day is dedicated to increasing public understanding of this recognized medical disability, advocating for inclusive environments, and encouraging policy and societal changes to improve the quality of life for those affected.

Contact Information

First Name *	Last Name *	Phone *
Ajeeta	shan	514.332.4320

Email *

ajeeta@ehac-asec.ca

Address *

Street Address

364 Saint-Sauveur

Address Line 2

City

Québec

State/Province/Region

Québec

Postal/Zip Code

Country

Québec

Canada

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

*

Okotoks City Hall.pdf

67.61KB

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.



Proclamation, Lighting or Flag Request at the Municipal Centre

Community Safety & Organizational Excellence
 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 *

HAE Canada

Occasion Title *

international hae day

Request Type *

- ☐ Proclamation
- ☒ Lighting of the Municipal Centre
- ☐ Courtesy Flag Raising

Which color(s) did you want to display? *

Please specify the lighting colour(s) your organization is requesting.

Purple

Lighting Date *

2025-05-16

Please provide comments to support your request below:

hae day :-) is an annual event on May 16th that brings together the Hereditary Angioedema (HAE) community to raise awareness among the public, healthcare professionals, policymakers, and industry leaders. The goal is to foster earlier and more accurate diagnoses, improve care, and enhance the quality of life for individuals living with HAE.

Contact Information

First Name *	Last Name *	Phone *
Kathleen	Beemster	

Email *

Address *

Street Address

St. Laurent Blvd

Address Line 2

City

Ottawa

State/Province/Region

ON

Request ID: 1731-001

Requester: [REDACTED]

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

HAE Brochure.pdf

3.34MB

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.

What?

...is HAE?



HAE is a **RARE AND SERIOUS GENETIC DISORDER** characterized by recurring painful attacks of **SWELLING** in different areas of the body. The severity of the attacks can vary between patients and throughout an individual patient's lifetime. Attacks can be painful and disfiguring and, when they occur in the **THROAT**, can be **LIFE-THREATENING** due to the risk of suffocation.

Who?

...gets HAE?

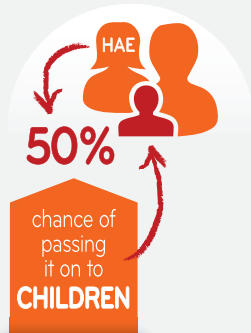
- About **20-25%** of cases of HAE occur **SPONTANEOUSLY**, without previous family history.

HAE affects



in 10,000
to
1 in 50,000

- HAE affects men and women and people of all ethnic groups at approximately the same rates.



Get Help!

...get diagnosed!

If you think you may have HAE, the first step is to see your family doctor in order to be referred to an HAE treating specialist.

Check us out online!

For more information, check out our website: www.HAECanada.org

Or follow us on social media:



@HAE_Canada



@haecanada



www.facebook.com/HAECanada



HAE Canada



NEVER Alone Again



Do you suffer from:

- Severe abdominal pain, sudden swelling in different areas?
- Nausea, vomiting and diarrhea caused by swelling of the intestinal wall, with long periods of unexplained fatigue?
- Respiratory tract obstruction?
- Extensive testing without any findings?

You may be suffering from Hereditary Angioedema (HAE)

...and we can help you!

OUR SPONSORS



BIOMARIN

CSL Behring
Biotherapies for Life™



PHARVARIS





When?

...does HAE occur?

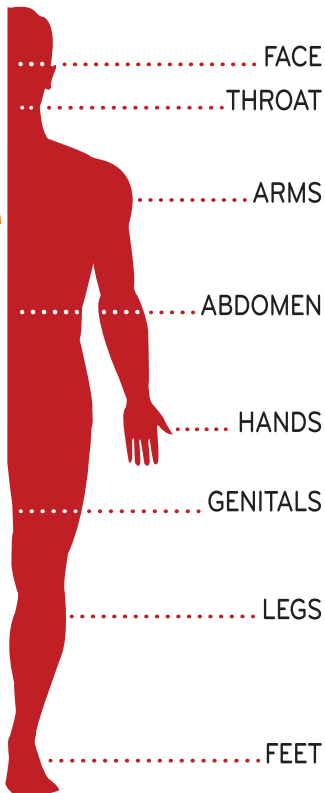
Although **HAE SWELLING ATTACKS ARE UNPREDICTABLE**, some can have attacks as frequently as every three days, while others have attacks once a month or even less.



Where?

...in the body does HAE affect?

Almost any part of the body can be affected by a swelling attack, but attacks most commonly occur in the face, extremities (arms, hands, legs, feet), abdomen or throat.



TREATMENTS

7 Health Canada approved treatments



- Treatments exist to help reduce symptoms of an attack but need to be taken as early as possible to be most effective.

PREVENTION

- Treatments can also be administered on a regular basis to help prevent attacks.

DIAGNOSIS

- It can take 8 years or longer for patients to get an accurate diagnosis.
- There are three blood tests available to confirm HAE:
 1. C4
 2. C1-inhibitor quantitative (antigenic)
 3. C1-inhibitor functional

How?

...is HAE diagnosed and treated?

CONTACT US

HAE Canada Inc.
110-2935 Conroy Rd.
Ottawa, Ontario K1G 6C6

Tel: 613.761.8008
Email: info@haecanada.org

www.HAECanada.org
www.facebook.com/HAECanada

HAE Canada

50

ABOUT US

HAE Canada is a patient group that was founded in 2010 to work with physicians, nurses, and other health care professionals to create a better life for those patients living with HAE and other related angioedema.

OUR VISION

Optimum health and well-being for those living with HAE and other related angioedema in Canada.

OUR MISSION

HAE Canada is committed to creating awareness about HAE and other related angioedema to speed diagnosis of patients to enable them to become champions for their own quality of life.

BECOME A MEMBER

Membership is free and open to those with HAE and to their family and caregivers.

When you join, we will send you a welcome package that will contain resources and information to help you stay abreast of new developments.

Membership will ensure that you are not only apprised of new research and treatment options, but also of any upcoming events.



Community Disability Services Professional Appreciation Week

May 19 - 25, 2025

WHEREAS over 15, 000 people are employed in the Community Disability Services sector in the Province of Alberta;

WHEREAS having a disability is often isolating for individuals, it is crucial we support this sector and its employees to make sure every Albertan is given the opportunity to live rich, meaningful lives in their communities through access to services;

WHEREAS disability services workers are valued for the positive impact their work has on the lives o people with disabilities and their families;

WHEREAS the Province of Alberta recognizes the important work of the Alberta Disability Workers Association for its advocacy in raising awareness among Albertans of this essential workforce.

Members of Okotoks Town Council do hereby proclaim May 19 to 25, 2025 as "Community Disability Services Professional Appreciation Week" in the Town of Okotoks.

Dated this 28th day of April 2025

---- Original Signed ----



ALBERTA

SENIORS, COMMUNITY AND SOCIAL SERVICES

Office of the Minister

Ministerial Order No. 2024-005

WHEREAS, pursuant to section 3(1)(b) of the *Special Days Act*, a Minister may declare a week as a special week, and name it accordingly, if the week is not otherwise recognized, declared or observed by or under any other enactment;

AND WHEREAS over 15,000 people are employed in the Community Disability Services sector in the Province of Alberta;

AND WHEREAS having a disability is often isolating for individuals, it is crucial we support this sector and its employees to make sure every Albertan is given the opportunity to live rich, meaningful lives in their communities through access to services;

AND WHEREAS disability services workers are valued for the positive impact their work has on the lives of people with disabilities and their families;

AND WHEREAS the Province of Alberta recognizes the important work of the Alberta Disability Workers Association for its advocacy in raising awareness among Albertans of this essential workforce.

I, JASON NIXON, Minister of Seniors, Community and Social Services, pursuant to section 3(1)(b) of the *Special Days Act*, hereby declare the week commencing on the third Monday of May and concluding on the following Sunday as Community Disability Services Professional Appreciation Week in the Province of Alberta.

DATED this 28 day of MARCH, 2024.

Jason Nixon
Minister of Seniors, Community and Social Services



Proclamation, Lighting or Flag Request at the Municipal Centre

Community Safety & Organizational Excellence
 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 *

Foothills advocacy in motion society (FAIM)

Occasion Title *

Community disability services professional appreciation week

Request Type *

- ☒ Proclamation
☐ Lighting of the Municipal Centre
☐ Courtesy Flag Raising

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

Proclamation Start Date *

2025-05-19

Proclamation End Date *

2025-05-25

Please provide comments to support your request below:

Foothills Advocacy in Motion Society (FAIM) is a non-profit organization, whose mandate is supporting individuals with disabilities to live and work in their community. FAIM has been in existence since 1980 and opened its doors in Okotoks in 2005.

As you may know, May 19-25, 2025, has been proclaimed by the Minister of Community and Social Services as Community Disability Services Professional Appreciation Week. We would like to inquire as to if the town of Okotoks may also issue a proclamation in recognition of this week. We look forward to the citizens of Okotoks joining FAIM in our appreciation of the great people who make up the Disability Support Professionals in our sector.

Contact Information

First Name *	Last Name *	Phone *
Andi	gawin	

Email *

andrea@faims.org

Address *

Street Address

Woodgate RD

Address Line 2

City

Okotoks

State/Province/Region

ab

Postal/Zip Code

Country

Canada

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

CDS professional proclamation AB.png

124.12KB



Ministerial Order
No. 2024-005

WHEREAS, pursuant to section 3(1)(a) of the Special Days Act, a Minister may declare a week as a special week, and name it accordingly, if the week is not otherwise recognized, declared or observed by or under any other enactment;

AND WHEREAS over 15,000 people are employed in the Community Disability Services sector in the Province of Alberta;

AND WHEREAS having a disability is often isolating for individuals, it is crucial we support this sector and its employees to make sure every Albertan is given the opportunity to live rich, meaningful lives in their communities through access to services;

AND WHEREAS disability services workers are valued for the positive impact their work has on the lives of people with disabilities and their families;

AND WHEREAS the Province of Alberta recognizes the important work of the Alberta Disability Workers Association for its advocacy in raising awareness among Albertans of this essential workforce;

I, JASON NIXON, Minister of Seniors, Community and Social Services, pursuant to section 3(1)(b) of the Special Days Act, hereby declare the week commencing on the first Monday of May and concluding on the following Sunday as Community Disability Services Professional Appreciation Week in the Province of Alberta.

DATED this 24 day of MAY, 2024.


Minister of Seniors, Community and Social Services

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.



Whereas: 1 in 4 Canadian menstruators (25%) have been forced to make the decision between purchasing menstrual products and purchasing other essentials such as food or rent within the last year. Today we recognize that this is an issue that exists in our community, throughout the province, and across the country.

Whereas: Menstrual Health Day (MH Day) is a global day of action that was initiated by German non-profit WASH United in 2014 to raise awareness and change how the world perceives menstruation.

Whereas: The date of May 28 was chosen to represent the average menstrual cycle, with the average duration of the cycle being 28 days while the average bleeding period is 5 days.

Whereas: The Period Purse, a federally registered charity, strives to achieve menstrual equity by removing the stigma and barriers to education and access to period supplies in communities across Canada.

Whereas: A Period Friendly Canada is a Canada where everyone can access the products, education and infrastructure they need to achieve menstrual health. Working together we can end the root causes of period poverty in our community.

Now Therefore: Members of Okotoks Town Council do hereby proclaim May 28, 2025 as Menstrual Health Day in the Town of Okotoks.

 --ORIGINAL SIGNED--



Proclamation, Lighting or Flag Request at the Municipal Centre

Community Safety & Organizational Excellence
 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 *

The period purse

Occasion Title *

menstrual health day

Request Type *

- ☒ Proclamation
☒ Lighting of the Municipal Centre
☒ Courtesy Flag Raising

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

Which color(s) did you want to display? *

Please specify the lighting colour(s) your organization is requesting.

Red

Proclamation Start Date *

2025-05-28

Proclamation End Date *

2025-05-29

Lighting Date *

2025-05-28

Please provide comments to support your request below:

"1 in 4 Canadian menstruators (25%) have been forced to make the decision between purchasing menstrual products and purchasing other essentials such as food or rent within the last year (Plan Canada, 2023). Menstrual products are necessary products, just like toilet paper. Everyone deserves to menstruate with dignity.

In a #PeriodFriendlyWorld, the stigma and taboo surrounding menstruation are history. It is a world where everyone can access the products, education and infrastructure they need. From all over the world, we stand, we work, we fight together for a #PeriodFriendlyWorld."

Contact Information

First Name *	Last Name *	Phone *
Alison	Dowling	

Email *

Address *

Street Address

██████ St Johns Road

Address Line 2

City

YORK

State/Province/Region

Ontario

Postal/Zip Code

Country

Canada

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

*

MH Day 2025 - Application Information.pdf

89.03KB

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.

Application Information

Overview of Information

Date Requested	Wednesday May 28th, 2025
Alternative Date(s)	Tuesday May 27th 2025
Colour	Red
Colour Codes	HEX Colour Code: #E80736, rgb (232,7,54)
Flag Size	36" X 72" with 2 grommets

Description of MHD and TPP

Description of MH Day	<p>Initiated by German non-profit WASH United in 2014, Menstrual Health* Day (MH Day) is a global day of action with more than 1100 partner organizations working together to raise awareness and break the taboo around menstrual health. The second aim of MH Day is to urge global, national and local leaders to prioritise and act on Menstrual Health. The date of 28 May represents the menstrual cycle (average duration of 28 days, with on average 5 days of bleeding).</p> <p>*here at The Period Purse, we use the term "Health" instead of hygiene to encompass the important work that's being done in period education, the fight for period equity, and advocacy for lasting policy change. In alliance with other partnering organizations, we are united in calling this important day MH Day.</p>
Importance/Relevance of MH Day to a community	<p>1 in 4 Canadian menstruators (25%) have been forced to make the decision between purchasing menstrual products and purchasing other essentials such as food or rent within the last year (Plan Canada, 2023). Menstrual products are necessary products, just like toilet paper. Everyone deserves to menstruate with dignity.</p> <p>In a #PeriodFriendlyWorld, the stigma and taboo surrounding menstruation are history. It is a world where everyone can access the products, education and infrastructure they need. From all over the world, we stand, we work, we fight together for a #PeriodFriendlyWorld.</p>
Description of the Organization	<p>The Period Purse is a registered charity that launched in Toronto in 2017. At The Period Purse we strive to support menstrual equity by removing the stigma and barriers to accessing period supplies and education in communities like yours and across Canada. It is our goal to see Canada as a Period Friendly place for any menstruator regardless of background, experience, or age.</p>

Charitable Info & Contact Info

Charitable Application Number	RN: 723888327 RR 0001
Address:	1460 The Queensway Suite 111, Etobicoke, ON M8Z 1S4
Phone Number	n/a if they require one you may use Lianne @4167869576
Email	Advocacy@theperiodpurse.com
Website	www.theperiodpurse.com
Social Media Handles	all platforms (Facebook, Twitter, IG, Tiktok etc...) its @theperiodpurse

Other Locations Participating

***as we get locations confirmed we can adjust to include 2024 places**

Buildings Participating in Lighting up:	In 2024 70 locations across Canada was lit up including, the CN Tower, Niagara Falls, Calgary Tower, Peggy's Cove, Charlottetown City Hall, Legislative Assembly of British Columbia, Fleming College, Signal Hill,
Cities doing proclamations:	In 2024 52 locations across Canada made a Proclamation for MH Day including Toronto, Victoria, Halifax, Pickering, Thunder Bay
Cities doing Flag raising	In 2024 19 locations across Canada raised a flag for MH Day including Toronto, Pickering, Victoria, Sault Ste Marie, Halifax, Orangeville, Municipality of Brockton

Promotion of Event and Social Media Information

Details as to where the information of the lighting will be displayed	Website, Social Media, Newsletter
How do you plan to promote the event	Social media campaign.
Social Media Handles + Hashtags	<p>#MHD2025 #PeriodFriendlyWorld #PeriodFriendlyCanada #WeAreCommitted #EndPeriodPoverty #EndPeriodStigma #PeriodEducationForAll #PeriodFriendlyToilets #MenstruationMatters (Note: Additional Hashtags will be added in March/April - we will update here as they become available)</p>
Past outreach initiatives (social media, newsletters)	In the past we have utilized social media, newsletter, our website as well as news media to promote this day.
Website	www.theperiodpurse.com
Social Media Handles	all platforms (facebook, twitter, IG etc...) its @theperiodpurse



RESPONSE TO COUNCILLOR INQUIRY / SUGGESTION

COUNCILLOR SWENDSEID

Councillor Swendseid provided an inquiry regarding an update on the noise attenuation pilot project.

Estimated Administrative Time to Respond



Under 4 hours (no motion required)



Over 4 hours (motion required) Estimated Hours: n/a

Motion

n/a

Response

Traffic enforcement (speeding) and noise have been identified as key priorities by Council for 2025. This focus is reinforced by findings from the recent Public Safety Survey, which highlighted these issues as significant concerns affecting both public safety and the overall quality of life in the community.

To support these priorities, interdepartmental collaboration is underway between Okotoks Municipal Enforcement (OME) and the Community Engagement (CE) team. Together, they are working to raise awareness about speed and noise concerns and enhance existing "Shared Responsibility" messaging.

Actions Undertaken – Q1 2025:

- All officers have completed traffic safety training.
- Existing speed enforcement equipment is being used to identify and monitor high-priority areas within town.
- The purchase and implementation of a Noise Attenuation Device is under review.
- Public education initiatives are underway to raise awareness about speed and noise concerns.

Planned Initiatives – Q2 2025:

- Targeted education campaigns addressing:
 - Updates to the Traffic Bylaw
 - Noise regulations under the Community Standards Bylaw
 - The *Alberta Traffic Safety Act* and implications of generating objectionable noise
- Installation of signage, including electronic signs, at key locations throughout the community.

- Clear information for residents on how to report noise complaints.

The Town remains committed to addressing speed and noise concerns as key public safety priorities, and Administration will continue to monitor community feedback and enforcement outcomes resulting from this initiative.

Attachment(s)

n/a

Prepared by:
Vikram Kulkarni
Municipal Enforcement Manager
April 22, 2025

**Minutes of the
Okotoks Public Library Board Meeting
Thursday 27 February 2025**

Board members present:

Kazem Mashkournia
Randy Angle
Ken Heemeryk
Sara Maseko
Michelle Slomp
Ashley Wedderburn
Barry O'Carroll
Sophia Baek

Absent with regrets:

Nicole Kiefuik
Barb Castell
Gloria Schwabe

Staff present:

Sarah Gillie – Library Director
Sarah Lantry – Assistant Director
Lisa Wright – Administrative Assistant

Guests:

Janette Messer - Special Projects Manager, Town of Okotoks

The Chair called the meeting to order at 6:58pm.

Indigenous Lands Acknowledgement led by Randy Angle

Adoption of the agenda

The agenda was circulated prior to the meeting. The agenda was amended to add the Youth report by Sophia Baek and correspondence from the Minister of Municipal Affairs.

Motion: by Michelle Slomp that the amended agenda be accepted as circulated.

Carried

Consent Agenda

The January 23, 2025, Board meeting minutes were circulated by email prior to the meeting.

Motion: by Sara Maseko to accept the minutes and reports in the Consent Agenda as presented.

Carried

Sarah Gillie gave a short background information talk about library e-resources.

Update from Janette Messer, Special Programs Manager, Town of Okotoks

- Janette Messer noted that the International Day for Elimination of Racial Discrimination (IDERD) event will be held on March 21st at Foothills Centennial Centre from 7:00pm to 9:30pm.
- The Okotoks parade will be held on June 21st and will have a different route this year due to construction downtown. It will be shorter, and will follow a route along Riverside Drive, up Veterans Way, east along Daggett Street, then west along North Railway Street. There will be no stopping, and vehicles will need to carry on along Elizabeth Street onto Northridge Drive at the end of the route. There will also be restrictions on the size of trailers, because of the turns into junctions on the roads. The Children's Festival will be held in its regular location at the Arts and Learning Campus Plaza.

Motion: by Sara Maseko to accept Janette Messer's report as information.

Carried

Regular Agenda

Town of Okotoks Report – Ken Heemeryk

The Town of Okotoks report was circulated prior to the meeting.

- Ken Heemeryk noted that the roadworks affecting the parade will be east of the old station. The work is to replace pipes and to accommodate the water pipeline. The Triangle Park will be remodelled at the same time. There will be some traffic changes to accommodate the work.
- The recent Recreation Centre facility usage survey showed that the Aquatic Centre is the most frequented component of the Centre and is also the most important to users. The pool facility is a priority on the future recreation plan.

Motion: by Sara Maseko to accept Ken Heemeryk's report as information.

Carried

Foothills County Report – Barb Castell

The Foothills County report was circulated prior to the meeting, but Barb Castell was not present at the meeting for questions.

Motion: by Randy Angle to accept Barb Castell's report as information.

Carried

Library Director's Report – Sarah Gillie

The Library Director's report was circulated prior to the meeting.

- Sarah Gillie noted that our Marketing and Communications Coordinator is working on advertising for Library Giving Day, which will be on April 1st.
- Sarah Gillie and the Friends of the Okotoks Public Library have discussed using some of the Casino funds to print our new Program Guide.
- Sarah Gillie will be presenting to the Public Library Services Branch Symposium in June about the Memory Kits. She will also be presenting at the Marigold Conference in May about the Reading Dragons program. Sarah encouraged Board members to attend the Marigold Conference which is held in Calgary. She also gave information about other Alberta conferences being held this year and will send out registration information when it comes in.
- Sarah Gillie participated in a PR and Media training course in November. One of the course recommendations was to add a Press Room page to the website. This has now been done and includes newspaper articles about the library, the Plan of Service and Year in Review graphics.
- Sarah Gillie and Sarah Lantry will be attending a SAIT event next week to talk to current Library Information students about working in a public library.

Motion: by Barry O'Carroll to accept the Library Director's Report as information.

Carried

Information System Committee Report – Michelle Slomp

- Basecamp software will cost \$45USD per month. The Policy Manual, Plan of Service, Board meeting packages, financials and Charity Returns have all been loaded onto the site and all Board members will be able to access via desktop or a mobile app.

Motion: by Randy Angle that the Information System Committee Report be accepted as information.

Carried

Treasurer's Report – Sara Maseko

The January 2025 Interim Financial Statements were circulated prior to the meeting.

- Sarah Gillie noted that some of the purchases made under capital expenses in January were purchased using the furniture, fixtures and equipment budget, which includes fundraising money raised by the Board.
- Sarah Gillie noted that the Friends of the Okotoks Library will be donating \$3,000 to purchase Vox and Wonderbooks for the collection.

- Sarah Gillie noted that an error was made in calculating the total 2025 salary amount, which will likely mean that the salaries budget will go over the originally budgeted amount.

Motion: by Barry O'Carroll that the Treasurer's Report be accepted as information.

Carried

Policy Committee Report – Randy Angle

The Policy Committee report and Policies 6300 and 3700 were circulated prior to the meeting.

- Randy Angle noted that the Reserves Policy will be revised again soon, as further changes need to be made.

Motion: by Randy Angle that the Board approve revised Policy 6300 – Board Committees.

Carried

Motion: by Randy Angle that the Board approve updated Policy 3700 – Public Health Emergency.

Carried

Motion: by Michelle Slomp to accept the Policy Committee Report as information.

Carried

Advocacy and Fundraising

The Advocacy and Fundraising Committee report was circulated prior to the meeting, but Gloria Schwabe was not present at the meeting to answer questions.

Motion: by Sara Maseko to accept the Advocacy and Fundraising Committee Report as information.

Carried

History of the Library Committee - Kazem Mashkournia

- Kazem Mashkournia noted that there has been a lot of progress with interviews for the book. The plan is to publish the book in March 2027, the 50th anniversary of the library.
- Board Youth member, Sophia Baek, will be joining the History of the Library committee.

Motion: by Barry O'Carroll to accept the History of the Library Committee Report as information.

Carried

Youth Report – Sophia Baek

The report was circulated prior to the meeting.

- Sophia Baek recently interviewed a group of twenty local youth, in order to get their feedback about the library. Comments were generally very positive. Complaints included the dryness of the air in the building, issues with check-in for the study rooms, when students have booked rooms but not shown up to use them and some the chairs being a bit uncomfortable for long periods of sitting.

Motion: by Sara Maseko to accept the Youth Report as information.

Carried

New business

- Sarah Gillie received an email with a letter from the Minister of Municipal Affairs about the Provincial Priorities Act and a copy of the Provincial Priorities Regulation. Both documents were sent via email to all Board members.
- Sarah Gillie also received a letter from Minister McIver to say that provincial library funding will remain the same as last year. Sarah noted that she and a number of other larger libraries sent a letter to the provincial government last year asking for more up to date population figures to be used for calculating provincial grant funding, but their request was declined.

Motion: by Ken Heemeryk to accept the correspondence as information.

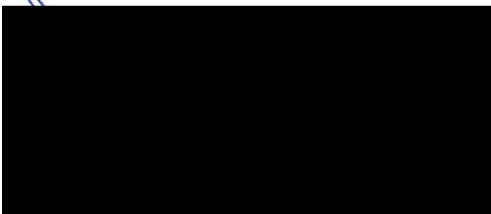
Carried

Motion: by Michelle Slomp to adjourn the meeting at 8:18pm.

Carried

Next Board meeting will be on Thursday 27 March 2025 at 7:00pm.

Certified Correct:



Kazem Mashkournia
Board Chair



Lisa Wright
Recording Secretary



SOCIAL NEEDS ASSESSMENT AND STRATEGY

Issue

The Okotoks Social Needs Assessment and Strategy is presented to Council for information.

Motion Proposed by Administration

That the Okotoks Social Needs Assessment and Strategy be approved as a planning document and the recommendations of the Strategy be implemented to enhance social well-being in Okotoks.

Report, Analysis and Financial Implications

In 2024, the Town launched an extensive community engagement process to amplify community voices and identify key social priorities and emerging trends, resulting in the Social Needs Assessment and Strategy. Replacing the 2010 Social Wellness Framework, this strategy emphasizes the Town's ongoing commitment to social well-being as a foundation of responsible growth and community development.

The five (5) community priorities outlined in the Strategy are a direct reflection of residents' lived experiences, challenges, and aspirations. Rooted in meaningful conversations and collaboration, this strategy is driven by community voices and informed by robust demographic and socioeconomic analysis.

1. Community Affordability - Addressing rising costs of living, housing affordability, and economic barriers to ensure long-term sustainability for residents and businesses.
2. Accessibility and Inclusive Services - Improving transportation, recreational programs, and support services to improve accessibility for all residents, especially seniors, youth, and individuals with disabilities.
3. Strengthening Community Connections - Enhancing opportunities for social interaction and reducing isolation, particularly among marginalized and underserved groups.
4. Community Awareness and Engagement - Increasing transparency, communication, and public participation in decision-making processes to strengthen civic engagement.
5. Growing in a Way that Supports Everyone - Creating infrastructure, public services, and development strategies that align with social well-being goals as the Town continues to grow.

There are several municipal strategies and plans that play a role in enhancing social well-being. The Social Needs Assessment and Strategy builds on and complements these existing initiatives, ensuring alignment without overlap. This Strategy's recommendations are responsive to identified community priorities and align the collective efforts of the Town and community to enhance social well-being as Okotoks continues to grow.

All aspects of this project were designed to build trust and deepen understanding. Many residents engaged repeatedly throughout the process, forming strong relationships with Administration and contributing to a shared sense of ownership. The energy and dedication of participants has built momentum for action and this Strategy is the result of that collective journey.

Next Steps

One of the first recommendations in this Strategy is to adopt a Social Policy Framework to establish clear municipal roles and responsibilities for addressing emerging social needs. As a first step in implementing the Strategy, a draft Social Policy Framework will be presented to the May 20, 2025 Governance and Priorities Committee for discussion and feedback, including recommendations on potential budget implications to implement actions in the Strategy. An excerpt of this framework is included in Attachment 2 which outlines the potential roles and responsibilities the Town can take in addressing social well-being.

The Social Policy Framework will help the Town understand its role and responsibility in addressing factors that influence the social well-being of residents, while also considering the role of others. Rather than providing a specific action plan, the framework will provide a consistent decision-making lens to help determine how, when, or if the Town should respond to emerging social needs.

Strategic Plan Goals

<input checked="" 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 type="checkbox"/>	Organizational Excellence		

Equity/Diversity/Inclusivity Impacts and Strategy

The Social Needs Assessment and Strategy was informed by a deliberate, equitable and inclusive engagement process designed to reflect the diverse voices of Okotoks. The corresponding actions and strategies are rooted in ensuring that no one is left behind.

Environmental Impacts

n/a

Governing Policies/Bylaws/Legislation or Agreements

n/a

Community Engagement Strategy

This Social Needs Assessment and Strategy was shaped and built by an extensive nine-month process that involved hearing the voices and input of over 1300 residents, dozens of community organizations, Administration, and many others. Community voices shaped every stage, from initial community conversations and focus groups to validation surveys and design labs.

The project team focused on meeting people where they are at to foster participation that was accessible, welcoming, and representative of Okotoks' diverse population. This included visiting schools, social agencies, and community gathering spots. To generate a deeper understanding of Okotoks, a large cross section of the community was engaged through interviews and focus groups, asset mapping, interactive community workshops, a validation survey, and design labs.

Alternatives for Consideration

n/a

CAO Comments

This has been a key priority for Council and I am pleased that the social needs assessment is now complete and Administration can begin the development of an implementation plan to address the needs of the community. This social needs assessment will form the social pillar under the pillars of sustainability and will allow for this to guide all of the work of the municipality, and ultimately community partners for the benefit of the community. The level of public participation highlights that a community conversation was required and that changes are needed to improve social inclusion in the community.

Attachment(s)

1. Social Needs Assessment and Strategy
2. Social Policy Framework (Excerpt)

Prepared by:

Magan Braun, Community Wellness Specialist

Michelle Grenwich, Social Planner

March 19, 2025



SOCIAL NEEDS ASSESSMENT & STRATEGY



An abstract graphic in shades of blue and white. It features a network of white lines representing land parcels or roads, and a prominent, winding blue line representing a river or waterway. The background is a solid light blue.

Land Acknowledgement

The Town of Okotoks acknowledges the original stewards of this land that we know and call Treaty 7 Territory, which includes the Blackfoot Confederacy First Nations the Kainai, Siksika and Piikani. The Stoney Nakoda First Nations, which includes the Bearspaw, Chiniki and Goodstoney, the Dene First Nation of Tsuut'ina and the Metis Nation of Alberta. We vow to continue honouring and respecting the Indigenous Peoples Sacred and Traditional ways of life and will carry on this special relationship with the land so that generations to come can enjoy, use, and live off the land as their ancestors did. We honour and respect this space, the water, the animals, and all the beings who have a spirit and have been here long before us.

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Acknowledgements

The Okotoks Social Needs Assessment and Strategy did not come together by itself. This document is the culmination of a multi-month process that involved the voices and input of over 1300 residents, dozens of key impacted parties from community, organizations, Town Administration and many others.

To our volunteer community conversation hosts – thank you for putting your names forward and building momentum through your time, efforts, and passion. Your efforts led to over 200 voices being heard in this report.

To everyone who participated in focus groups and workshops – thank you for attending, bringing your thoughts, efforts, and passions forward. We hope you feel heard and can see your feedback in this report.

To all the youth who participated in workshops and focus groups – thank you for your authenticity and passion. To your teachers who helped make these activities possible – thank you for your efforts and all you do for your students.

To all our community organizations – thank you for helping to coordinate focus groups, participating in all stages of this project, and helping to ensure the voices of your clients and program participants could be included. Your perspectives have been instrumental in building understanding and strategy.

To all Town Administration that participated – thank you for supporting the project with your passion for the community of Okotoks.

To bassa Social Innovations Inc. – thank you for your guidance and expertise throughout the project.

To anyone we may have missed – thank you for everything you brought to this project and helping to make it possible.

**A vibrant,
resilient, and
connected
community
that fosters the
wellbeing of land
and people;
a community
to call home.**

– Okotoks Town Vision



Introduction

The Town of Okotoks (Town) is a remarkable community of passionate, caring and proud residents who value the small town feel of a community that cares. Reflecting the community history, residents are hardworking, engaged and look out for each other through many acts of kindness such as delivering groceries for neighbours, mowing lawns for those who can't, and looking out for the safety of their community.

To help maintain that strong sense of community, connection, and well-being, the Town has prioritized the development of a Social Needs Assessment and Strategy that amplifies community voices, identifies social priority areas, and helps frame a community informed strategy that leads to coordinated action and positive results.

Generally, social well-being in a community exists when:

- The basic needs of all individuals are met;
- There are strong relationships and social networks between and amongst residents and community groups;
- Individuals feel safe and secure;
- Residents feel a sense of belonging; and
- The community uses, maintains and builds on its resources to sustain and improve on quality of life while responding to change.

At its heart, this project is more than a data-driven exercise—it is a deeply human process aimed at understanding the lived experiences of community members. It focuses on understanding the local experience of social issues and community well-being. It examines critical dimensions of daily life through the voices of residents and local data, helping to bring new strategies to life that improve well-being and support a “vibrant, resilient, and connected community” that residents are proud to call home.

Why a Social Needs Assessment?

The Town is committed to their town vision and has prioritized enhancing cultural and community health through the existing Strategic Plan (2022-2025). This bold strategy fosters community dialogue and provides timely access to relevant programs and services that support well-being.

The Social Needs Assessment and Strategy plays an important role in generating understanding of current social needs along with building a framework of strategy and action to align the efforts of the Town and community. The 2010 Social Wellness Framework was the Town of Okotoks' guiding document in the social development landscape. Now outdated, it served the community well for almost 15 years.

The community has changed since 2010 in the forms of growth, economic development and the completion of many successful projects. Community members have weathered a global pandemic and emerging social pressures that have shifted their experience. Therefore, it is important to create a new baseline from which to build the future.

Social Needs Assessments provide community value in several ways including:

1. **Identifying Gaps** – Finding out what services or support people are missing.
2. **Prioritizing Needs** – Understanding which issues matter most to the community.
3. **Improving Services** – Giving organizations access to community data to help improve or create programs.
4. **Guiding Funding Decisions** – Making sure resources go where they're needed most.
5. **Empowering the Community** – Giving people a say in shaping their own support systems.
6. **Strengthening Partnerships** – Encouraging groups to work together for bigger impact.
7. **Tracking Changes Over Time** – Seeing if things are getting better or worse and adjusting plans.
8. **Advocating** – Using real data and community feedback to advocate to other levels of government.

The Social Needs Assessment and Strategy seeks to provide decision makers and the community with up-to-date community data and feedback that helps prioritize actions and strategies that improve social well-being in areas most needed by the community.





The Process Journey

The journey of the Social Needs Assessment began with extensive groundwork, including reviewing detailed demographic and socioeconomic data to paint a comprehensive picture of the community. However, numbers alone are only part of the picture. To generate a deeper understanding of Okotoks, a large cross section of the community was engaged through interviews and focus groups, asset mapping, interactive community workshops, and a validation survey.

Residents, young and old, shared their stories, highlighting their day-to-day experiences, struggles, and hopes for the future. Asset mapping further enriched the narrative, uncovering a wealth of resources already present within the community—strong local networks, valuable public services, and vibrant social spaces that enhance well-being.

Engagement for this project went far beyond simply asking for feedback or responding to a survey. This project went deep into a level of consultation where Town Administration, residents, decision makers, and community organizations were working together to build toward a shared future. Each activity was strategic in building on what was heard at previous activities by using community feedback to ask deeper questions and understand the experience of Okotokians. Over the project duration, there were community members who participated at every chance – and by the end were on a first name relationship with Administration.

The energy and engagement of the community has helped to build momentum for enacting the actions and strategies from this report and moving forward, together.

Community Engagement Summary

The Town is committed to engaging with key impacted and interested parties when making decisions that have the potential to affect them. The Town follows these guiding principles every time we engage with the public; these are the foundations of our practice.

 **Accountable**

 **Transparent**

 **Equitable**

 **Relational**

Purpose

To engage the community to help assess social priorities to inform and guide the Town in responding to social change and gain insight into the needs and aspirations of the community. Community feedback helped to identify key community priorities and was integral in the strategy development process.

Level of Public Participation

We build community engagement plans using the IAP2 spectrum below to assist in guiding the level of participation (engagement) that best fits the project’s needs. This project had several phases of engagement which required different levels of engagement as shown in the How We Engaged chart.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide balanced and objective information to assist the public in understanding the problem, alternatives, opportunities and/or solutions.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with public to make sure concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE	"We will keep you informed."	"We will keep you informed, listen to and acknowledge your concerns and aspirations, and provide feedback on how public input influenced the decision."	"We will work with you to ensure your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision."	"We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible."	"We will implement what you decide."



How We Engaged

ACTIVITY	WHO WE ENGAGED	LEVEL OF ENGAGEMENT	TOTAL PARTICIPANTS	DATE
Scoping Workshop	Project Team	INVOLVE	5	June 2024
Key Informant Interviews	Local community leaders and social organization staff.	CONSULT	17	August 2024
Internal Focus Groups	Administration	CONSULT	42	August 2024
Community Asset Mapping Workshop	Community groups and organizations	INVOLVE	131	September 2024
Community Conversations	Community volunteers and residents	INVOLVE	200+	October to November 2024
Community Focus Groups	Community residents from vulnerable groups including youth, people living with disabilities, social organization clients, newcomers to Canada, and more.	INVOLVE	126	October 2024
Community Validation Survey	Community members	CONSULT	323	November to December 2024
Youth Validation Survey	Okotoks youth	CONSULT	303	November to December 2024
Youth Design Labs	Okotoks youth	INVOLVE	103	February 2025
Community Design Lab	Community members and volunteers	INVOLVE	30	February 2025
Community Organization Design Lab	Community organization staff and leaders	INVOLVE	19	February 2025
Municipal Design Lab	Administration	INVOLVE	26	February 2025

"I feel my voice was valued."

— community member feedback

12

ENGAGEMENT
ACTIVITIES

1,300

RESIDENTS
ENGAGED

400+

YOUTH
ENGAGED

“I really enjoyed connecting with new people, exchanging ideas, and learning from different perspectives. It reinforced how diverse insights can lead to innovative solutions and stronger community initiatives.”

— community member feedback



Engagement Outreach

SOCIAL MEDIA POSTS



60

on Town and Economic Development social media channels between September 2024-February 2025

71,845

total reach on all platforms (Facebook, Instagram & X)



NEWSLETTERS AND EMAILS

600+

Targeted emails to community organizations, service clubs, schools, staff, etc.

822

Business Beat Newsletter subscribers

467

Citizen Panel Newsletter subscribers

384

Townie Times subscribers (internal newsletter)



PROJECT PAGE (SHAPE OUR TOWN)

80

Followers

3,931

Page Views

2,848

Page Visits

760

Contributions

386

Emails

MEDIA (NEWSPAPERS & RADIO)



3

Ads/day for **7** days – October 2024

10

Western Wheel Ads

2

Western Wheel Articles

2

Radio Interviews

1

Online Website Banner



SIGNAGE

2

LED Digital signboards (32nd Street & Southridge Drive)

+

Multiple posters and/or sign boards in Town & Community facilities (Municipal Centre, Recreation Centre, Library, Eco Centre, Vikings Rental Centre, Schools, Seniors Centre)

MEETING PEOPLE WHERE THEY ARE AT



Project team conducted focus groups and promoted community and youth surveys by going to various locations in the community (schools, seniors residences and clubs, foodbank, library, various community organization locations).

Statement of Confidence

The Okotoks Social Needs Assessment engagement process allowed residents to provide valuable feedback that would shape social well-being in the community. The goal of the Okotoks Social Needs Assessment was to understand the community's key social needs and priorities. The outcome is the development of shared strategies and actions that will improve social well-being for everyone in Okotoks today and in the future.

Over the course of project, broad representation of the community was involved and heard through conversation, surveys and other authentic engagement. In total, 4% of the community's population was involved in the process, including youth, seniors, vulnerable communities, families with young children and young adults, among others. All community data collected was analyzed by an impartial third party and cross-referenced with existing public data. As such, project consultants from *bassa* Social Innovations Inc. can say with confidence that the Okotoks Social Needs Assessment provides an accurate and representative sample of the community of Okotoks that exceeds engagement and sample size best practice.

Okotoks Social Needs Assessment provides an accurate and representative sample of the community of Okotoks that exceeds engagement and sample size best practice.

—bassa Social Innovations Inc.



The Social Needs Assessment in Brief

The following pages will provide a detailed overview of community assets and social priorities as reported by the community and contextualized by data. This forms the understanding of where the community is today as it relates to social well-being. It will also highlight the desired future for each social priority giving the community voice to shape the future.

Next, it will highlight actions and strategies through best practice strategic approaches and more defined actions and strategies to support the short, medium, and long-term development of social well-being in the community of Okotoks

What we have

ASSETS

- Social
- Public
- Support
- Built
- Economic
- Intangible
- Natural

What we need to focus on

PRIORITIES

- Community Affordability
- Accessibility & Inclusive Services
- Strengthening Community Connections
- Community Awareness and Engagement
- Growing in a Way that Supports Everyone

How we get there together

ACTIONS

Integrating Municipal Plans

- Municipal Development Plan
- Strategic Plan (2022-2025)
- Affordable Housing Strategy
- Economic Development Strategic Plan
- Recreation, Parks, and Leisure Master Plan

Integrating Best Practices

- Adopt a Social Policy Framework
- Use a Collective Impact approach locally and regionally
- Implement asset-based community development (ABCD) methods
- Develop a strategic approach to social development
- Measure success

Chart a Path Forward

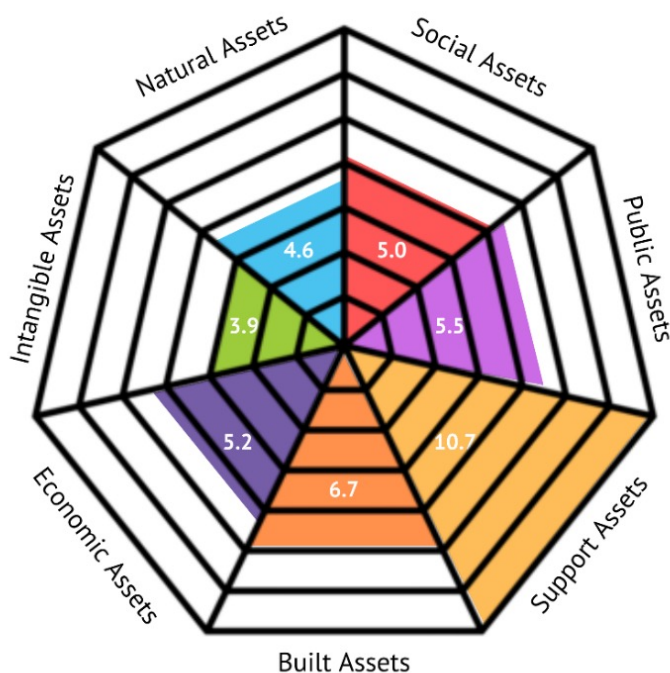
- Early implementation - Closing the Loop
- Shorter term actions
- Medium and longer term actions



A Community Rich in Assets

Okotoks is a community built on connection, care, and shared resources. Instead of focusing on what's missing, residents and organizations were asked about the strengths and assets that make Okotoks a great place to live. Through a survey and community workshop, key resources that help Okotoks thrive – things that bring people together, support well-being, and create opportunities for the future were identified and celebrated.

In the survey, hundreds of community assets were celebrated across seven different categories. The chart shows the average number of resources that survey participants identified in each category of community assets in Okotoks. It provides insight into how easily individuals could name assets in each type, offering a glimpse into which community assets are most top-of-mind for residents. The results show that support assets were the most readily identified, likely reflecting the strong connections shared between respondents and local social support networks.



Support**ASSETS**

Okotoks offers many social programs and services, such as the Okotoks Family Resource Centre, Food Bank, Salvation Army, Rowan House, the Library, and local faith organizations to name a few. Survey participants identified over 200 services and programs, which is an incredible number for the community, and shows how much support is available. Support assets provide immediate interventions and supports for those in need, along with long-term preventative services that further build well-being and resiliency.

Economic**ASSETS**

Okotoks' small businesses are a major strength, with local shops, services and grocery stores frequently mentioned. These businesses play a big role in keeping the community healthy, vibrant and economically strong.

Intangible**ASSETS**

These "hidden gems" are the values, skills, and spirit that define Okotoks. Residents highlighted volunteerism, community care (like fundraising and helping others), and local expertise as key strengths. These intangible assets bring people together in tough times, help celebrate successes and make the community resilient and inclusive.

Natural**ASSETS**

Water features such as rivers and ponds were the most mentioned natural assets, followed by parks, pathways and wildlife. These spaces are vital for well-being—they boost mental and physical health, bring people together and help protect the environment. They also create a sense of pride and make Okotoks vibrant and resilient.

Built**ASSETS**

The Library, Recreation Centre, museums and performing arts spaces were the most popular built assets. These places give residents opportunities to stay active, learn, and connect with others. Built assets are key for creating safe, inclusive, and thriving communities.

Social**ASSETS**

Residents highlighted Okotoks' small-town feel, friendly neighbours and strong community spirit. Volunteering, community events, concerts and celebrations all help people feel included and connected. Social assets build trust, reduce loneliness and make the town a more welcoming and supportive place to live.

Public**ASSETS**

Top public assets included schools, health services and emergency services like police, fire and EMS. These assets keep people safe, healthy and connected. Schools also act as gathering spaces, strengthening ties across the community.

Okotoks is rich in assets with hundreds of community assets extending from natural spaces to small business to social programs, and beyond.

This provides the community with an incredible foundation to enable activating assets in new ways, amplifying underutilized assets, and creating new assets where appropriate.



The Five Social Priorities

Five social priorities for the community of Okotoks were identified by combining direct community input, qualitative research and data analysis. The following social priorities are presented using the combination of data from all forms of community engagement, the validation survey and public data sets to provide context and validation for each priority.

Among the feedback from the community was a consistent recognition that social needs do not happen in silos – fully disconnected from the other – they are often experienced in intersecting ways. The following stories are a combination of feedback heard from the community but are not representative of any single person or specific situation.



Meet Sarah and Her Son Jake

Sarah, a single mother, moved to Okotoks five years ago, drawn to the town's small-town feel and safe community for her son, Jake. She works full-time in retail and, while she makes ends meet, rising rental costs have forced her to make difficult choices.

For Sarah, affordability isn't just about having a place to live—it impacts everything. The increasing cost of food means she has less to spend on after-school programs for Jake, limiting his opportunities to make friends outside of school. When Jake expressed interest in joining a local league, Sarah just couldn't afford it. "It's just too much," she told him. "Maybe next year."

Without organized activities, Jake spends most of his time at home while Sarah is at work. He recently started feeling disconnected from his classmates, many of whom participate in team sports and talk about weekend games. "I just feel left out," he admits.

But it's not just about sports. Sarah has also found herself feeling isolated. She used to love attending community events but now hesitates due to transportation. With transit service being limited, she has to carefully plan every trip to make it worthwhile. Even though she wants to be more involved in town meetings or volunteering opportunities, these barriers make it harder. "I don't think people realize how much affordability affects everything," she says.



Meet Ahmed, a Small Business Owner

Ahmed and his family have called Okotoks home for nearly a decade. As a business owner, he runs a small restaurant, providing a welcoming space for locals to gather. Over the years, he's built strong relationships with customers, many of whom come in for their daily coffee and friendly conversation.

But recently, Ahmed has been struggling. His recently negotiated lease rates are reducing his profits, making it harder to hire staff and grow his business. When he does find workers, many of them can't afford to live in Okotoks and commute from Calgary or surrounding areas. "I've had great employees quit because they couldn't afford rent here," Ahmed explains. "It's frustrating because I want to hire locally, but the options just aren't there." One of his baristas, Emily, is a university student who would love to stay in Okotoks, but the lack of affordable housing makes it nearly impossible. "I spend nearly half of my paycheck on rent," she says. "I love working here, but at some point, I need to find a more sustainable option."

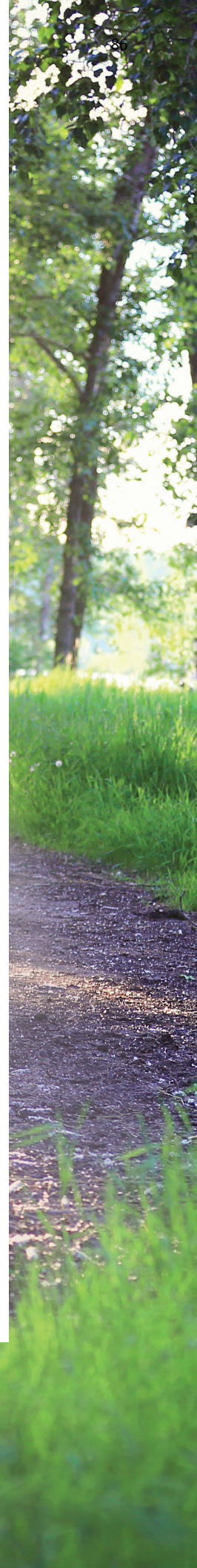
Ahmed has also noticed changes in his customer base. Many of his regulars—long-time Okotoks residents—are struggling with affordability and coming in less often. "People tell me they'd love to support local businesses, but when groceries and rent take up so much of their income, coffee is a luxury." Meanwhile, he also sees new residents coming into town, many from diverse backgrounds. He wants his café to be a place where everyone feels welcome, but he's noticed that newer residents often don't know about local events or where to meet people. "I see so much potential for community-building here, but we need spaces and opportunities for people to connect," he says.

Ahmed recently tried hosting a cultural night featuring food and music from different backgrounds, hoping to attract more customers and build connections among residents. The turnout was small. "I think people just didn't know about it," he sighs. "We need better ways to reach people and let them know what's happening in town."

Why These Stories Matter

These fictional experiences highlight the intersections of social needs in Okotoks. Housing, employment, accessibility and social belonging do not exist in silos—they are deeply connected. Without affordable housing, businesses struggle to retain workers. Without reliable transit, community members miss out on economic and social opportunities. Without accessible and affordable community programs, youth and families risk social isolation.

These stories reinforce why an integrated approach—where social priorities are addressed holistically through multiple Town strategies—is essential for Okotoks to remain a thriving, inclusive, and connected community.





Community Affordability

A Thriving, Sustainable Community

Affordability is a key priority for Okotoks residents, as it directly affects their quality of life and sense of stability. With rising property costs and limited affordable rental options, many residents – especially young families, seniors and newcomers – are finding it increasingly challenging to secure affordable housing. As one resident shared during a community gathering, “I came here for the small-town feel, but with rent so high, I don’t know how long I can stay.” This sentiment reflects a broader concern, particularly among seniors, who face limited affordable options for aging in place. “Affordable options for aging in place are few and far between,” noted another resident, explaining the difficulties of finding accessible housing that meets mobility needs.

The need for affordability extends beyond housing. Small business owners and those wanting to start a business have pointed out that high lease rates make it difficult to start or expand local businesses, and that housing affordability impacts the ability to attract and retain talent, which are key to maintaining the community’s charm. “There’s plenty of support for homeowners, but very little for small business owners wanting to open shops here,” one business owner remarked. This challenge not only affects the local economy but also limits residents’ access to unique services and gathering spaces that make Okotoks feel like home. Together, these issues highlight the community’s desire for a more affordable and sustainable Okotoks, where both residents and businesses can thrive.

**OVER
85%**

of those who participated in the Okotoks Community Validation Survey **agreed that affordability is a priority for them, their families, their friends and the community of Okotoks.**

Impact on the community

To better understand the social impacts of affordability in Okotoks, the community survey provided several opportunities for the community to share their experience. Although 82% of respondents shared that they felt they could afford the things they need, over 16% indicated the opposite. Interestingly, when asked about the perceived affordability of buying a home, 45% indicated agreement that homes are affordable and 39% indicated disagreement, demonstrating a relatively split experience for residents. For those who responded to the question “renting in Okotoks is affordable for me”, 72% indicated disagreement, suggesting challenges in the rental environment for individuals and families in the community.

These financial pressures disproportionately affect vulnerable groups, including seniors and low-income families, with increased reliance on food banks and social services. “The number of ‘have-nots’ is increasing. Basics are now luxuries,” noted a respondent. Local data tends to support this sentiment – annual usage has increased steadily since 2021 (Figure 3).

Small businesses are also feeling the strain, with high commercial rents and limited affordable housing for employees leading to closures and high turnover. In the words of one participant, “Difficult for small businesses to start up because retail space rentals are so incredibly high.” These issues collectively highlight the urgent need for targeted interventions to address affordability and foster community resilience.

Figure 1.

Buying a Home and Rental Affordability



Buying a home

✓ **45%** in agreement that homes are affordable
 ✗ **39%** indicated disagreement



Rental Affordability

✗ **72%** indicated disagreement

Source: Okotoks Community Validation Survey, 2024

Figure 2.

Recreation Activities Affordability



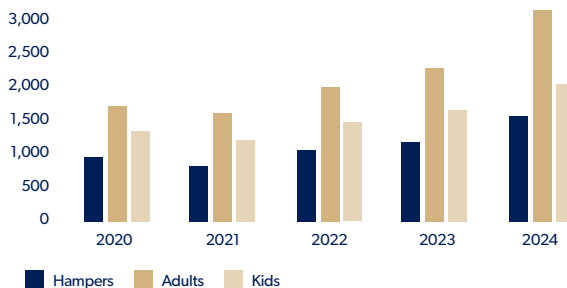
Recreation activities in Okotoks are affordable for me and my family

✓ **70%** agree
 ✗ **19%** disagree

Source: Okotoks Community Validation Survey, 2024

Figure 3.

Okotoks Food Bank Hamper Distribution by Year



Source: Okotoks Food Bank, 2024

Figure 4.

Affordability of Needed Things

16%

indicated they
**cannot afford things
 they need.**

Source: Okotoks Community Validation Survey, 2024

Figure 5.

Affordability of Utilities

66% agree
31% disagree

I can afford to pay for utilities
 without financial strain.

Source: Okotoks Community Validation Survey, 2024

Figure 6.

Public Transit Affordability

44% agree
14% disagree

Public transit options in
 Okotoks are affordable for me.

Source: Okotoks Community Validation Survey, 2024

Why is it important?

Addressing affordability is vital for community well-being, as high living costs and housing unaffordability are linked to negative health outcomes, economic inequities and reduced social cohesion. Canadian research highlights that unaffordable housing contributes to stress, poorer mental health and increased reliance on social services (Gaetz et al., 2016). Additionally, financial strain disproportionately impacts vulnerable populations, including low-income families and seniors, limiting their ability to participate fully in community life (Hulchanski, 2020). By addressing affordability challenges, communities can improve health outcomes, strengthen social inclusion and enhance economic resilience.

A community informed future

When asked about affordability, community members that participated in the design labs identified their best hopes for the community. Importantly, residents want Okotoks to be a community...

- Where no one is priced out of belonging. A future where affordable housing, fair wages, business opportunity, and accessible services allow all residents—families, youth, seniors, newcomers, and business owners—to build a life with security and opportunity.
- That balances economic growth with affordability, ensuring that homes, transit, and essential services remain within reach for every resident. It fosters a diverse range of housing options, supports local businesses, and ensures equitable access to financial resources.
- Where affordability is not just about housing, it's about ensuring everyone can participate fully in community life, access employment opportunities, and contribute to a resilient local economy.

What youth said

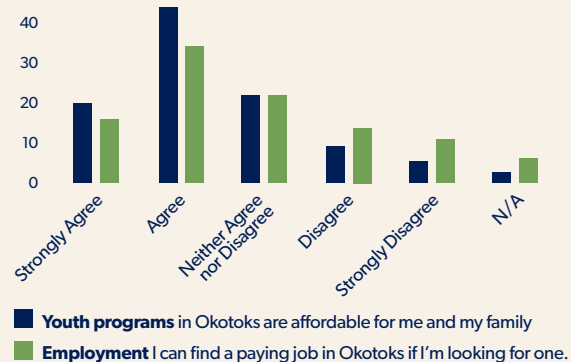
Related to affordability, youth responded specifically to program costs and the ability to find work. Although most youth (64%) indicated that programs are generally affordable for them, 24% suggested that cost is a barrier to them, as one youth said, "It is very hard to find activities to do that aren't expensive".

When we asked youth what makes it difficult for them to join youth programs and services 25% indicated cost is a barrier for them. This is exemplified by another youth's response when asked what the Town could do to help them feel more included or connected, "More sports teams that are cheaper and cheap hangout spots. I often want to hang out with my friends, but everything costs too much"

Finding work is important for a healthy youth population to thrive and build long-term resilience through work experience (Christmas & Khanlou, 2019). In Okotoks, 24% of youth who responded suggested that finding a job in Okotoks has been difficult for them, close to 1 in 4 youth.

Figure 7.

Youth Programs Affordability and Employment



Source: Okotoks Youth Validation Survey, 2024

Youth employment rates among those 15-25 has steadily declined in Okotoks from a high of 70.6% in 2006 to 48% in 2021 (Statistics Canada, 2024). Additionally, 7% of families with children experience low income, 2% higher than the general population (Statistics Canada, 2023).

Youth Employment Rates (Ages 15-25)

71% **48%**
2006 2021

Source: Statistics Canada, 2024



Accessibility and Inclusive Services

A Town for Everyone

Access to essential services—like transportation, recreational programs and healthcare—is vital for the well-being of all Okotoks residents, particularly seniors and individuals without private vehicles. Many residents rely on public transit to maintain independence and connect with the community, yet current transit options can be unreliable. For instance, some seniors shared stories of “being stranded for hours at Walmart waiting for the bus,” a situation that underscores the desire for more consistent and scheduled transportation options. One resident commented, “We need transportation options that actually work for seniors and youth, not ones that require planning weeks in advance.”

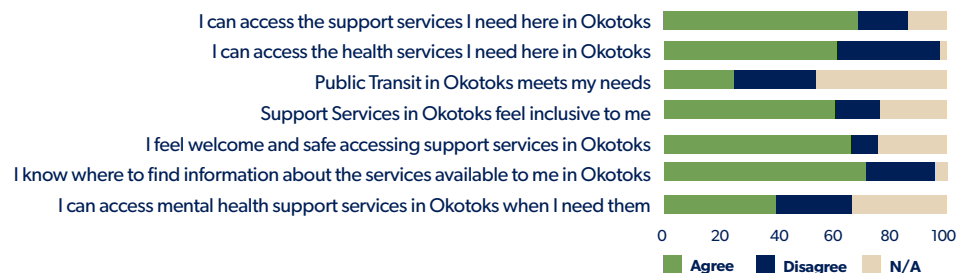
In addition to transportation, community spaces and services also play an essential role in community life and well-being.

86%

of those who participated in the Okotoks Community Validation Survey agreed that **accessibility and inclusive services are a priority for them, their families, their friends and the community of Okotoks.**

Figure 8.

Accessibility and Inclusivity of Services in Okotoks



Source: Okotoks Community Validation Survey, 2024

Currently, high demand, variety, and location challenges can make it difficult to access these services including arts, culture and recreation spaces and programs. The Recreation Centre, a noted community hub, often books up quickly, leaving residents waiting for popular programs. As one senior noted, “Getting in for aquafitness classes requires booking weeks ahead—it’s frustrating.” When youth were asked “Is there anything that could make it easier for you to get help in Okotoks when you need it?”, the top response from them was access to transportation. Additionally, youth mentioned that accessing the library and other services can be challenging due to current travel options. While organized sports remains a top activity for youth, many also expressed that having more activity options beyond sports would be highly beneficial to ensure everyone has opportunities to participate and connect.

These barriers prevent residents from fully participating in social and recreational activities that contribute to their mental and physical well-being, highlighting the need for more accessible and inclusive services across Okotoks.

Impact on the community

Residents of Okotoks have shared concerns about accessibility and inclusivity in community services, highlighting areas where improvements could enhance quality of life. Mobility challenges are a significant issue, with many pointing out the need for better-maintained sidewalks, consistent snow clearing and improved wheelchair-accessible infrastructure. One resident noted their perception that “Only one intersection has accessible curb cutouts for anyone in a wheelchair.” Recreational facilities also face challenges of overcrowding and limited availability, with activities like swimming lessons often filling up quickly. As one respondent shared, “I need to be up and READY the minute swimming lessons are available to register, or my kids won’t get in as it sells out immediately.”

Public transit was described as limited and less adaptable to last-minute needs, with calls for a fixed-route system to improve reliability. A participant observed, “Working residents cannot rely on transit, and this needs to be addressed ASAP.” Additionally, there is a shared perception that population growth has placed pressure on infrastructure, recreation, transportation, and community programming. As one respondent explained, “Amenities are not keeping up with the town’s growth—no new rec center, community center, etc.”



Why is it important?

If accessibility and inclusivity challenges in Okotoks are not addressed, the community could face growing risks of social exclusion, health issues and reduced quality of life. Limited mobility infrastructure may isolate seniors and people with disabilities, reducing their independence and increasing health risks (Gaetz et al., 2016). Overcrowded recreation facilities and limited programs can restrict opportunities for physical activity, skill-building and social connection, especially for families and individuals with special needs (Hulchanski, 2020). Unreliable public transit further exacerbates inequities by limiting access to jobs, education and services, disproportionately affecting vulnerable groups like seniors and low-income residents (Canadian Urban Transit Association [CUTA], 2021). Addressing these issues proactively can help create a more equitable and thriving community.

A community informed future

When asked about accessibility and inclusion, community members that participated in the design labs identified their best hopes for the community. Importantly, residents want Okotoks to be a community...

- Where barriers are removed, and opportunities are expanded for all. It's a town where transportation, recreation, healthcare and support services are universally accessible, ensuring that no one is left behind. Whether it's a senior accessing transit to maintain independence, a youth participating in a low-cost recreation program, or a newcomer finding inclusive community services, Okotoks is a place where everyone belongs and has what they need to thrive.
- Where access is not a privilege, but a given—where every resident, regardless of ability or income, can fully participate in the life of our town.

What youth said

Youth desire places and activities where they feel everyone is welcome to connect, highlighted by such sentiments as "Maybe [have] somewhere accessible to everyone or people my age. Like the beach is only accessible to certain people and I don't know anyone that lives around there or has access." and "Email or send out announcements saying that all people are welcome to the specific activity."

Figure 9.

Youth Programs Accessibility

What makes it hard to join youth programs or recreation activities in Okotoks?



Source: Okotoks Youth Validation Survey, 2024

Figure 10.

Accessibility and Inclusivity of Services in Okotoks for Youth



It is easy for me to find out about youth programs and recreation activities in Okotoks.



Youth programs in Okotoks are affordable for me and my family.



Transportation options (eg. buses) make it easy for me to get around in Okotoks.



I feel comfortable asking for help if I need it.



I feel confident that I know where to go or who to ask for help when I need it in Okotoks.



Source: Okotoks Youth Validation Survey, 2024



3

Strengthening Community Connections

A Town Where Everyone Can Belong

A strong sense of community is one of Okotoks' most cherished qualities, with residents deeply valuing their sense of belonging and the opportunities to connect through shared spaces, events and friendly interactions. From popular events like "Light Up Okotoks" to the Okotoks Dawgs baseball games, community gatherings are vital for bringing people together. "The events here really make you feel like you're part of something bigger," one resident noted, capturing the shared joy of connecting with neighbors and celebrating town traditions. The sense of community developed by events and community gatherings downtown was another key element the community celebrated.

90%

of those who participated in the Okotoks Community Validation Survey **agreed that strengthening community connections is a priority for them, their families, their friends and the community of Okotoks.**

Figure 11.

Belonging in Okotoks

I feel like I belong here in Okotoks.

79% Strongly agree/agree

Source: Okotoks Community Validation Survey, 2024

Figure 12.

Close Friends in Okotoks

I have family or close friends I can rely on for help here in Okotoks.

88% Strongly agree/agree

Source: Okotoks Community Validation Survey, 2024

Figure 13.

Belonging in Public Spaces

I feel included and welcome in public spaces like the library, parks or Recreation Centre in Okotoks.

81% Strongly agree/agree

Source: Okotoks Community Validation Survey, 2024

Beyond formal events and the downtown core, everyday encounters in places like the Recreation Centre, local pathways and the library foster a sense of belonging. “I love that you can say hi to anyone on the street—it makes Okotoks feel like home,” shared one resident. However, while there are many that feel connected, there are some who find it more difficult to find belonging. Some shared that they feel judged by the community or that “we are

treated differently because we are an easier target.” Others shared that experiences of racism and discrimination have left them feeling outside of the community or unwelcomed in public spaces. As the community grows, maintaining and nurturing existing and new connections is key to supporting mental health and social well-being, ensuring that Okotoks remains a place where everyone feels they belong.

Figure 14.

Volunteerism in Okotoks					
	How often have you volunteered with a local organization or service group	Volunteered your time to help friends, family, or others here in Okotoks	Volunteered with a culture, sports, or recreation activity	Volunteered with Town committees, groups, etc.	Volunteered with a political organization or group
Weekly	19.16%	20.26%	14.8%	1.65%	.65%
1-2 times per month	12.01%	20.92%	7.24%	5.28%	.33%
3-4 times annually	16.56%	27.78%	11.51%	7.92%	2.94%
Once per year	14.61%	10.13%	14.47%	10.56%	7.19%
Never	37.66%	20.92%	51.97%	74.59%	88.89%

Source: Okotoks Community Validation Survey, 2024

Figure 15.

Community Connections

86% Agree

I feel a **sense of belonging** in Okotoks



83% Agree

I **know my neighbours**

84% Agree

I have **family or friends** in Okotoks I **rely on for help**

79% Agree

I feel my **identity and background is respected**

68% Agree

I feel **safe expressing my opinions** in the community

91% Agree

People in Okotoks are **generally welcoming**

Source: Okotoks Community Validation Survey, 2024

Impact on the community

Residents of Okotoks have expressed both concerns and opportunities regarding community connections, highlighting challenges with inclusivity, social isolation and maintaining the town’s sense of belonging. Many feel that isolation disproportionately affects seniors, newcomers, individuals with disabilities, and marginalized groups, with one resident noting, “Families with children with disabilities often feel unsupported and isolated.” The perception of rapid population growth seems to have exacerbated these feelings for some, diminishing their experience of “small-town charm” and may contribute to a sense of disconnection for both new and long-term residents. As one person reflected, “The bigger Okotoks gets, the less connected I feel. I’ve been here almost 20 years, and for the first 15, I’d always run into someone I knew. That’s changed.” Discrimination also remains a concern, with some identifying racism, classism, and a lack of inclusivity for LGBTQ+ individuals and racial minorities as barriers to full community participation.

Why is it important?

Losing community connections can lead to serious challenges, including lowered mental health, greater social inequity and weakened local economies. Research shows that social isolation increases risks of depression, anxiety and chronic illness, particularly among seniors and marginalized groups (Government of Canada, 2021). When people feel disconnected, they are less likely to participate in community programs or events, which reduces civic engagement and weakens the social fabric of a community (Helliwell et al., 2020). Vulnerable groups, such as newcomers and low-income families, face greater risks of exclusion when inclusive and accessible spaces are lacking, further perpetuating inequities (Hulchanski, 2020). Additionally, local businesses and initiatives often depend on strong social networks, and a loss of connection can hurt the community's economic vitality (Federation of Canadian Municipalities [FCM], 2019). Fostering inclusive community connections is essential for overall well-being and resilience.

Figure 16.

Finding Help in Okotoks

What makes it difficult to find help in Okotoks when you need it?



Source: Okotoks Community Validation Survey, 2024

A community informed future

When asked about strengthening community connections, community members that participated in the design labs identified their best hopes for the community. Importantly, residents want Okotoks to be a community...

- With a deep sense of connection—neighbors who know each other, businesses that serve as gathering places, and public spaces that bring people together. It's a community where no one feels isolated, and every resident can participate in the life of the community. Through events, volunteerism, and inclusive gathering spaces, we continue to strengthen social bonds and build a town where people of all backgrounds feel valued and included. Whether through youth-driven initiatives, cultural celebrations, or intergenerational programs, we are committed to fostering a town that remains deeply connected, even as it grows.
- Where people don't just live but truly feel at home.

What youth said

Some youth emphasized the need for accessible and safe environments where youth can gather, socialize, and feel supported. This was highlighted by youth responding to the question of what could help them feel more included in Okotoks with "Include more accepting programs" and "Create a space for people who actually have a hard time with socializing, making friends etc. It's hard for me to feel happy with where I am when I don't have any friends or people I'm comfortable with." It is important to also note that 39 youth responded to that question in the positive, saying things like "nothing else, I already feel included in Okotoks".

What makes it hard for you to join youth programs or recreation activities in Okotoks? A third of youth responded not having enough time, not knowing about the programs or activities or not knowing anyone else going to the program and not wanting to join on their own.

Youth praised events like "Light Up Okotoks" and called for more regular community events that foster connection and inclusion, saying things such as, "More town activities. Those are my favourite." and "Maybe they could host more events so me and my family can spend more time with each other. (Events like light up Okotoks)"

Figure 17.

Youth Programs Accessibility

What makes it hard to join youth programs or recreation activities in Okotoks?



Source: Okotoks Youth Validation Survey, 2024

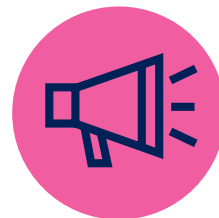
Figure 18.

Youth Appreciation for Parks and Spaces

Youth expressed their appreciation for Okotoks' parks and open spaces where they can gather with friends in unstructured ways.



Source: Okotoks Youth Validation Survey, 2024



Community Awareness and Engagement

How the Town Communicates and Shares Information with You

Clear and transparent communication from Town leadership is essential for residents who wish to stay informed and actively participate in decision-making processes. Many residents expressed frustration about feeling “out of the loop” when it comes to local initiatives or updates on services. As one resident noted, “I don’t know where to find information about events or changes in services.” This leaves residents feeling disconnected and uncertain about how decisions are made—particularly those that significantly impact their daily lives. Although this may not be at first glance a “social need”, this is a key issue for the community that if resolved, can help increase civic engagement, participation, and build social capital.

95%

of those who participated in the Okotoks Community Validation Survey **agreed that community awareness and engagement are a priority for them, their families, their friends and the community of Okotoks.**

Figure 19.

Participation in Engagement

77%

never, rarely, or only sometimes

participate in community engagement opportunities.

Source: Okotoks Community Validation Survey, 2024

A key aspect of this is improving awareness of community services and changes. However, effective communication is a shared responsibility between the Town and its residents. This mutual accountability ensures that community plans, strategies, and actions are clearly communicated, and that resident feedback is genuinely considered.

To address this gap, many residents have called for greater interaction with Town Council and Administration through more accessible and informal community discussions. These discussions would provide opportunities to ask questions and voice concerns in a welcoming environment. “We don’t want decisions made for us without knowing why,” one resident remarked, emphasizing the importance of a more inclusive and transparent approach.

Beyond two-way communication, there is a clear need to “close the loop” on public engagement. This means not only sharing updates and decisions with residents but also demonstrating how their perspectives have been incorporated. Closing this loop fosters trust and empowers residents to play a more active role in shaping the future of Okotoks.

Impact on the community

There are residents in Okotoks who feel disconnected from community awareness and engagement efforts due to challenges with communication and the narratives of growth. A reliance on online platforms, particularly social media, seems to exclude groups like seniors and those less familiar with technology, as one resident noted, “There are still seniors who don’t use the internet well or often.”

Communication gaps leave some unaware of events or decision-making processes, with another saying, “There is no communication system for residents to rely on for community information.” An existing narrative of rapid development has diluted the sense of community for some who expressed that “a sense of community is being lost.” Additionally, frustration over perceived tokenism in public consultations has eroded trust, with residents feeling that “public consultations... seem more like ‘this is what we are doing’ rather than ‘we want your input.’” While some point to complacency as a barrier to participation, others believe improving communication and transparency could foster a stronger sense of belonging and engagement.

Figure 20.

Town Information

84% Agree

I know where to find **reliable information**



72% Agree

Information from the Town is **clear and easy to understand**

62% Agree

I feel the Town keeps residents **informed about important decisions**

Source: Okotoks Community Validation Survey, 2024



Why is it important?

The challenges (both real and perceived) in community awareness and engagement in Okotoks pose risks to community well-being. Canadian research highlights that when residents feel excluded or disconnected, it can lead to lower levels of trust in local government, decreased civic participation, and weakened social cohesion (Helliwell et al., 2020). For seniors and other groups without internet access or digital proficiency, the reliance on online platforms can further isolate vulnerable populations, increasing risks of loneliness and reduced access to essential services (Government of Canada, 2021).

Additionally, development without inclusive engagement can erode a community's identity and sense of belonging, contributing to social fragmentation and dissatisfaction (Federation of Canadian Municipalities [FCM], 2019). When public consultations are perceived as tokenistic, residents may disengage entirely, leaving important voices unheard and perpetuating a cycle of mistrust (Hulchanski, 2020). These risks emphasize the importance of fostering transparent communication, inclusive engagement processes and accessible information-sharing to maintain a resilient and connected community.

A community informed future

When asked about community awareness and engagement, community members that participated in the design labs identified their best hopes for the community. Importantly, residents want Okotoks to be a community...

- Where every voice matters and clear communication, accessible information, and meaningful public engagement thrive. There are inclusive decision-making processes, where residents—from youth to seniors—feel empowered to contribute ideas and participate in civic life.
- Where residents feel informed and experience ongoing trusting relationships with decision makers built on a shared vision of the future.

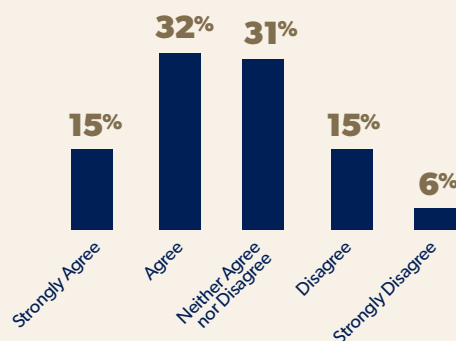
What youth said

Many youth felt unaware of existing events and programs. Suggestions for improving communication to youth in the community and increasing awareness included using social media, school-based announcements and community bulletin boards. As one youth put it, "Keep going with events and add some ways for students to voice opinions. Also have easy ways to see clubs or other activities that may interest them so that they can make more friends in that area." Engaging directly with younger residents through schools, surveys and social media could help ensure they feel heard and informed.

Figure 21.

Youth Voice

I feel like my voice matters to the Town of Okotoks and its decision-makers.



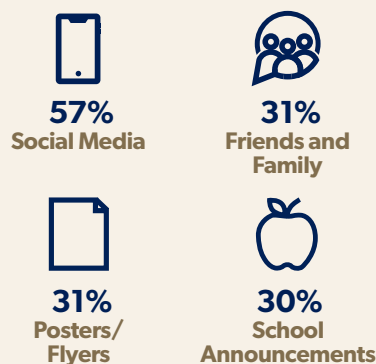
Source: Okotoks Youth Validation Survey, 2024

Figure 22.

Youth Preferences for Hearing about Events

How do you prefer to hear about events and programs in Okotoks?

(Top 4 answers)



Source: Okotoks Youth Validation Survey, 2024



5

Growing in A Way that Supports Everyone

Okotoks is known for being a friendly, charming and unique town. Residents take pride in helping their neighbours, volunteering and having access to local services that bring everyone together. Many residents say they feel safe and secure, which adds to the sense of belonging that makes Okotoks special.

As Okotoks grows, people want to make sure it stays a great place to live. They're asking for more spaces and services where people can connect, like recreation centers, gathering places, youth programs and social supports. These things help everyone feel part of the community and make it easier to meet and spend time with others. One resident put it simply: "We need more places where people can come together."

88%

of those who participated in the Okotoks Community Validation Survey **agreed that growing in a way that supports everyone is a priority for them, their families, their friends and the community of Okotoks.**

Figure 23.

Okotoks Growth and Development

53% Agree

New developments in Okotoks include community spaces and encourage interaction

76% Agree

Development in Okotoks should include opportunities for affordable housing for all

57% Agree

Okotoks provides opportunities for residents to participate in decisions about growth and social development



Source: Okotoks Community Validation Survey, 2024

At the same time, there is a concern about maintaining Okotoks' distinct identity as the town grows. Residents want to ensure that new developments preserve the charm and character that makes Okotoks special. Long-time residents have noticed that Okotoks is starting to feel more like a city and doesn't yet have the services to match. One person said, "We're turning into a city, but we don't have city services." There are concerns about whether infrastructure (e.g., roads, water) and social infrastructure (e.g., social services and programs) will keep up with the growing population.

Despite these concerns, residents share a common vision for the town's future: a well-planned, connected community where people can thrive. They desire more places to gather and bring community together in addition to existing parks, pathways and recreation facilities. They also want services and programs that are easy to access and work for everyone, no matter their age or background. By creating these spaces and supporting social connections, Okotoks can keep its small-town spirit alive even as it grows.

Impact on the community

The varied perceptions of growth in Okotoks are contributing to feelings of loss of the small-town charm that defines the town. There are shared perceptions that current growth is contributing to strained infrastructure and traffic concerns, leaving some feeling disconnected and frustrated. One resident expressed that: "The rate of new development recently feels too much to sustain the current 'feel' or vibe." Others worry that essential services like schools, healthcare and recreation are not keeping up, with another saying, "We need a new high school immediately, more doctors." These changes are prompting some residents to call for better planning to balance growth with preserving the community's character.

At the same time, efforts to promote inclusivity and diversity are met with mixed reactions. Some residents value initiatives that celebrate inclusiveness, noting, "It was great to see the United Church become an affirmed place for LGBT2S+ folks." Others, however, view these efforts as overemphasized contributing to tensions and division. One respondent remarked, "Resources are taken away from the majority in favour of a select minority." Cultural divides and social disconnection are also concerns, with comments like, "Newcomer groups are becoming siloed instead of integrated in the community."

Figure 24.

Feeling Safe as Okotoks Grows

72% Agree

I feel safe in my community as it grows



Source: Okotoks Community Validation Survey, 2024

Figure 25.

Events Reflect Cultural Diversity

66% Agree

Town events and programs reflect diverse cultural backgrounds of Okotoks



Source: Okotoks Community Validation Survey, 2024



Why is it important?

Canadian research highlights that community cohesion is critical for addressing challenging topics like growth, diversity and development. Communities with strong social connections are better equipped to manage change, reduce tensions and foster inclusivity, as mutual trust and open dialogue create a foundation for collaboration (Helliwell et al., 2020). When residents feel included and heard, they are more likely to engage positively with diverse perspectives and adapt to changes, such as population growth or infrastructure development (Federation of Canadian Municipalities [FCM], 2019). Conversely, a lack of cohesion can lead to divisions, resistance to change and the erosion of community identity. Research underscores the importance of transparent communication, inclusive engagement and shared decision-making to strengthen cohesion and build resilient, adaptive communities (Government of Canada, 2021).

Figure 26.

Racism and Discrimination

✓
YES
30%

Have you, or someone
you know experienced
racism, discrimination,
or judgement?

✗
NO
65%

Source: Okotoks Community Validation Survey, 2024

A community informed future

When asked about growth, community members that participated in the design labs identified their best hopes for the community. Importantly, residents want Okotoks to be a community...

- That grows with purpose, intent, and care for both its people and its environment. Development is not just about expansion but about enhancing quality of life—where new neighborhoods are thoughtfully planned to preserve the small-town charm, provide housing diversity, and maintain green spaces that connect people to nature and each other.
- Where sustainable growth means ensuring that infrastructure, public services and social supports keep pace with population increases, creating a community that is both economically resilient and environmentally responsible.

What youth said

Youth shared that they value the variety of outdoor spaces and parks that they use often to gather and engage with their friends. As the community grows, they hope to be included in decisions that impact them and that growth will bring new opportunities for youth gathering spaces.

Figure 27.

Youth Engagement

Youth want to be a part of the conversations about growth and change that will affect their future.



Source: Okotoks Youth Validation Survey, 2024

An Action Oriented Community

The Town has several existing municipal strategies and action plans that play a role in social development and well-being in direct and indirect ways. It is important to recognize the existing work being done by the Town through other plans to ensure strategies and actions from this project are unique, complimentary, and focused on social well-being without duplicating existing work.



Social Priority	Municipal Development Plan (MDP)	Strategic Plan 2022-2025	Affordable Housing Strategy	Economic Development Strategic Plan	Recreation Parks & Leisure Master Plan
 Community Affordability	Expand affordable housing stock and encourage sustainable urban development	Advocate for policies that address affordability across multiple sectors	Increase housing diversity, implement grant programs, and facilitating partnerships to get affordable housing constructed	Support small businesses through affordable leasing options and economic incentives	Provide subsidized recreation programs to enhance affordability for all
 Accessibility and Inclusive Services	Promote equitable access to community amenities and services	Improve access to health and well-being programs, expand municipal social support services	Integrate social service delivery with affordable housing initiatives, create intergenerational programs	Encourage workforce training programs for underrepresented groups	Ensure accessible and inclusive recreational opportunities for people of all abilities
 Strengthening Community Connection	Develop walkable, mixed-use neighborhoods to enhance social connectivity	Foster a culture of volunteerism and civic engagement	Ensure affordable housing developments include community spaces for engagement	Develop business hubs and community-oriented commercial spaces	Expand public gathering spaces to foster social connection
 Community Awareness and Engagement	Encourage active transportation and accessible public transit options	Enhance partnerships with cultural organizations to improve community dialogue	Improve communication on available housing programs and support services	Strengthen local entrepreneurship and small business networking opportunities	Host community-led recreational and cultural events
 Growing in a Way that Supports Everyone	Support integrated urban planning that prioritizes inclusivity and community well-being	Ensure town growth policies are aligned with sustainable development goals	Incorporate accessibility standards in new housing developments, enhance mixed-income neighborhoods	Incentivize development of mixed-use spaces that integrate housing, business, and recreation	Design inclusive parks and recreation spaces that accommodate diverse needs

Because there is already work being done to address housing affordability, small business supports, economic development, growth planning, and many other realms covered by the Social Needs Assessment, recommendations and actions in this report will be focused on applying best practices within the realm of social well-being as well as strategic actions that address the intersecting nature of social needs without duplicating existing work.

Enhancing Social Well-Being through Best Practices

Building social well-being is a shared responsibility between a municipality, its citizens and many other impacted/interested parties including government and non-governmental organizations. Like other municipalities, Okotoks is governed through the *Municipal Government Act (MGA)* which empowers municipalities to shape their communities by developing strategies, policies, programs, and services that directly and indirectly influence resident well-being.

Developing well-being is more than a set of programs, policies, or initiatives, it requires an all-of-community approach that Okotoks already demonstrates in many ways. Aligning municipal, community, and impacted/interested parties efforts can be enhanced through the strategic application of the following recommended best practices. Best practices recognize that social well-being is not developed in one direction and requires intersectional efforts that maximize impact without significant increases in resources.



1

Adopting a Social Policy

A social policy framework outlines at a high level the roles, responsibilities, and priority methods for the community to address any social need as they arise. The Province of Alberta and municipalities such as Red Deer and Lloydminster have successfully implemented frameworks that align the municipalities priority approaches across all departments to social development.

A social policy framework provides municipalities with a structured and proactive approach to addressing evolving social needs. By establishing clear roles, responsibilities, and methods for collaboration, a framework ensures that municipal actions are aligned over the long term.

A well-defined governance structure is essential. Within the framework, Okotoks can outline its role as a convener, facilitator, or service provider for example and how to decide when each is appropriate. This clarity fosters accountability and strengthens the overall support system for residents. Additionally, frameworks should be embedded across municipal business centres to ensure that social well-being is a core consideration in decision-making.

Decision-making within a social policy framework should be grounded in evidence. Using data collected from social needs assessments, community feedback, and service usage trends can help guide policies and investments on priorities over the long-term.

By adopting a structured social policy framework or similar, Okotoks can build a resilient and responsive social infrastructure. A well-implemented framework ensures that social needs are met efficiently while fostering an inclusive, connected, and thriving community.

2

Collective Impact and Regional Approaches

Collective Impact is a structured approach to solving complex social issues by bringing together organizations and leaders from different sectors to work toward a shared goal. Instead of individual groups working in isolation, or in separate collaboratives, this approach ensures that efforts are aligned, resources are effectively used, and long-term, meaningful change is achieved (Tamarack Institute, n.d.).

According to the Tamarack Institute, successful Collective Impact initiatives are built on five key conditions. First, organizations must establish a common agenda, meaning all participants share a unified vision and a clear understanding of the issue they are addressing. Second, shared measurement systems ensure that all members collect and analyze data in the same way, allowing them to track progress and adjust their strategies based on evidence. Third, the collective members engage in mutually reinforcing activities, meaning that while each group has its own role and expertise, their efforts are coordinated to complement one another. Fourth, continuous communication is essential to build trust, maintain alignment, and keep impacted/interested parties engaged in the initiative. Finally, a backbone support organization provides dedicated staff and infrastructure to coordinate activities, manage data, and support participating organizations in maintaining focus and momentum (Tamarack Institute, n.d.).

Although the Social Needs Assessment focused on residents of Okotoks, many of the social priority areas experienced here are likely being felt across the region. Okotoks can take a leadership role in convening local and regional systems leaders to focus collective efforts toward social priorities such as affordability, housing, service accessibility, and youth employment.

Collective impact in a regional setting requires time, relationship, formality and resources to have the best chance of success. In the shorter term however, Okotoks can begin the process by convening local and regional action tables focused on the identified social priorities. Approaches such as these demonstrate an ability to coordinate services and actions, and evaluate efforts, with greater effect across a community (Collaborative Public Safety Programs, 2024). Regional approaches are important for Okotoks due to the regional proximity to Calgary and other similar sized and smaller communities who regularly access Okotoks services and amenities.



3 Leveraging Asset Based Community Development

Okotoks is a community built on connection, care, and shared resources. Instead of focusing on what's missing, amplifying existing assets can have immediate impact on the lives of residents. This is what Asset-Based Community Development (ABCD) is; building social well-being by amplifying what is already working. The process has already begun, this project identified the key assets that help Okotoks thrive—things that bring people together, support well-being and create opportunities for the future.

With the asset mapping process completed, the next step is to activate these assets in a way that strengthens community resilience, fosters local engagement, and drives sustainable development. Asset-Based Community Development therefore provides a strategic and integrated method to mobilize local strengths—people, organizations, physical spaces, cultural resources, and economic opportunities—to create positive change from within the community.

4 Applying Long- Term Strategy to Funding

The community of Okotoks is experiencing moderate growth which is expected to continue and accelerate as new infrastructure is finalized. Growth, while positive, can add pressure to the network of social service providers across the municipality, including the Town. Residents frequently cited concerns about ensuring local services can meet future needs which was echoed by service providers themselves.

With rising population and complexity, the role of the municipality will naturally start to be pulled away from direct service provision for social well-being as local and external service providers begin to fill gaps. Municipalities that plan for this shift in a strategic way can move with purpose into a desired direction and ensure an appropriate and effective mix of services by building local organizational capacity and seeking external specialized services where appropriate.

Engaging in a strategic planning process to identify future service and funding priorities can be complex, yet the process can be started by having regular conversations within the municipality around questions such as:

- 1** The types of services the Town intends to remain in a service provision role in the short, medium, and long-term.
- 2** The types of services the Town intends to continue funding locally in the short, medium, and long-term.
- 3** The types of services the Town is likely to seek from outside providers (such as from Calgary), in the short, medium and long-term.
- 4** The role(s) most appropriate for the Town to fulfill in building capacity among local service providers.

Although these questions may appear simple on the surface, they require a deeper analysis and strategic conversation regarding the long-term philosophy of service provision, funding and evaluation the municipality intends to pursue. Not dissimilar from economic strategies designed to support local business development, having a clear long-term strategy to support a healthy local service delivery ecosystem is vital to ensuring sustainable social well-being for Okotoks residents.

5 Measuring Success

To effectively measure progress on social priorities many communities explore and implement a comprehensive social well-being evaluation framework. Many social well-being frameworks can align with existing FCSS metrics and would further enable the municipality to systematically define, monitor, and evaluate the social outcomes desired by the community, aligning with strategic priorities identified in the community engagement process.

Social well-being evaluation frameworks have been successfully utilized in municipalities such as Calgary and Lethbridge to guide decision-making, assess impacts, and identify areas requiring intervention or additional support. A well-structured evaluation framework would assist Okotoks in establishing clear indicators and benchmarks that reflect the community's vision for its future state, such as inclusivity, community cohesion, service accessibility, and overall resident satisfaction. Regular monitoring and reporting against these benchmarks can provide valuable insights into the effectiveness of social policies and programs, ensuring ongoing alignment with community aspirations.

Adopting a social well-being evaluation framework can support transparent decision-making processes, enhance accountability, and foster greater community trust by clearly demonstrating the outcomes and impacts of municipal actions. This strategic tool is important for Okotoks to proactively manage the social dimensions of community growth, ensuring that social infrastructure, services, and supports not only keep pace with but also anticipate the evolving needs of residents. As it relates to regional strategies identified above, alignment and consistency among local groups and organizations will help to provide more comprehensive insights necessary for targeted strategies.

6 Charting the Path Forward

While keeping the strengths and assets of Okotoks in mind, the following section will provide recommended actions to respond skillfully to the community's most pressing social challenges. These areas address critical issues such as sustainable growth, community affordability, inclusive services, strengthened community connections, and meaningful engagement. Each recommended action is rooted in extensive community feedback, ensuring that actions taken align closely with residents' priorities and lived experiences. Collectively, these actions aim to fulfill a community-driven future vision of Okotoks as an inclusive, resilient community where every resident thrives and contributes meaningfully to community life.

While the five social priority areas above are presented individually, they are deeply interconnected and collectively shape the overall well-being of the community. Progress in one area will naturally influence and strengthen others, reinforcing a comprehensive approach to social development. This creates opportunities to apply best practices and effective strategies that have a positive impact across multiple areas, helping to build a more inclusive, resilient, and connected Okotoks.

PRIORITIES

Priority Implementation Steps

Before describing the recommended actions for each priority area, it is important to provide cross-cutting and overarching priority steps and actions needed to ensure the Social Needs Assessment and Strategy is set up for success and to lead to meaningful improvement in community social well-being. Therefore, it is crucial to transition swiftly from planning to action. The following cross-priority and overarching steps are recommended to ensure timely and effective implementation.

Recommended Action	Description	Impact on Social Well-Being
Begin implementation without delay	The community should move forward immediately, ensuring that momentum is maintained from the successful engagement sessions and that these initial priority steps are taken immediately to support and sustain the Strategy.	Sustains momentum, builds trust, and ensures early progress on urgent social needs, reinforcing community confidence and long-term well-being.
Align funding and resource allocation	Future funding cycles should be structured to support the priorities identified in the Social Needs Assessment and Strategy, ensuring financial sustainability for recommendations that address community social needs.	Secures long-term sustainability, supports priority social needs, and strengthens community well-being through targeted resource allocation.
Engage champions across sectors	Success will depend on building a coalition of champions from both within the social sector and beyond. Maintaining connection with, and identifying new, influential voices and supporters across different sectors.	Sustain momentum, encourage innovation, and enhance community engagement in the implementation process.

By embedding these steps into ongoing decision-making and strategic planning, Okotoks can create a strong foundation for a more connected, inclusive and resilient community.

ACTIONS

Recommended Actions for each Priority Area

A summary of the recommended actions are compiled into quick-reference charts, colour-coded by priority area and separated into short-term and medium-term/ongoing tables. Following the summary charts, the remainder of this report is written to deepen knowledge of the recommended actions, advancing social well-being toward the five community priorities.



Short-Term Strategies



Community Affordability



Accessibility and Inclusive Services





















Strengthening Community Connections



Community Awareness and Engagement



Our Growing Community

Recommended Action	Description	Priority Area(s)	Impact on Social Well-Being
Adopt a Social Policy Framework	Establish clear municipal roles, responsibilities and methodologies for addressing emerging social needs.	   	Ensures policy consistency, reduces service gaps, and provides a foundation for long-term affordability and accessibility for all residents have equitable access to essential services and support.
Identify key indicators from the Social Needs Assessment and Strategy to evaluate progress.	Identify key indicators and evaluation metrics for each social priority that can help guide annual evaluation and decision making in the short-term.	   	Enables data-driven decisions, ensuring programs remain effective and responsive to community needs.
Leverage municipal expertise to build capacity	Offer capacity-building workshops leveraging Administration's expertise to improve communication and engagement skills among community organizations and businesses. This can also include training and mentorship programs to build leadership skills.	   	Equips and strengthens local organizations and local leadership thereby improving service quality and community engagement. Changemakers are empowered to take ownership of initiatives.
Build out action tables around social priorities	Utilize the unique ability of the Town to convene key local and regional impacted/interested parties to begin forming action-oriented committee tables, facilitated by the Town, to deepen collaboration, action, and data gathering specific to social priorities.	   	Will continue building relationships and shaping mutually reinforcing actions, helping to lead to collective impact.
Close the Loop with the community on the Social Needs Assessment	Ensure all volunteers, youth, residents, and impacted/interested parties who participated in the Social Needs Assessment have access to the final reports and notes of appreciation. (See Appendix A)		Builds trust with residents and increases their likelihood of maintaining momentum.
Continue building community capacity through training and development.	Continue engaging in efforts to build capacity through training and development with focuses on Asset Based Community Development, Collective Impact, and other priority areas.		Builds capacity of local social organizations to implement future priorities and actions. Deepens relationships for collective action.

Medium-Term and Ongoing Strategies



Community Affordability



Accessibility and Inclusive Services





























Strengthening Community Connections



Community Awareness and Engagement



Our Growing Community

Recommended Action	Description	Priority Area(s)	Impact on Social Well-Being
Engage in regional level leadership for social priorities	Convene local and regional leaders to focus systems level collective efforts on affordability, housing, service accessibility and youth employment, among others.	    	Strengthening collaboration fostering a more unified approach to addressing affordability, housing, and service accessibility through improved resource allocation.
Explore ongoing engagement opportunities outside of traditional norms	Use methods like focus groups, design labs, and citizen advisory groups to reach diverse populations, enhancing community dialogue and understanding.	   	Supports more voices to be heard in decision-making, strengthens representation, builds trust, and shapes policies that reflect real community needs.
Include resident advisors in collaborative groups	Integrate residents, especially from underrepresented groups, into collaborative forums to support resident-led decision-making processes.	   	Fosters social cohesion by promoting decision-making to be reflective of lived experiences. This enhances social cohesion, improves program effectiveness, and strengthens a sense of belonging within the community by ensuring community priorities guide implementation.
Develop and Implement a Comprehensive Social Well-being Evaluation Framework	Develop systematic processes for measuring progress, evaluating outcomes and aligning with community aspirations and strategic priorities. Include measuring impact through community-led evaluation processes to ensure continued effectiveness (like hosting an annual social well-being summit or similar).	    	Enables data-driven decisions, ensuring programs remain effective and responsive to community needs.
Amplify cultural exchange within existing events	Integrate deeper cultural exchange elements into current community events to enhance understanding, inclusion and community bonding.	   	Fosters inclusion, reduces social isolation, and builds community pride.
Explore the adoption of Inclusive Policy Analysis and Program Planning	Adopting a framework like Gender-Based Analysis Plus (GBA+) or Intersectionality-Based Policy Analysis (IBPA) is beneficial for ensuring programs and services are truly inclusive. These analytical tools can effectively identify hidden disparities and biases, allowing the town to develop targeted, equitable policies that address the nuanced needs of diverse and marginalized populations, both now and in the future.	   	Facilitates equity in policies and programs, reducing systemic barriers and fostering inclusivity.

Medium-Term and Ongoing Strategies (continued)



Community Affordability



Accessibility and Inclusive Services





















Strengthening Community Connections



Community Awareness and Engagement



Our Growing Community






Recommended Action	Description	Priority Area(s)	Impact on Social Well-Being
Leveraging existing spaces (e.g., community centers, parks, and vacant buildings) to create opportunities for learning, engagement, and economic activity.)	Transforming underutilized public spaces into gathering places, co-working hubs, or cultural centers.	 	Enhancing public spaces and social infrastructure supports residents to have more opportunities to engage, build relationships, and contribute to a resilient and inclusive community.
Enhancing placemaking initiatives, such as public art projects, pop-up markets, and recreational programming.	Implement community-driven placemaking activities to strengthen identity, promote engagement, and encourage social connections.	  	Enhances community vibrancy, fosters local economic opportunities, and strengthens social ties through shared public experiences.
Using inclusive design principles to ensure that spaces are welcoming and accessible to all residents.	Implement accessibility-focused urban design strategies, including barrier-free pathways, sensory-friendly areas, and multilingual signage.	  	Promotes equitable access to public spaces, ensuring all residents can fully participate in community life.
Explore an ongoing strategic approach to service delivery and funding	Identify which services the municipality will provide, fund, or outsource and clarify the Town's role in capacity-building among local service providers.	    	Enhances efficiency and sustainability, ensuring essential programs are well-funded and accessible.
Supporting resident-led initiatives, ensuring that the community drives solutions rather than relying solely on external interventions.	Provide resources and mentorship for grassroots projects, ensuring that local voices shape community solutions.		Encourages self-sufficiency, innovation, and local leadership, fostering a sense of ownership and long-term commitment to community well-being.
Creating volunteer networks where individuals can contribute based on their strengths and expertise.	Further develop structured volunteer networking opportunities that match skills with community needs to enhance civic participation.	 	Strengthens social capital by building relationships, fostering a culture of giving, and addressing community challenges through collective action.
Establishing funding models that support grassroots projects, such as cooperative ownership, local investment, and micro-grants. (e.g. Youth Innovation Fund)	Develop cooperative ownership models, local investment opportunities, and micro-grant programs such as a Youth Innovation Fund to support small-scale, high-impact community initiatives.	 	Encourages local economic participation, supports innovative solutions, and enhances long-term financial sustainability for community-led projects.

Evaluating Progress

A Starting Point

Ensuring social initiatives in Okotoks are effective and sustainable requires a strong commitment to evaluation. A well-designed evaluation framework helps the Town measure impact, improve services, and allocate resources where they are needed most. By tracking progress over time, decision-makers can make informed adjustments to social programs, ensuring they remain relevant to community needs.

Best practices emphasize the importance of gathering feedback, using data-driven insights, and involving residents in the evaluation process. Integrating independent assessments further strengthens accountability and ensures that social programs deliver meaningful, long-term benefits. Although a regular systematic evaluation of social well-being is a medium-term strategy, a starting point can be using sample indicators as shared below and using this report and validation survey as the baseline.

Priority Area	Sample Indicators
 Community Affordability	<ul style="list-style-type: none"> Reduction in financial barriers to essential services Increase in access to affordable housing Economic stability metrics (e.g., youth employment)
 Accessibility and Inclusive Services	<ul style="list-style-type: none"> Increased use of public transportation by diverse groups Higher participation in recreation and social programs Expanded access to social and recreational services
 Strengthening Community Connection	<ul style="list-style-type: none"> Growth in volunteer participation rates Increased attendance at community events Improved social cohesion (e.g., belonging, connection)
 Community Awareness and Engagement	<ul style="list-style-type: none"> Higher engagement in town meetings Expanded digital reach for community information Increased resident feedback on public initiatives
 Growing in a Way that Supports Everyone	<ul style="list-style-type: none"> Balanced development planning Inclusion of social considerations in growth strategies Resident satisfaction with new community spaces

By implementing an annual approach to evaluation using these indicators or other existing FCSS indicators used by the Town, there can be annual progress reports that can help guide decision making and provide updates to the community.

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Appendix I

Closing the Loop on the Social Needs Assessment

The following recommended action items focus on bridging the transition from developing the Social Needs Assessment and Strategy to putting it into action. These recommended actions aim to build on the progress made so far, maintain momentum, and move toward meaningful implementation in Okotoks.

Strategies:

1. Close the loop on the development of the Social Needs Assessment and Strategy
2. Update workplans – Integrate the Strategy into municipal and partner plans
3. Evaluation Plan – Tracking efforts and outcomes
4. Planning an annual check-in for the Social Needs Assessment and Strategy

Close the loop on the development of the Social Needs Assessment and Strategy

This includes closing the loop on the Social Needs Assessment and Strategy with the community, internally within the municipal government, and with community partners.

Recommended Action	Objective	Timeline
Update a Social Needs Assessment and Strategy webpage	User-friendly webpage updated, including access to a copy of the final document	Short-term
Provide access to copies of final document to participants and interested community members	Everyone that participated or is interested in the development of the Social Needs Assessment and Strategy receives a copy of the final document	Short-term
Public announcement	At least one news story and social media post with links to the final document	Short-term

Integrate the Strategy into municipal and partner plans

- Update workplans within the Town
- Update workplans with community partners / tables
- The Town and key partner organizations should align their operational plans and priorities with the goals and recommendations outlined in this strategy. Doing so will help ensure coordinated efforts and efficient resource allocation.

Recommended Action	Objective	Timeline
Thoroughly review the Social Needs Assessment and Strategy with Town partners and community partners	Presentation and conversation with all key and vested internal and external partners and tables in Okotoks and region	Short-term
Identify staff leads for implementation	Each priority area has a lead, with the Town's role and responsibility for each identified as well	Short-term
Identify the lead's strengths and needs related to being the lead for a recommended action(s)	Leads have identified their strengths and needs, with appropriate sources / resources engaged to help address those needs	Short-term
Update, implement, and check in on 2025 work plan progress.	2025 work plans are updated and implemented in alignment with the Social Needs Assessment and Strategy and mid-year check ins are scheduled.	Short and Medium-term
Plan 2026 workplans and beyond	2026 and ongoing work plans are developed	Long-term

Appendix I

Evaluation and Monitoring Plan to track activities and outcomes

Develop clear workplans based on the Social Needs Assessment and Strategy Action Table, updating them regularly to track progress, identify risks early, and measure success across short-, medium-term, and ongoing actions. The Evaluation and Monitoring Plan should be accessible to all impacted/interested parties for transparency and accountability.

Recommended Action	Objective	Timeline
Develop an activities and outcomes/ indicators tracking process with timelines	Evaluation and Monitoring Plan developed with activities and outcomes/ indicators tracking	Short-term
Track activities and outcomes related to the Social Needs Assessment and Strategy	Ongoing tracking	Short-term
Make status updates publicly available and promote awareness of them	A space on the webpage is provided for status updates	Medium-term; Ongoing
Identify any changes / improvements and implement	Improvements/changes identified by team are implemented	Medium-term; Ongoing

Annual check-ins on the Social Needs Assessment and Strategy

Host an annual check-in with impacted/interested parties, partners, and community members to share progress, highlight key milestones, and maintain engagement. These check-ins will strengthen existing relationships, foster new connections, and reinforce shared ownership, ensuring the Town remains actively and authentically engaged with the community.

Recommended Action	Objective	Timeline
Define how the Town will engage in annual Social Needs check-ins with the community.	Define a method and schedule for annual community check-ins on the Social Needs Assessment	Medium-Term

Appendix II

Engagement Overview



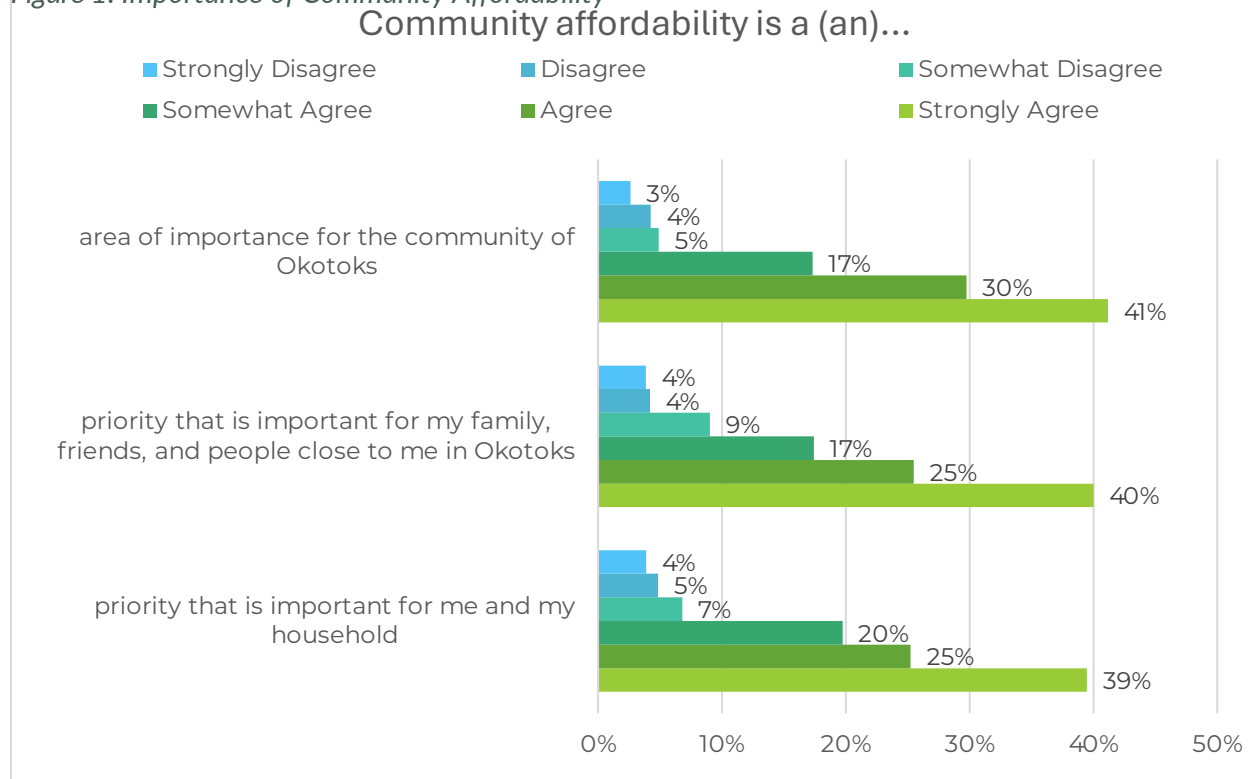
Appendix III

Community Validation Survey Results

As part of the overall engagement process, the community was invited to participate in a validation survey designed to provide community validation for the social priorities, as well as helping to set community level indicators and deepening knowledge of how social needs are impacting their lives. In total there were 323 contributions to the survey from the community.

Community Affordability

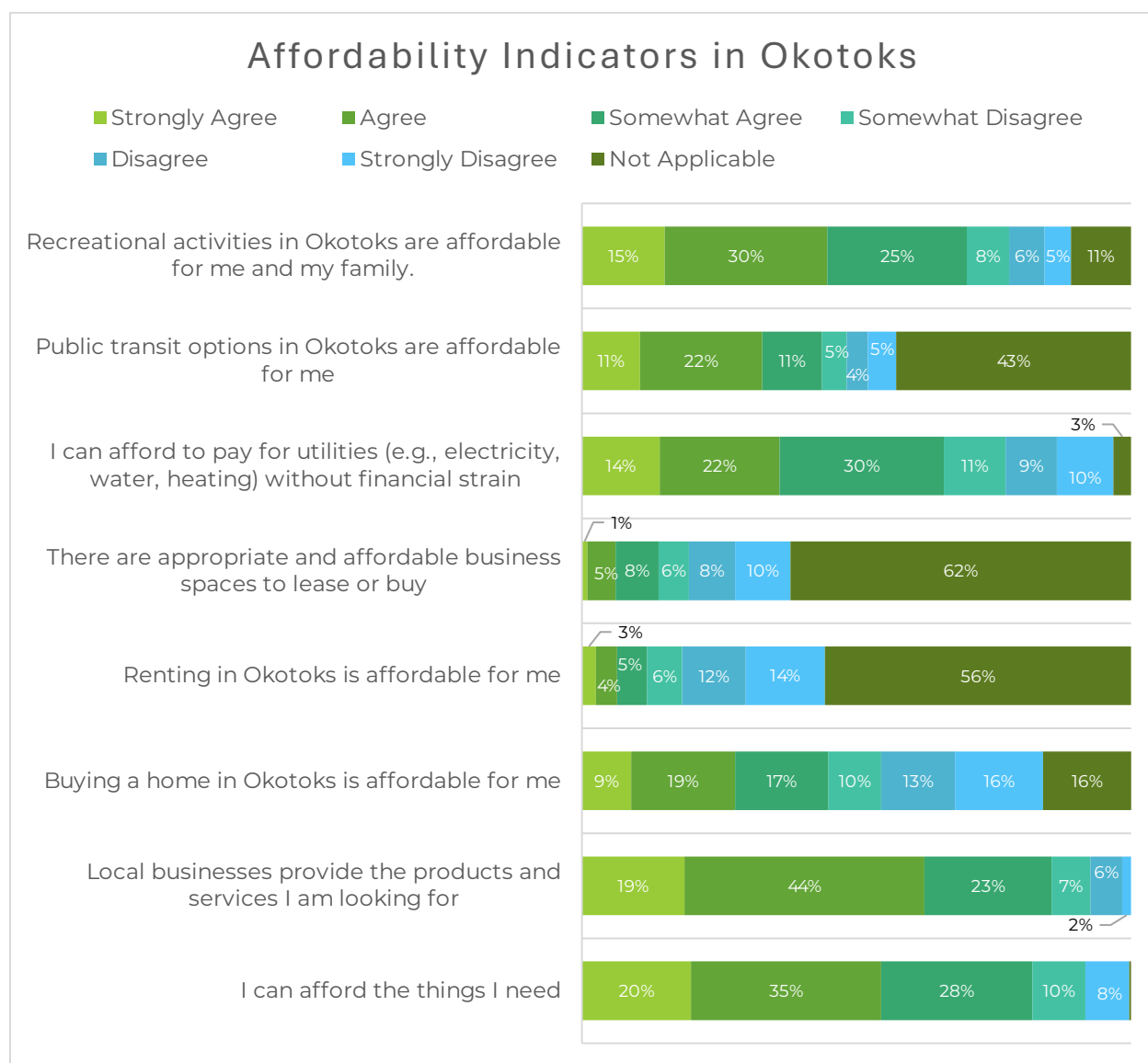
Figure 1. Importance of Community Affordability



Source: Okotoks Community Validation Survey, 2024

The community was provided with an opportunity to share their level of support for community affordability as a priority area for them. There was a high level of support for this priority as over 80% of respondents felt it was a priority for them, their families, their friends, and their community.

Appendix III



Source: Okotoks Community Validation Survey, 2024

Affordability indicators used were designed to provide a snapshot of the community's perceptions of personal affordability in their lives. Although most people feel they can afford most things they need, including products, services, and recreational activities, there are areas of note. 30% of those who responded indicated they had some difficulty with paying utilities. Additionally, housing remains a challenge; 39% indicated that buying a home may be unaffordable for them currently, and 31% suggested that rentals feel unaffordable for them. Commercial rentals also felt unaffordable to those searching for them as 63% of those who responded other than Not Applicable felt commercial rentals were unaffordable for them.

Together, these results suggest that there are pressures being experienced by Okotokians as it relates to affordability in their lives. When asked how affordability is impacting their lives,

Appendix III

residents shared housing costs—both for renters and buyers—are forcing tough decisions. Young adults suggested they can't afford to move out or stay in the community they grew up in. Families felt they are struggling to make ends meet, and single-income households find it nearly impossible to keep up. Seniors on fixed incomes worry about whether they can afford to stay in their homes. Many expressed frustration that new developments aren't addressing the real issue—affordable options remain scarce.

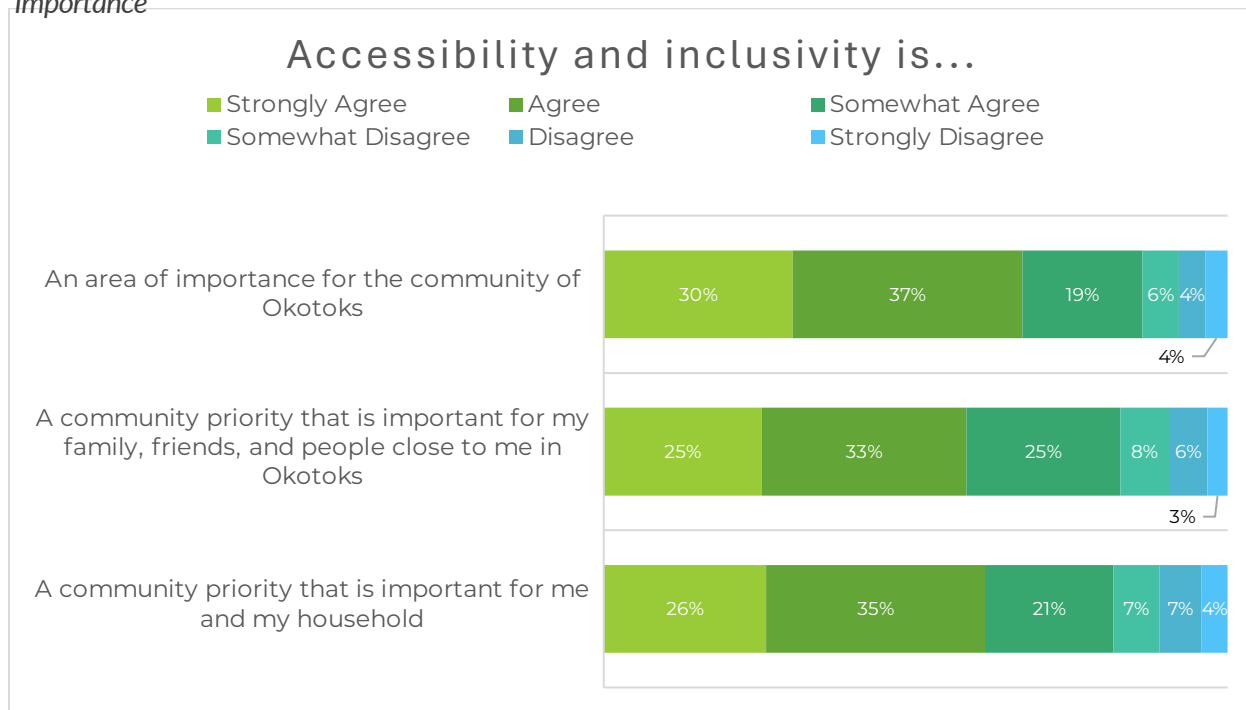
Survey responses also highlight the broader ripple effects of affordability challenges. People shared stories of cutting back on essentials, relying more on food banks, and scaling down their spending in the community. Businesses are feeling the impact, with some struggling to stay open as fewer customers can afford to support them. Many residents pointed to rising taxes, utilities, and service fees as a growing burden, especially as wages fail to keep up.

Community members shared a range of ideas on how to make Okotoks more affordable and livable, with many focusing on improving public services, recreation, and transportation. Residents called for expanded medical services, better public transit with regular routes and accessible booking, and more affordable housing options—including a mix of rentals, starter homes, and multi-family developments. Many pointed out that recreational opportunities, while valued, are often limited or expensive, making it difficult for families, seniors, and those on lower incomes to participate fully in community life. Calls for a larger recreation center, more public swim and fitness options, and better access to green spaces reflected a strong desire to invest in facilities that benefit the whole community.

Appendix III

Accessible and Inclusive Community Services

Figure 3. Accessibility and Inclusivity Importance

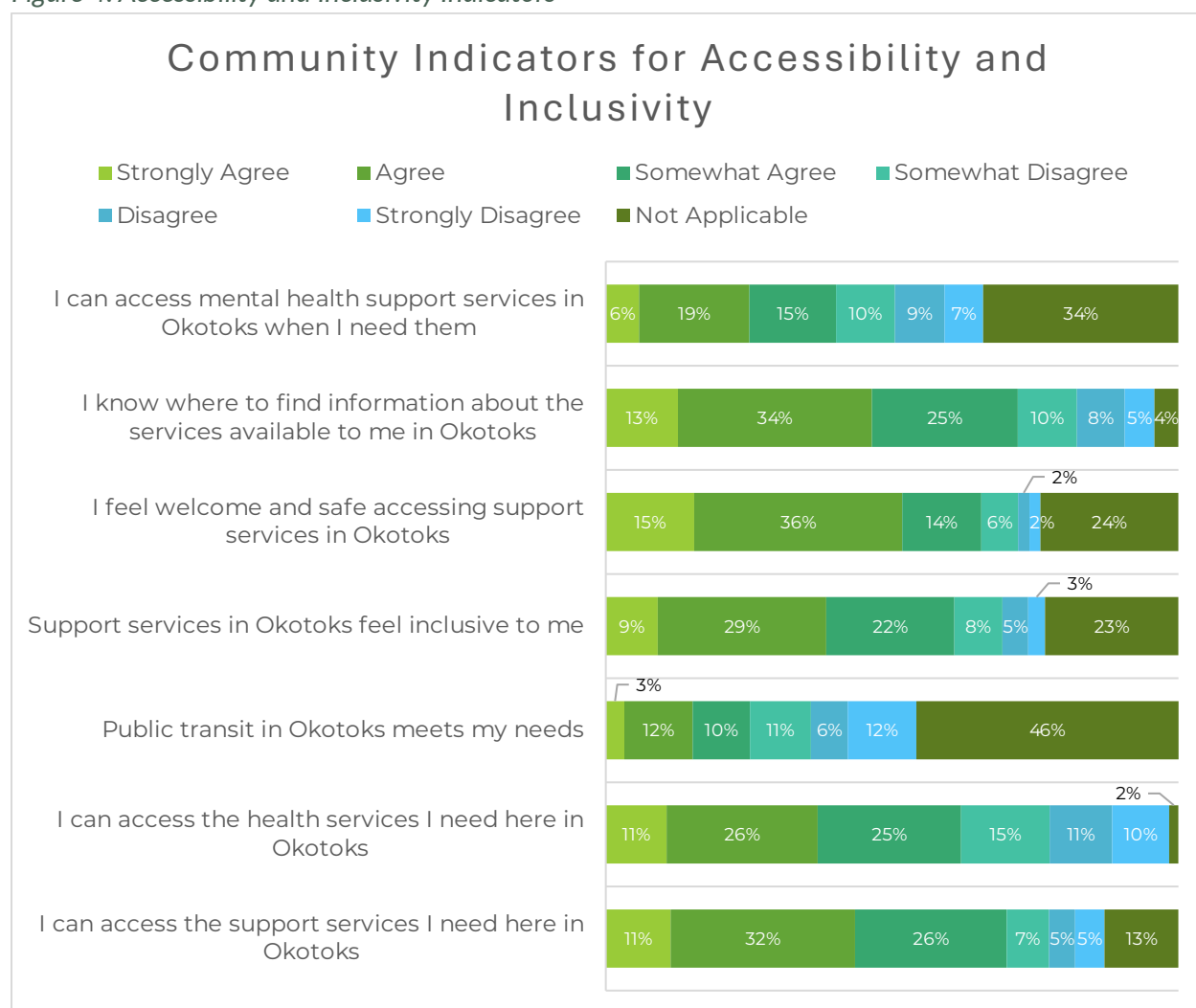


Source: Okotoks Community Validation Survey, 2024

Participants in the survey felt strongly that this is a priority, with over 81% identifying it as important for themselves, their community, or their friends and family.

Appendix III

Figure 4. Accessibility and Inclusivity Indicators



Source: Okotoks Community Validation Survey, 2024

The community indicators used were focused on assessing the level of access people felt they had to support services including health, mental health, transportation, or other support services. Most participants felt they had access to general supports services that feel safe and inclusive. However, 36% felt they have limited access to health services and 26% felt the same for mental health services. Additionally, 53% of those who responded (outside of not applicable) to the transit question felt that current transit does not meet their needs (46% of total respondents said applicable). The results tend to suggest that although services generally feel supportive and inclusive, there are opportunities to improve access and continue to work towards greater inclusiveness.

When asked to provide context to how current accessibility and inclusivity of programs and services is impacting their lives, community members shared a range of experiences. Many noted that while services like transit and recreation exist, they can be difficult to access due to overcrowding, inconvenient scheduling, or physical barriers. Parents of children with disabilities

Appendix III

expressed a lack of inclusive programs, making it difficult for their children to participate in sports and community activities. Seniors and people with mobility challenges reported difficulties accessing businesses, recreation facilities, and public spaces, with concerns about heavy doors, inadequate parking, and uneven sidewalks—especially in winter. Others pointed out that programs and activities tend to be geared toward specific demographics, leaving limited options for adults, non-sports activities, and those with unique needs.

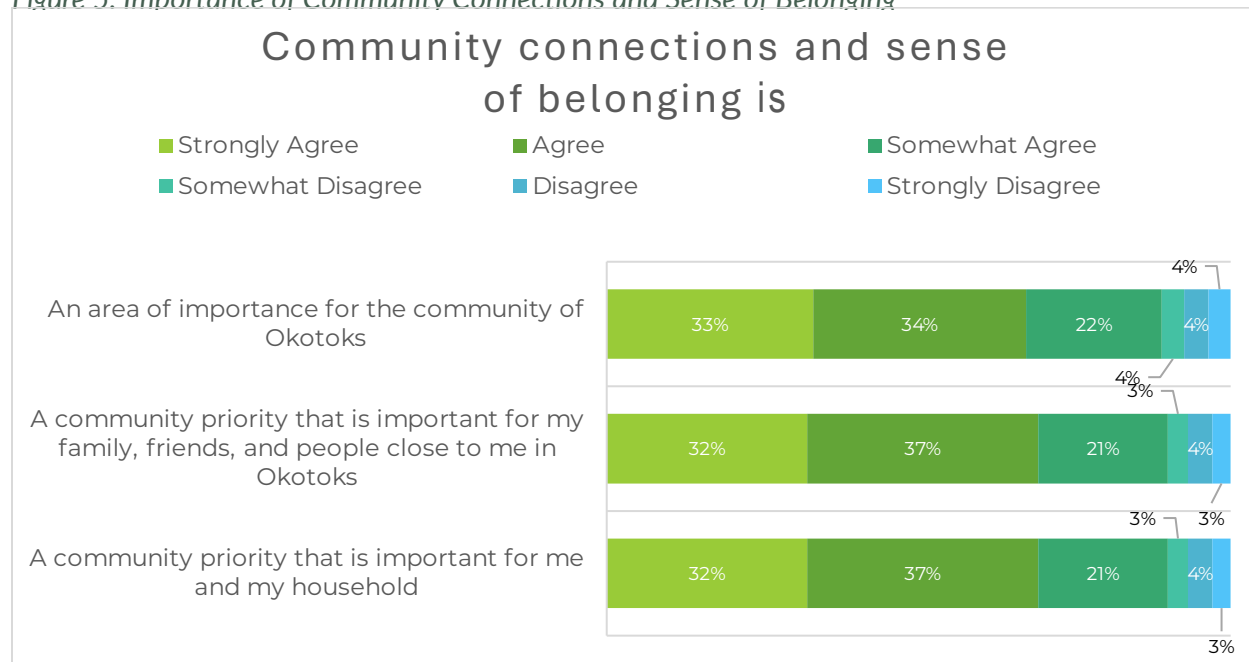
Residents shared many ideas on how to improve accessibility, inclusivity, and access to essential services in Okotoks. Expanding healthcare services was a major focus, with suggestions for attracting more family doctors, creating a local hospital, increasing urgent care hours, and improving access to mental health support. Some proposed partnerships with local psychologists to offer sliding-scale services and expanding social work support in schools to ensure early intervention for children and families. Others suggested creating a centralized hub—both online and in print—to clearly communicate available services, making it easier for residents to access healthcare, counseling, and other support programs.

Improving public transportation was another key theme, with calls for a fixed-route bus system that regularly connects key locations in town and provides better links to Calgary for medical appointments and work commutes. Expanding recreation facilities, including a larger aquatic center, more multi-sport complexes, and additional community spaces for arts and culture, was suggested to keep up with population growth. Residents also supported enhancing accessibility, such as widening sidewalks, ensuring businesses have push-button doors, and providing more mobility-friendly parking and public spaces. A mentorship program between seniors and youth, more affordable recreation options, and expanded free or low-cost community programs were also among the ideas presented to foster a more connected and inclusive community.

Appendix III

Community Connections and Sense of Belonging

Figure 5. Importance of Community Connections and Sense of Belonging

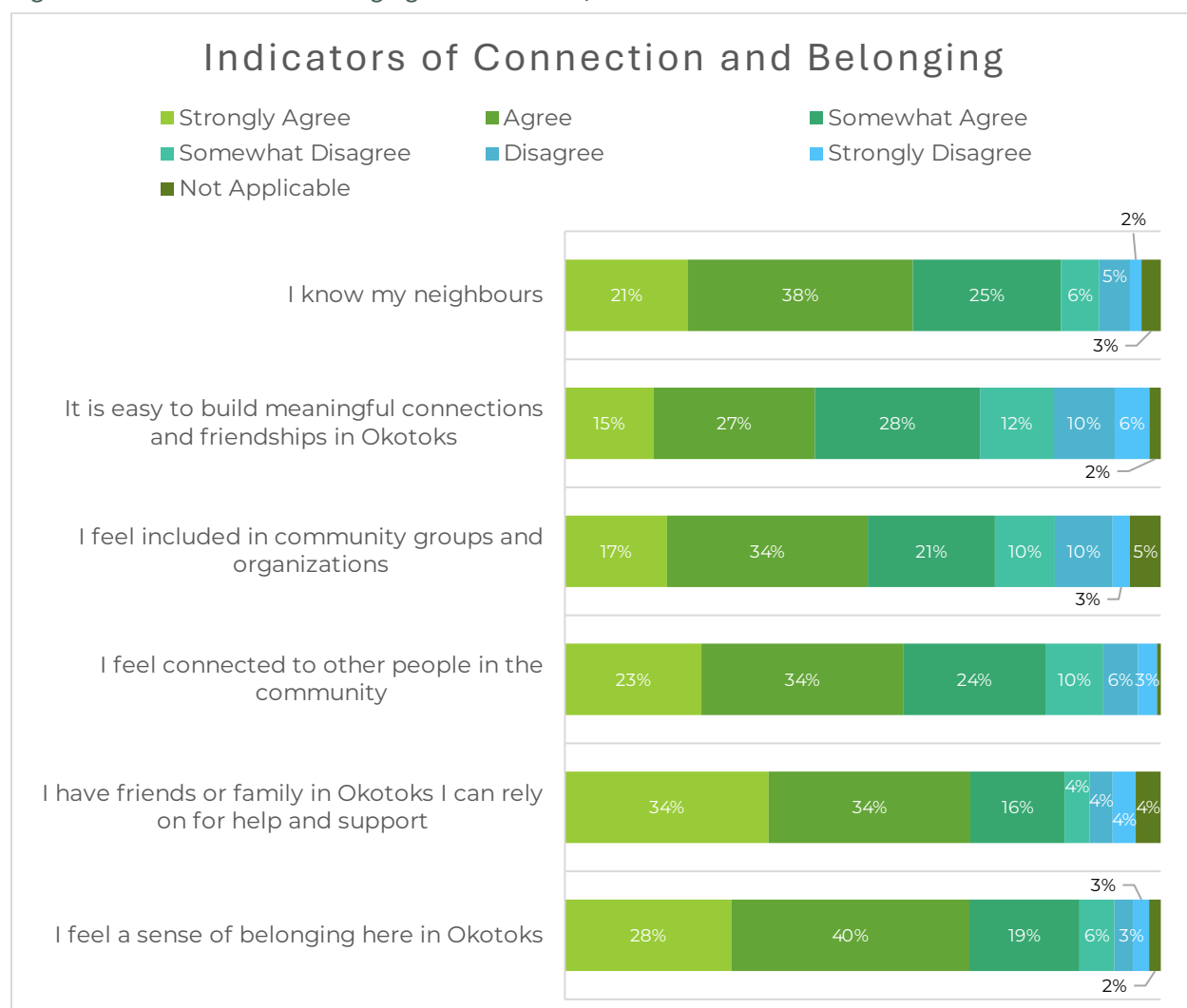


Source: Okotoks Community Validation Survey, 2024

Connection and belonging is an important priority for Okotokians; 90% of survey respondents shared that this is a priority for them, their families, and their community.

Appendix III

Figure 6. Connection and Belonging Indicators 1 of 2

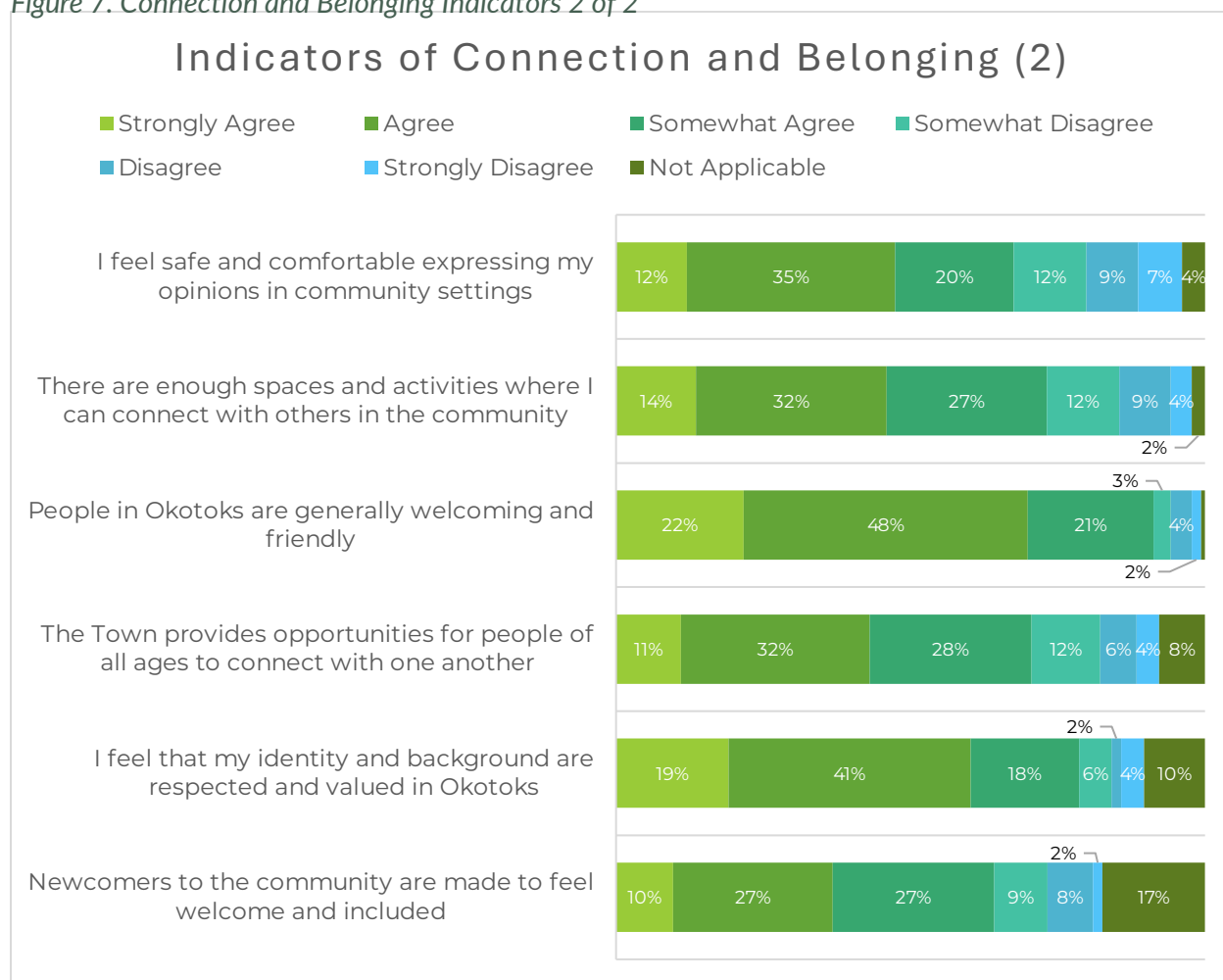


Source: Okotoks Community Validation Survey, 2024

The survey used a comprehensive set of indicators to better understand the current state of belonging and connection within the community. For the majority of survey respondents Okotoks is a welcoming community where they enjoy a sense of belonging and connections with others and groups. That being said, 28% indicated it can be difficult to connect and build friendships in the community and 23% reported not feeling included in community groups and organizations.

Appendix III

Figure 7. Connection and Belonging Indicators 2 of 2



Source: Okotoks Community Validation Survey, 2024

Additional indicators follow similar trends that tend to suggest that most people feel the community is welcoming and friendly and that identities and backgrounds are respected. In contrast, 28% of respondents suggested feeling some discomfort expressing opinions while 25% felt there are opportunities to increase access to spaces where they can connect with others.

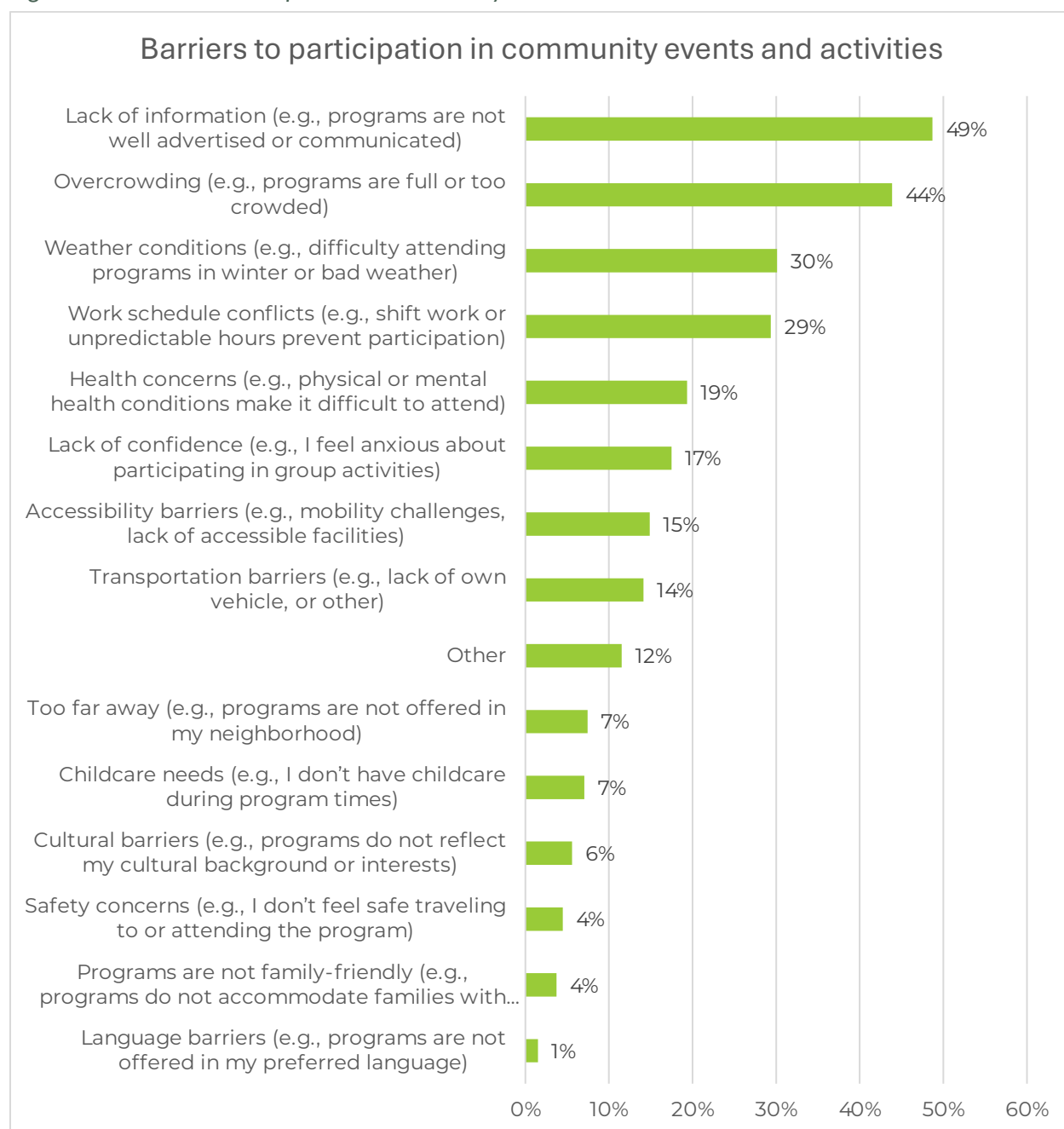
Some Okotokians felt a change in the fabric of the community, making it harder to foster strong relationships between neighbors. Respondents spoke about a shift away from the small-town feel, with fewer opportunities for casual social interactions and a sense that new developments prioritize expansion over community-building. Others noted that connection is particularly difficult for people with disabilities, newcomers, and those without established social networks. Some respondents shared positive experiences, highlighting the role of local events in bringing people together, while others emphasized the need for more inclusive, low-cost, and neighborhood-focused initiatives that encourage participation across different demographics.

Appendix III

A recurring theme in the feedback was the importance of spaces and programs that make it easier for residents to engage with one another. Some pointed to the role of local businesses, churches, and recreational facilities as gathering places, while others called for a more intentional approach to strengthening cultural inclusivity, such as incorporating Indigenous place names and offering town materials in multiple languages. Residents largely agreed that fostering a welcoming and connected community requires both structured opportunities for engagement and a shared commitment to treating all members with respect and support.

Appendix III

Figure 8. Barriers to Participation in Community Events and Activities

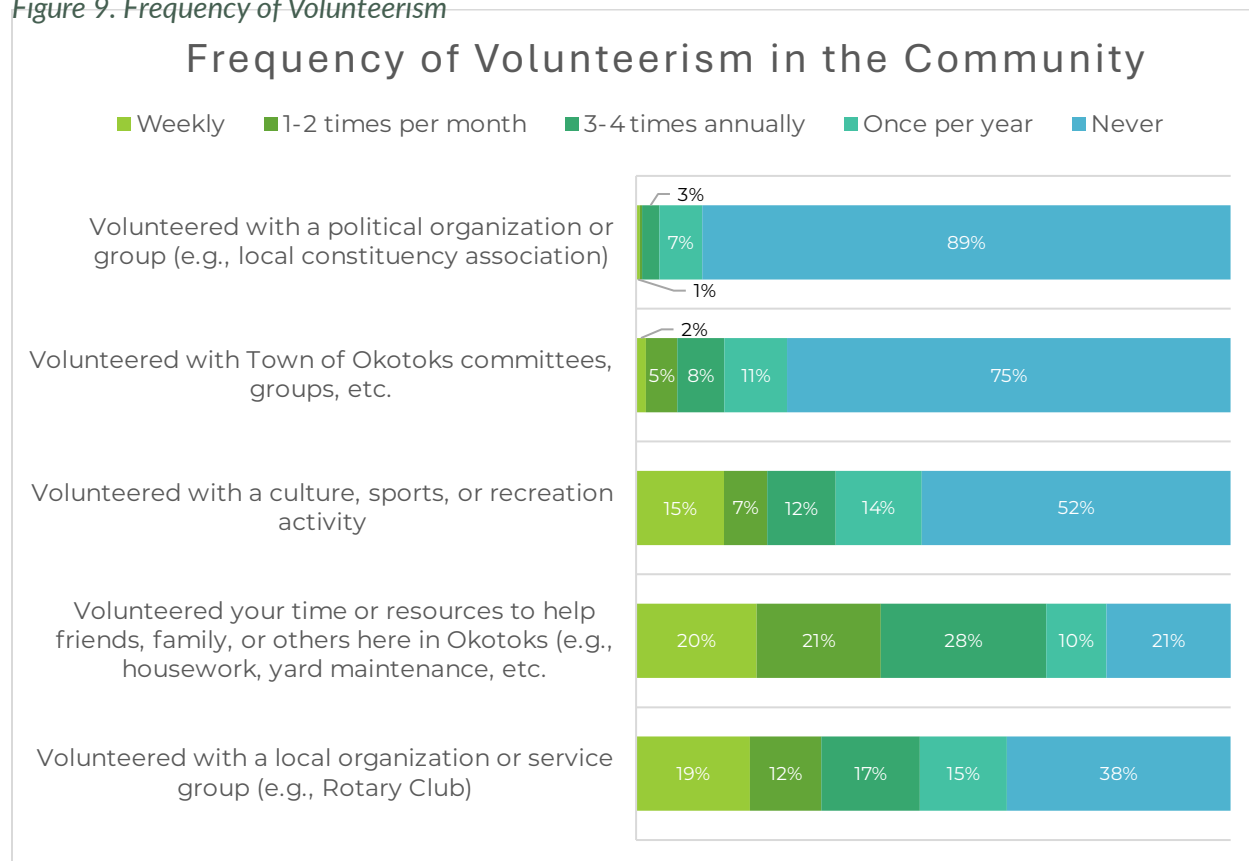


Source: Okotoks Community Validation Survey, 2024

Appendix III

Participants highlighted information, overcrowding, weather, and work schedules as the most common barriers to accessing events and programs. When asked to detail “other areas”, residents shared that personal interests, location, and family-focus seem to be getting in their way.

Figure 9. Frequency of Volunteerism



Source: Okotoks Community Validation Survey, 2024

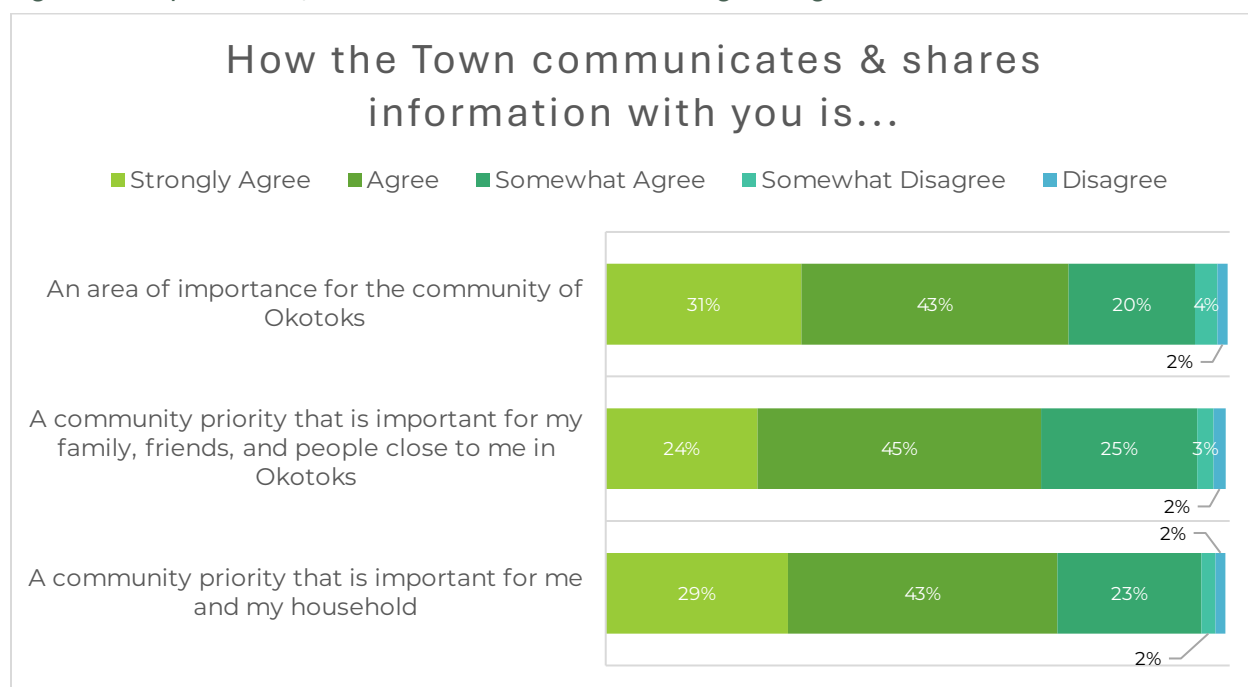
Community connection and belonging can be supported by volunteerism. To gauge current volunteerism trends, participants indicated the frequency with which they volunteered in different capacities across the community. The most frequent form of volunteerism was informal volunteerism for friends and families, followed by volunteering with a local organization or group. Worth noting is that although overall volunteerism rates are relatively high, only 15-20% of volunteers contribute frequently, suggesting an opportunity to increase engagement.

Appendix III

How the Town Communicates & Shares Information with You

Civic engagement, awareness, and communication had a high level of agreement from the community. 94% of respondents indicated agreement with this priority for the community. When asked to indicate the impact this priority area has on their lives, participants felt that they feel disconnected from community decision-making and sometimes struggle to find timely information about town initiatives and events. A shared concern is the perceived lack of transparency from town council, with many feeling that public engagement efforts are simply a formality rather than a genuine opportunity for input. While some appreciate the town's outreach through social media, newspapers, and community meetings, others express difficulty in accessing important information. Participants shared a perception that feedback from engagement sessions gets ignored, and decisions seem predetermined, which tends to lower their willingness to participate in the future.

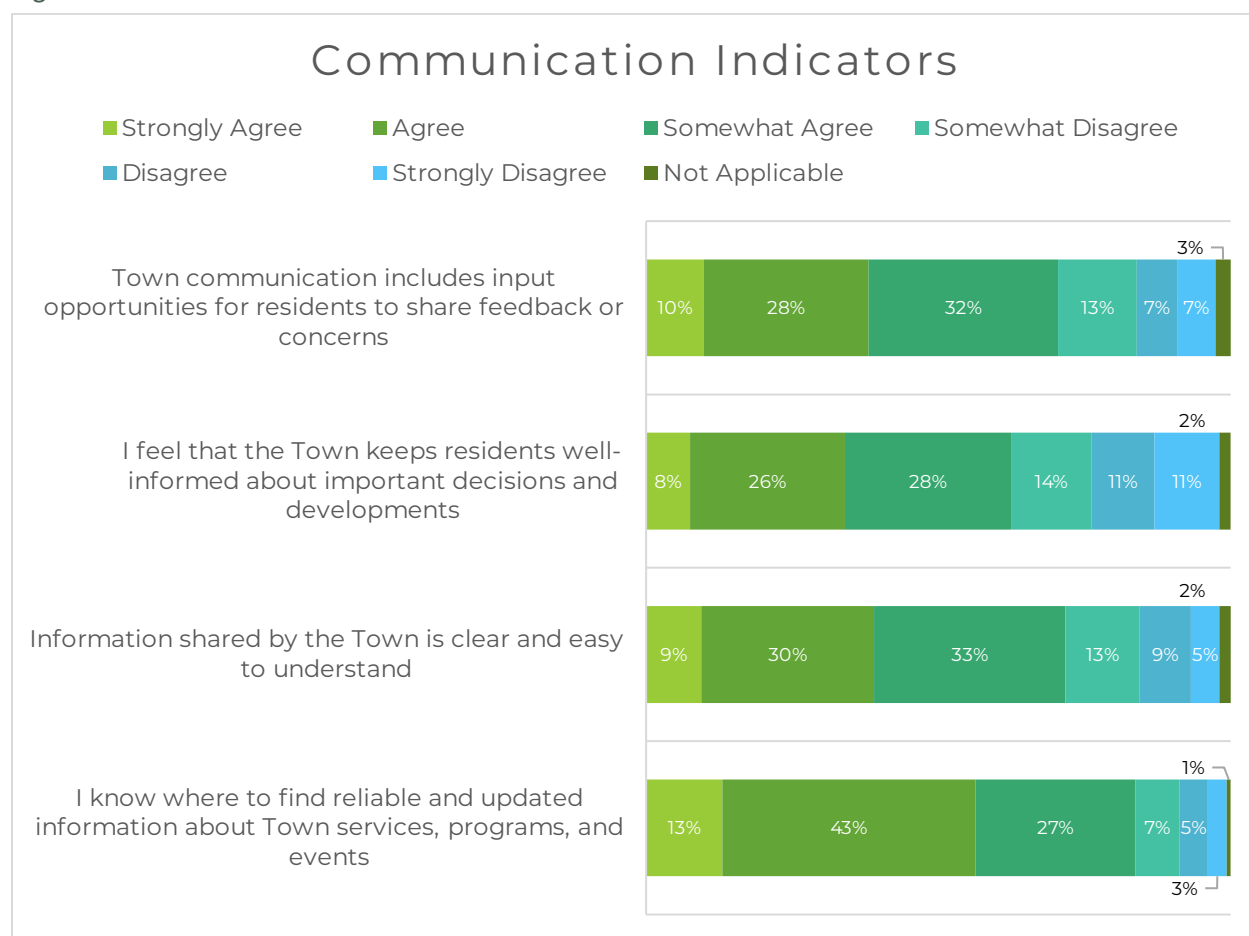
Figure 10. Importance of Town Communication and Sharing Strategies



Source: Okotoks Community Validation Survey, 2024

Appendix III

Figure 11. Communication Indicators

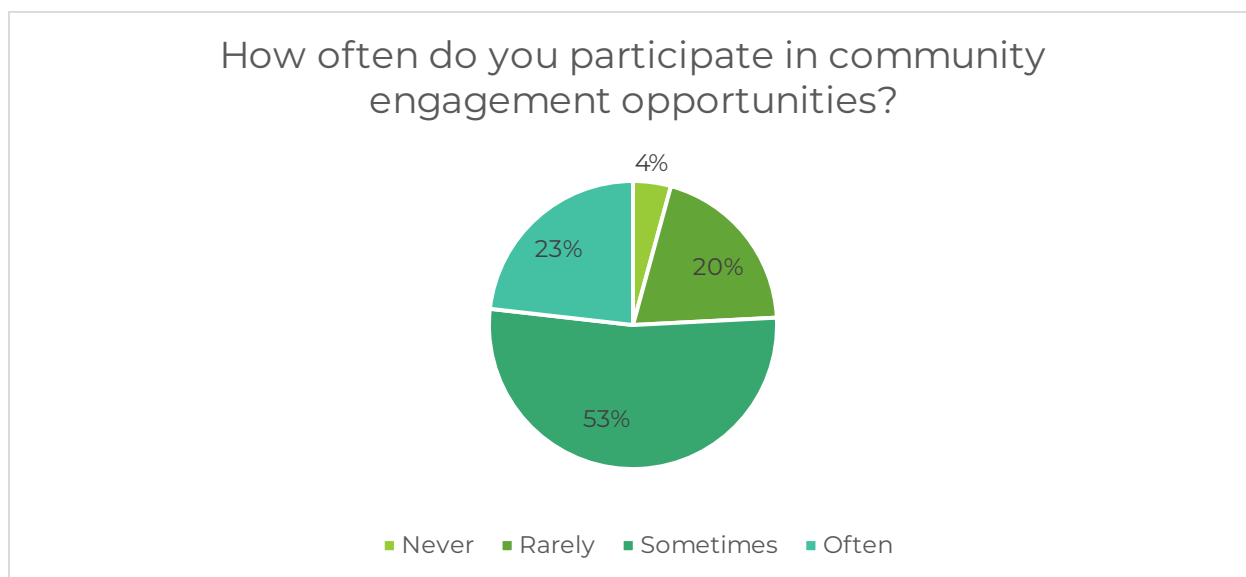


Source: Okotoks Community Validation Survey, 2024

Respondents suggested they tend to know where to find reliable information (83%) and that the Town tends to share information that is clear and easy to understand (72%). Alternatively, 36% indicated feeling under-informed by the Town and that 27% feel there could be more opportunity for feedback. These results tend to suggest there is dynamic tension in the experience of individuals where although they know where to access clear information, they may also be seeking more from the Town to fill gaps.

Appendix III

Figure 12. Engagement Participation



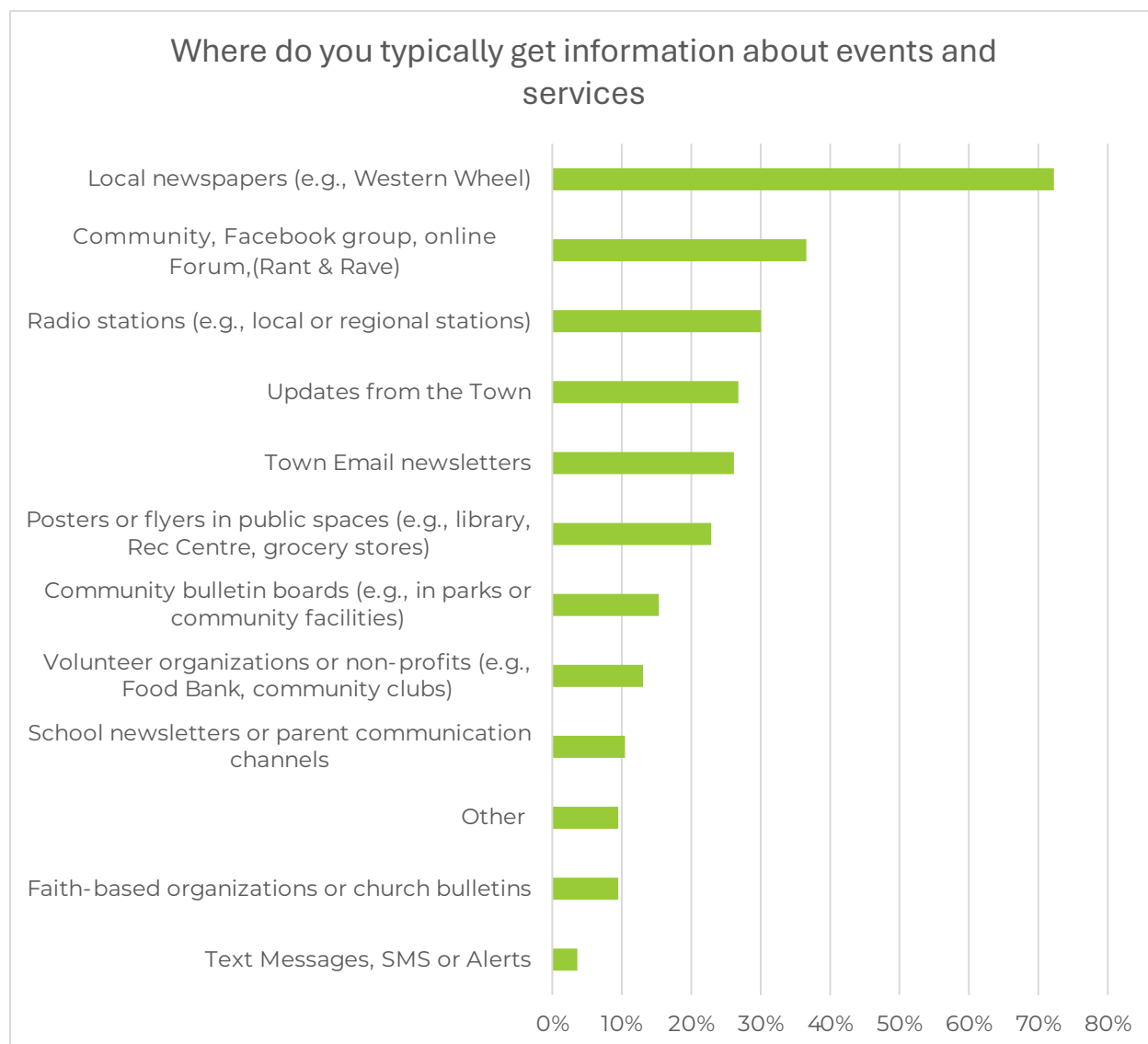
Source: Okotoks Community Validation Survey, 2024

This is made clearer through the feedback above. 76% of respondents indicated participating sometimes or often in community engagement activities while 24% indicated rarely or never participating. However, it is worth noting that many of the survey participants may have participated in this project throughout its duration and therefore the numbers may be higher than through the general population.

For those who participated, the local newspaper, online sources, and radio are the most frequently cited sources of information about events and services. Written in responses in the “other” category included word of mouth and the town website.

Appendix III

Figure 13. Sources of Information about Events and Services



Source: Okotoks Community Validation Survey, 2024

Appendix III

When asked what methods participants would like the Town to utilize to communicate with them, they shared that digital and traditional communication is the most preferred way including email, websites, newspaper, and radio.

Table 1. Frequency of Preferred Communication Method from the Town

Communication Method	Frequency of mention
Email	Very High
Town Website	Very High
Western Wheel (Newspaper & Online)	Very High
Social Media (Facebook, Instagram, etc.)	Very High
Word of Mouth	High
Radio	Moderate
Billboards/Digital Signs	Moderate
Direct Mail/Printed Newsletters	Moderate
Town Council/Public Meetings	Moderate
Community Boards/Posters	Moderate
Community Organizations (e.g., Seniors Club, Recreation Centers)	Low
Text Messaging	Low
QR Codes	Low
Town Surveys	Low

Source: Okotoks Community Validation Survey, 2024

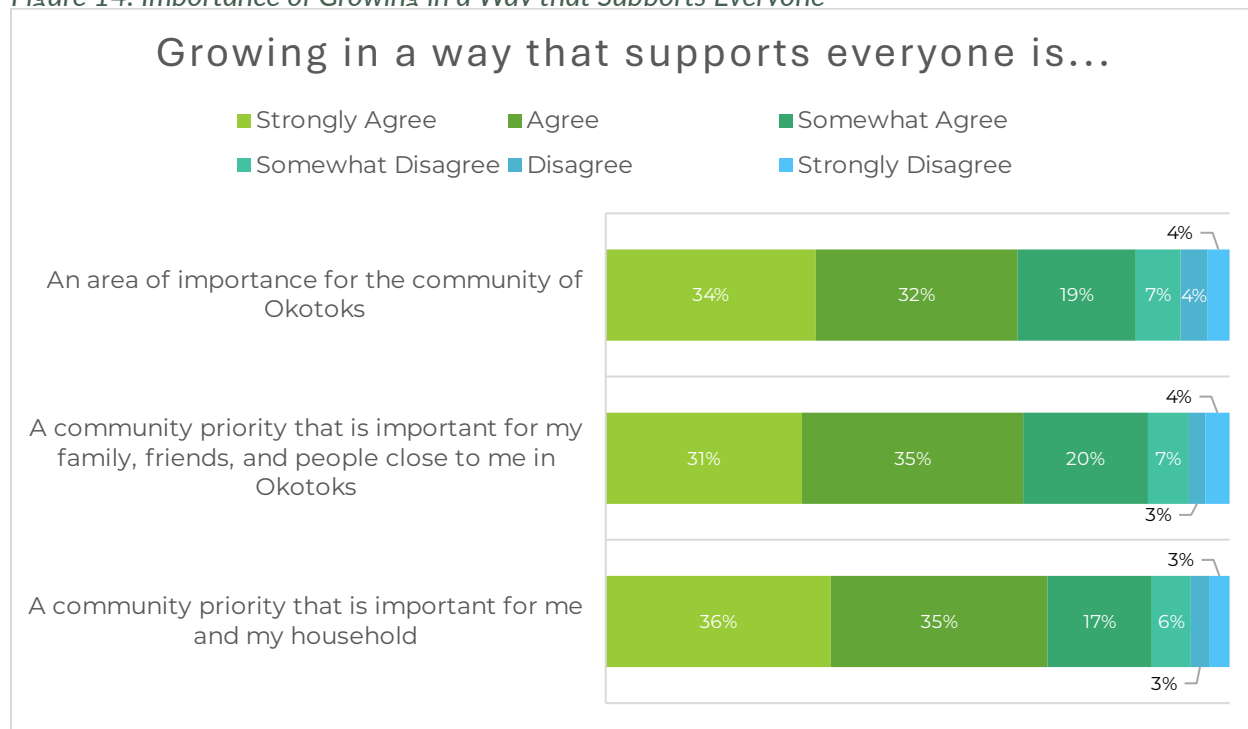
Participants were also asked what might encourage them to participate more fully in Town engagement activities. They highlighted that having convenient timing, options for online participation, shorter surveys, and transparency of follow-up could be significant leverage points to increase participation. Other opportunities such as drop-in or informal methods, having incentives for participation, and singular topic engagement were also mentioned with some frequency.

Appendix III

Growing in a Way that Supports Everyone

The community of Okotoks strongly supports growing in a way that supports everyone, recognizing it as a shared priority and concern for them. Between 85% and 88% of survey respondents agreed this is a priority for them, their families, and their community.

Figure 14. Importance of Growing in a Way that Supports Everyone



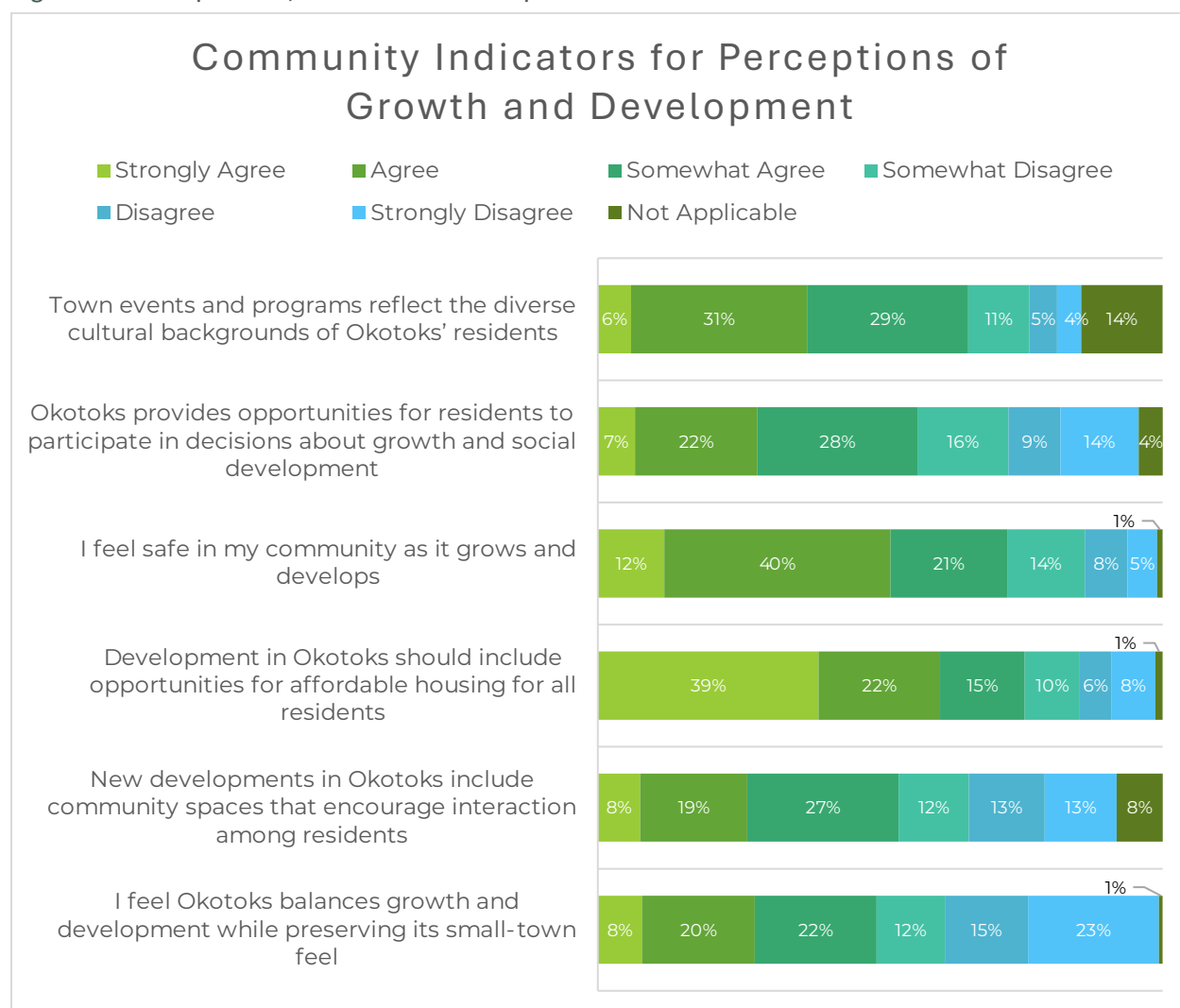
Source: Okotoks Community Validation Survey, 2024

When asked what impact this priority has on their social well-being, participants shared a concern that the town is expanding too quickly without adequate infrastructure, health services, or community planning. Some believe that high-density developments are compromising the small-town feel, increasing traffic congestion, and straining local resources such as schools and healthcare. While some recognize the need for affordable housing and inclusivity, others feel that growth is being prioritized over maintaining the quality of life for existing residents. The tension between welcoming new residents and preserving community identity is evident.

Some residents appreciate the town's focus on diversity and cultural recognition, while others feel these initiatives cater too much to minority groups at the expense of long-standing community traditions. Concerns about increased crime, declining social cohesion, and a loss of community connection were raised, with some residents perceiving a growing divide between different demographic groups.

Appendix III

Figure 15. Perceptions of Growth and Development Indicators

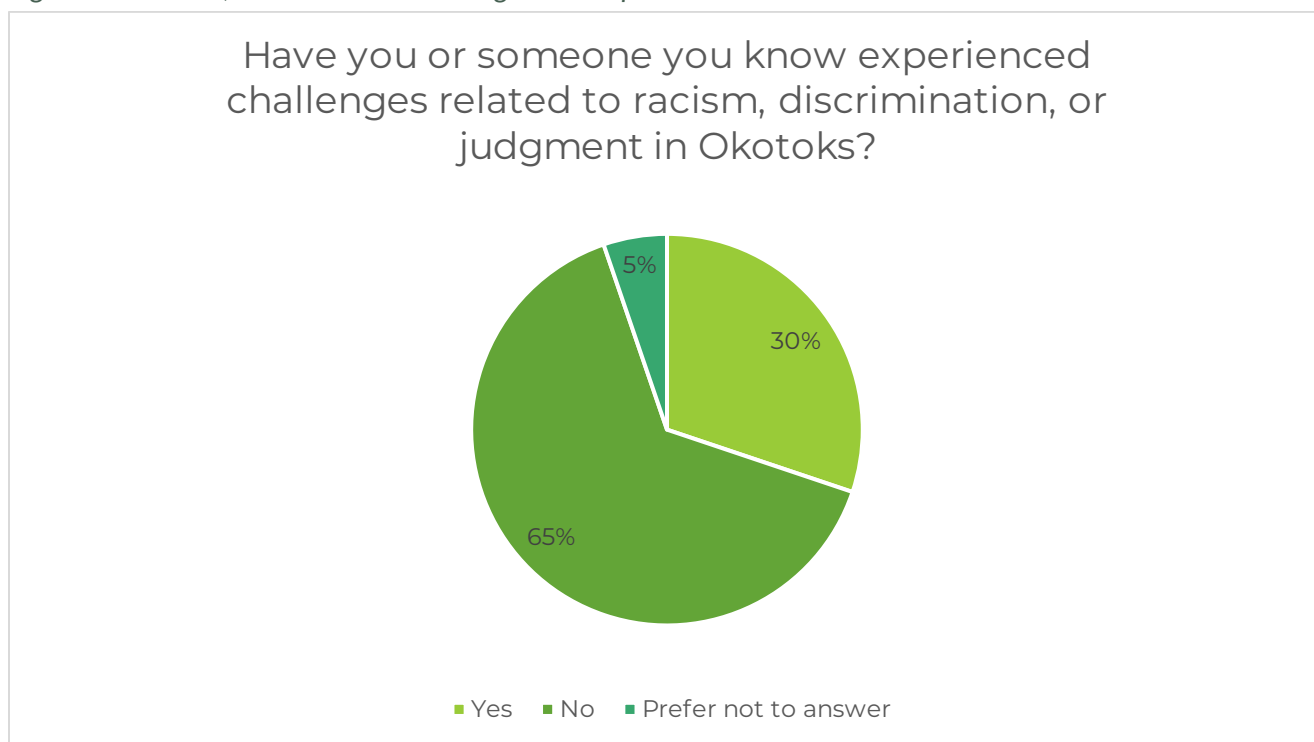


Source: Okotoks Community Validation Survey, 2024

Community indicators provide an additional window into contextualizing some of the emerging tensions in the community surrounding the impact of growth. Although residents recognize the need for affordable housing in the previous survey sections, only 74% indicated agreement that development should include affordable housing. While this is a strong result, it indicates a need to continue building awareness and momentum. Additionally, there is an even 50/50 split between those who feel growth and development is balanced and those who do not.

Appendix III

Figure 16. Racism, Discrimination or Judgement Experiences



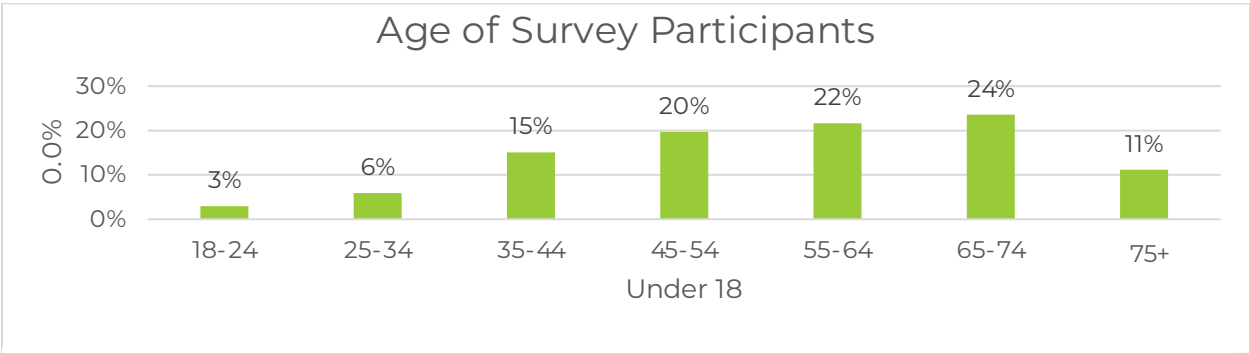
Source: Okotoks Community Validation Survey, 2024

It will be important to amplify efforts for community inclusion and belonging as 30% of respondents indicated experiencing racism, discrimination, or judgement in the community.

Appendix III

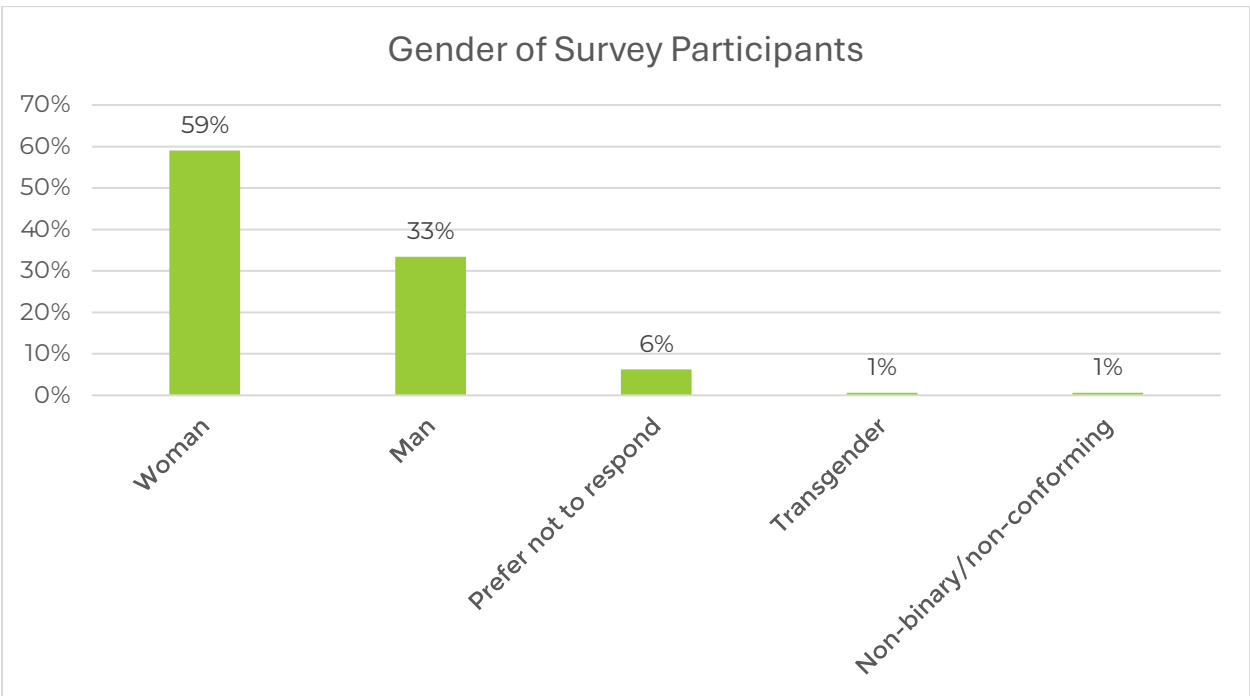
Survey Demographics

Figure 17. Age of Survey Participants



Source: Okotoks Community Validation Survey, 2024

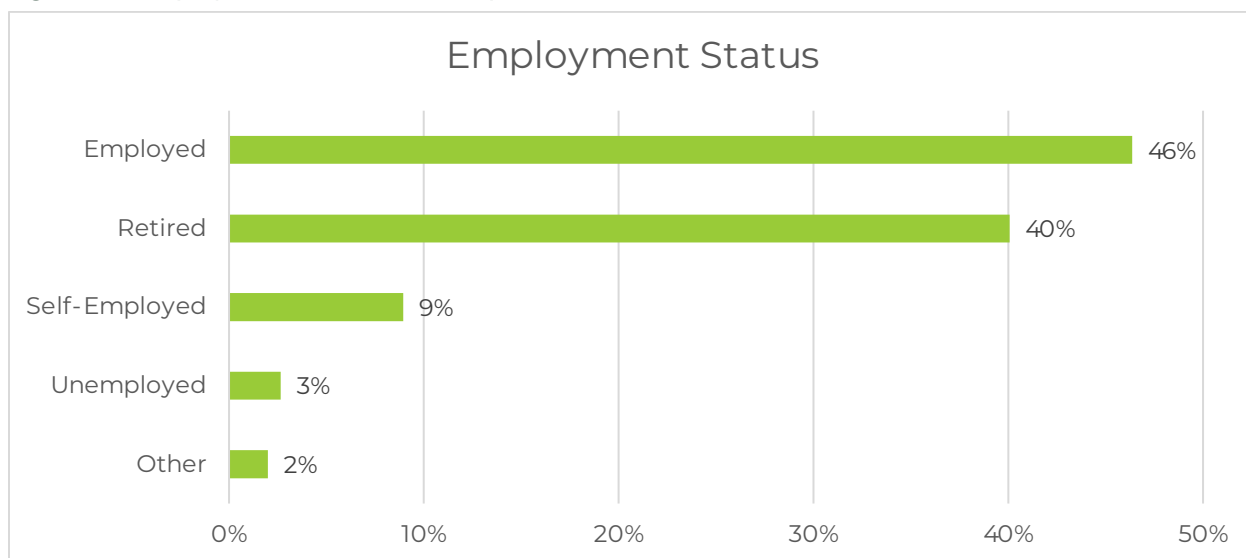
Figure 18. Gender of Survey Participants



Source: Okotoks Community Validation Survey, 2024

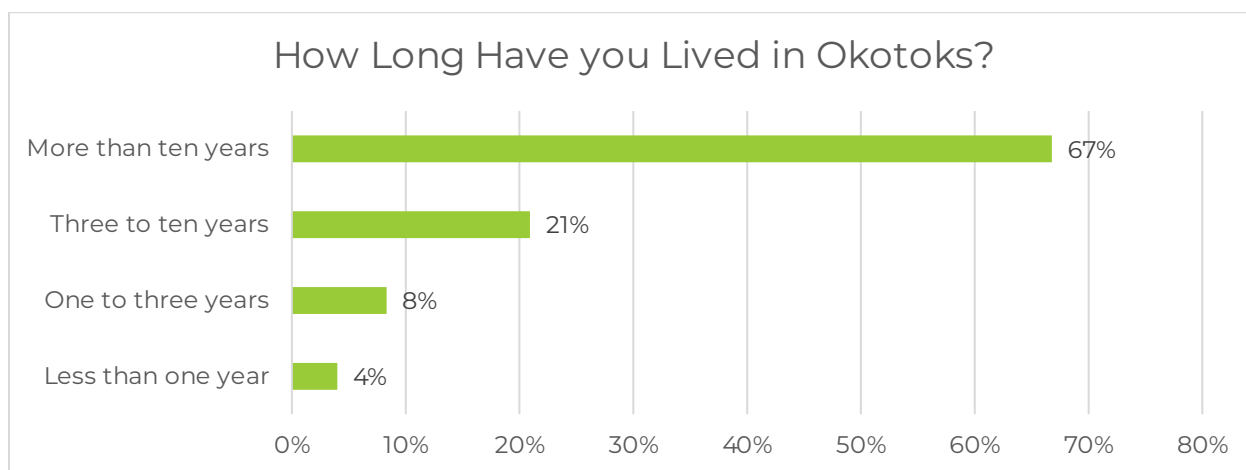
Appendix III

Figure 19. Employment Status of Participants



Source: Okotoks Community Validation Survey, 2024

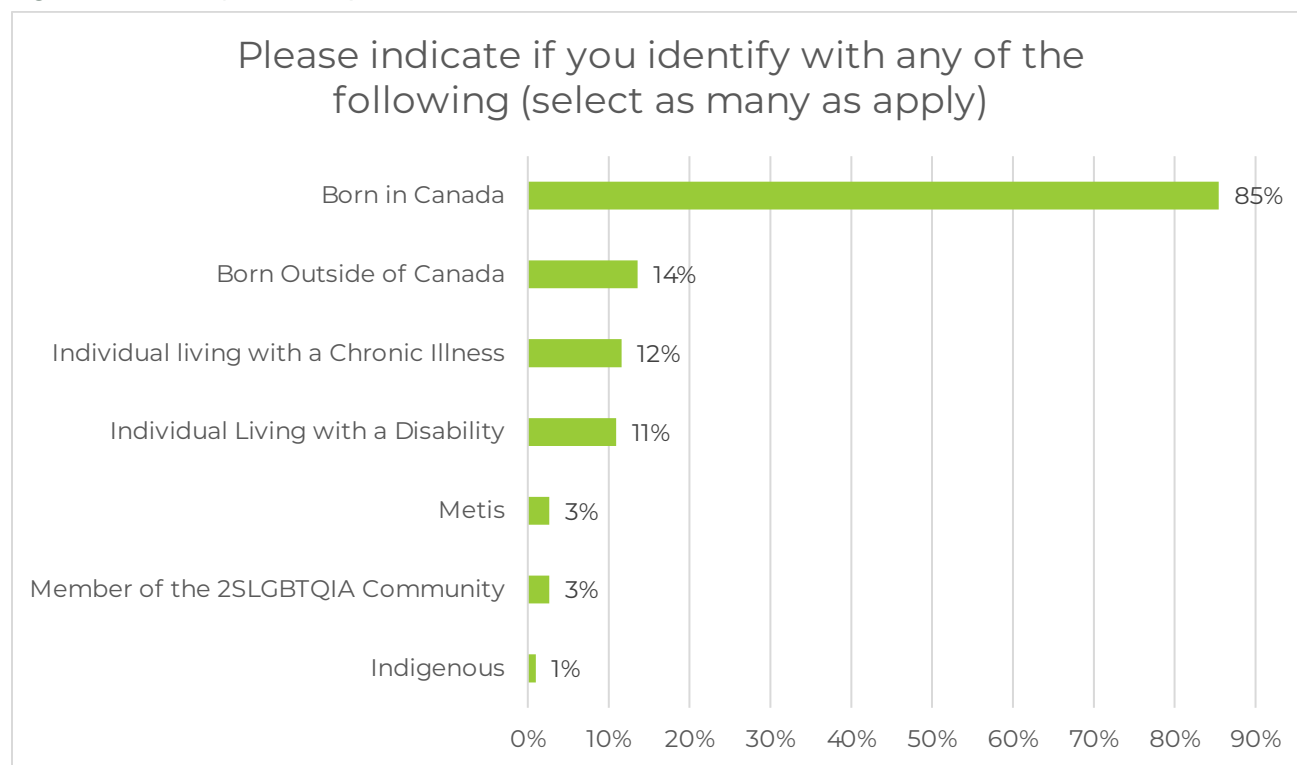
Figure 20. Duration of Residence in Okotoks of Participants



Source: Okotoks Community Validation Survey, 2024

Appendix III

Figure 21. Identity of Participants



Source: Okotoks Community Validation Survey, 2024

Appendix IV

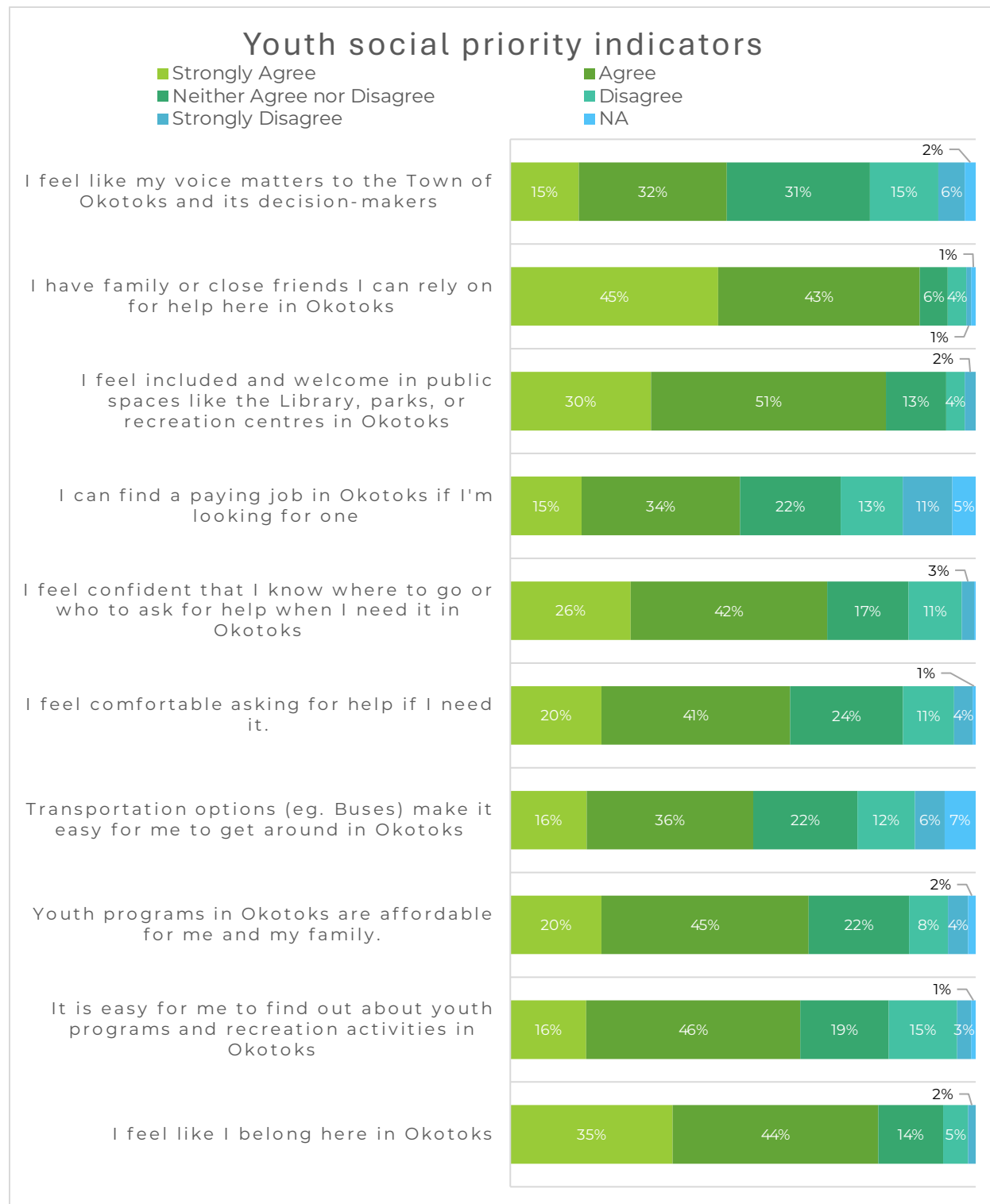
Youth Validation Survey Results

Youth were provided with a customized survey to maximize their input into the Social Needs Assessment. Over 300 youth participated in the survey and shared their thoughts, opinions, and perspectives on social needs and priorities.

Youth survey feedback was broadly categorized into indicators that will help provide a baseline for future engagement and provide context to current social priorities. Most youth who participated (79%) feel a sense of belonging in the community and they feel welcome in public spaces (81%). Importantly, 88% indicate having a close family member or friends in the community who can support them. Among the greatest areas of opportunity are ensuring youth feel their voice can be heard, addressing transportation challenges, and seeking opportunities to increase youth employment.

Appendix IV

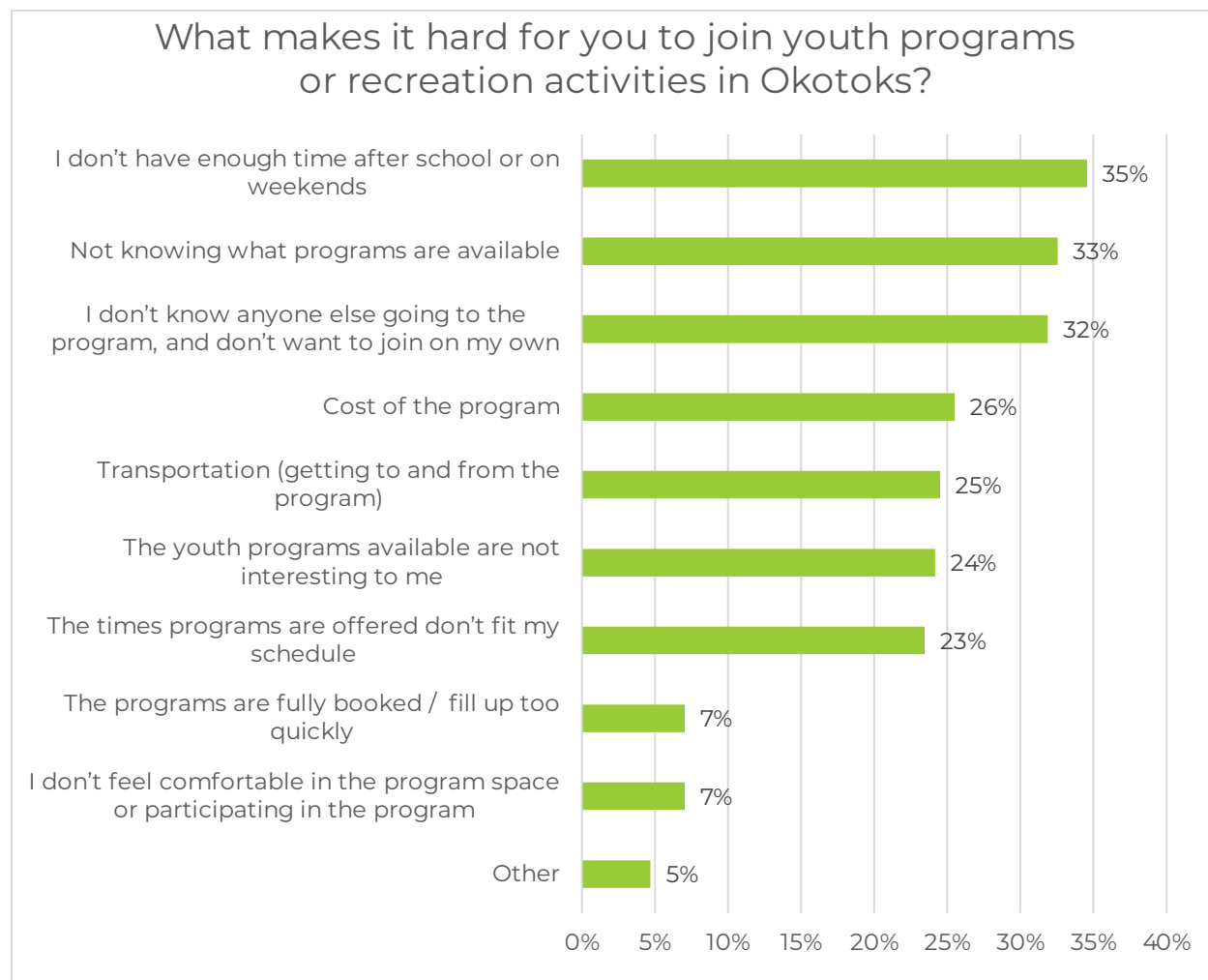
Figure 1. Youth Social Priority Indicators



Source: Okotoks Youth Validation Survey, 2024

Appendix IV

Figure 2. Barriers to Youth Participation in Programs and Recreational Activities

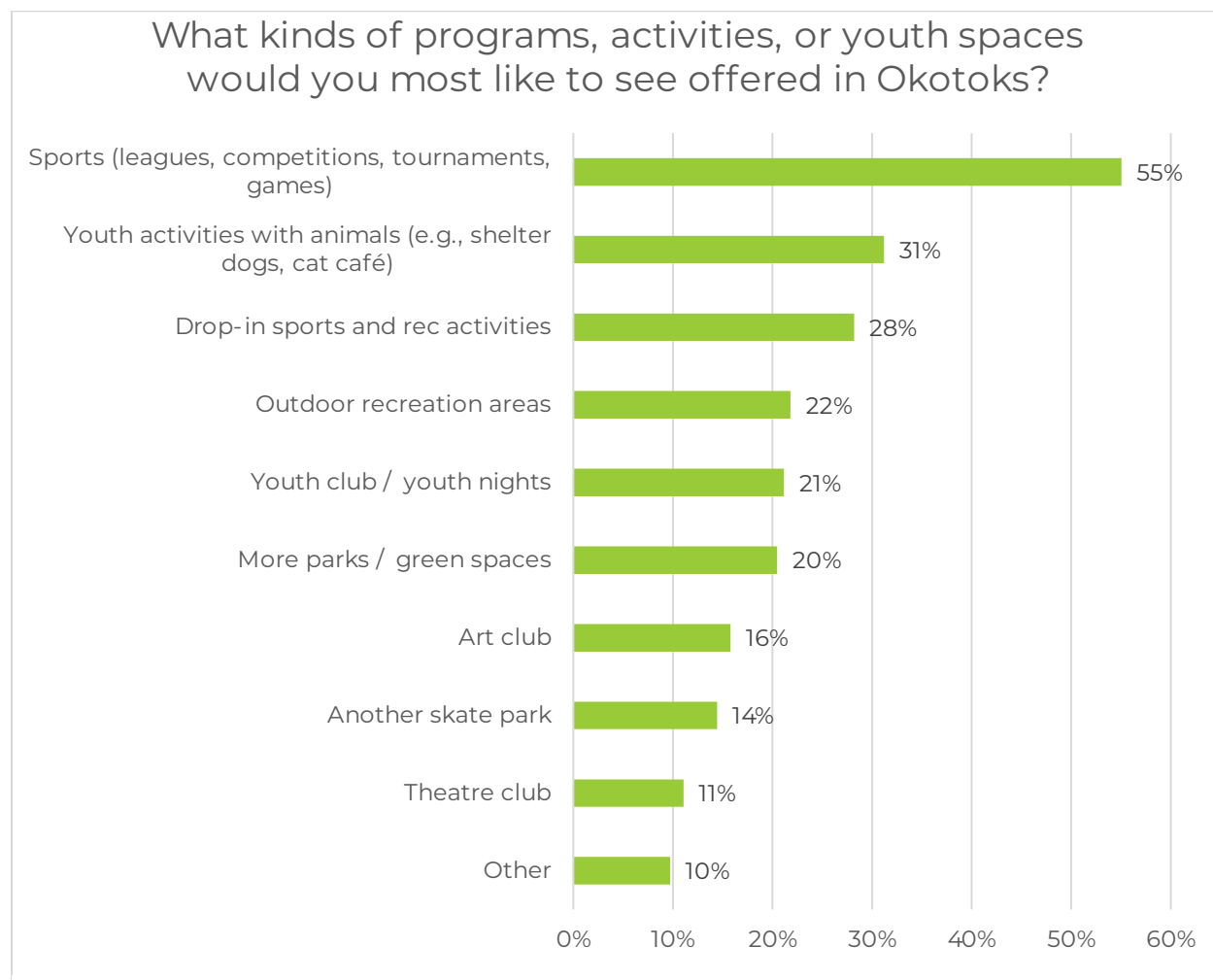


Source: Okotoks Youth Validation Survey, 2024

Youth suggested that the most common barriers to accessing programs and activities are schedule related, not knowing what is available, and not feeling comfortable going alone.

Appendix IV

Figure 3. Youth Preferences for Programs, Activities or Spaces

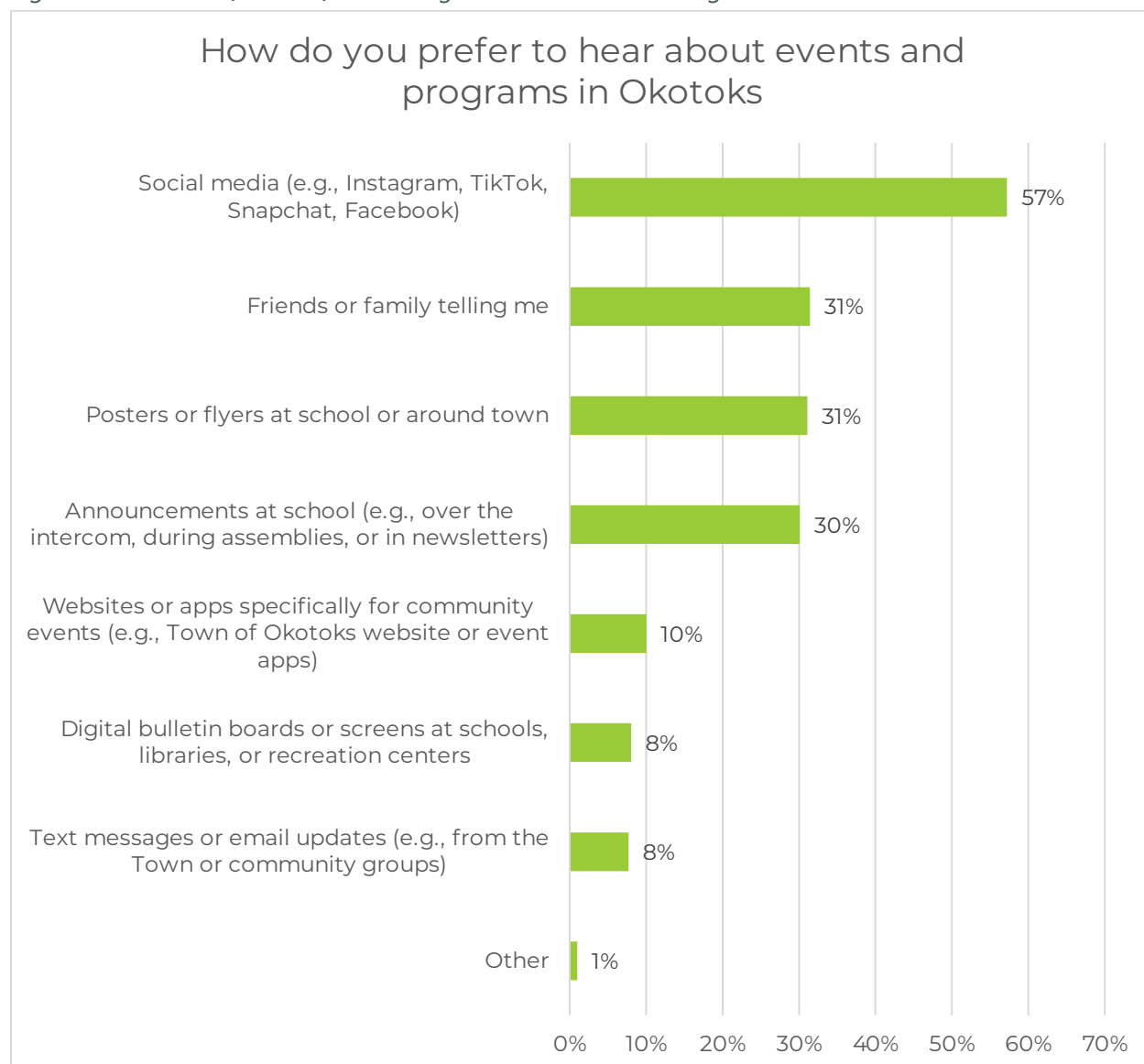


Source: Okotoks Youth Validation Survey, 2024

When asked what ideas for programs or activities they would like to be offered, the most common answers were sports, activities with animals, and outdoor recreation.

Appendix IV

Figure 4. Youth Preference for Hearing about Events and Programs

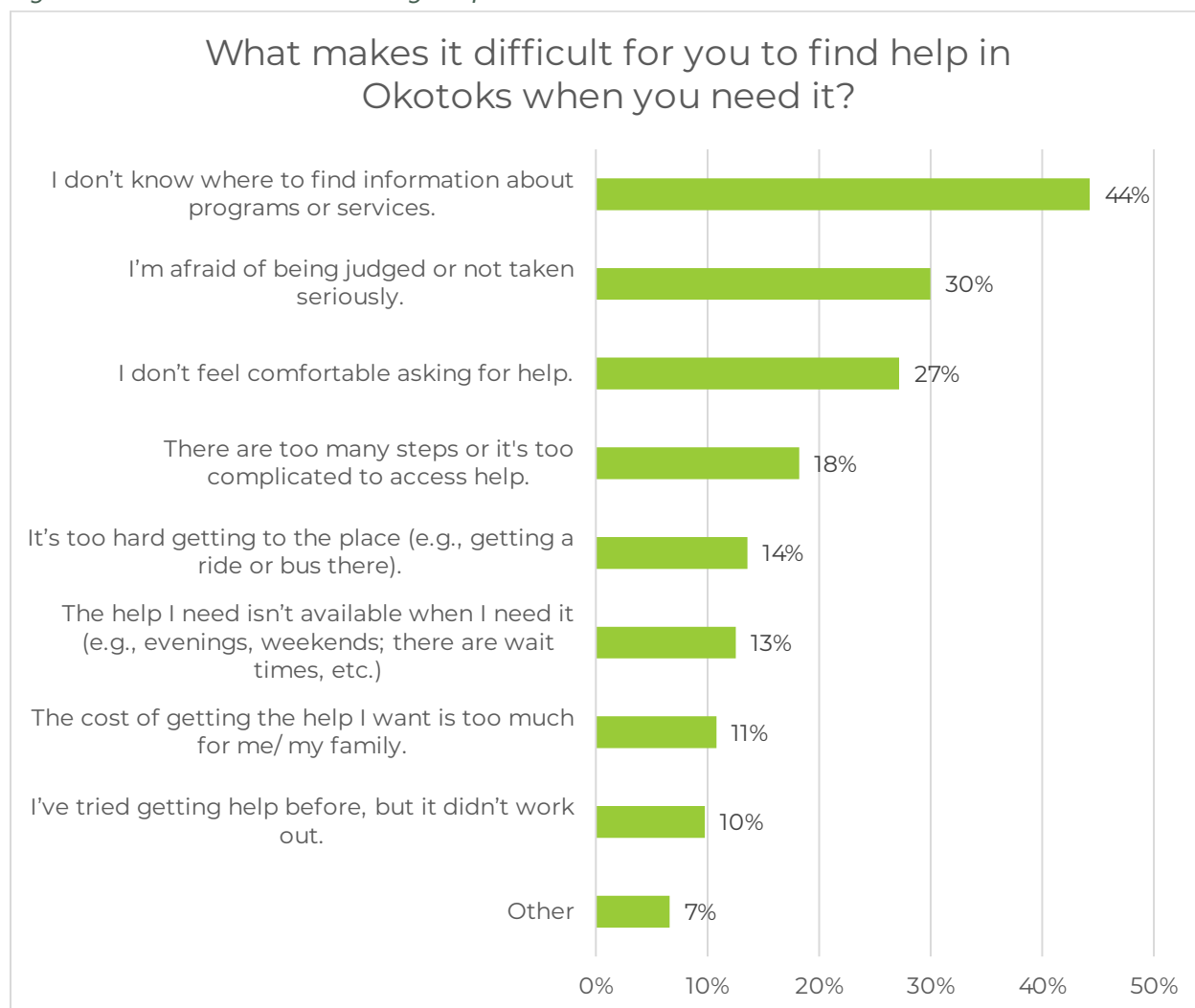


Source: Okotoks Youth Validation Survey, 2024

Youth tend to access information primarily from social media and from their friends or family through word of mouth. Posters and school announcements play a secondary, but important role, in getting the word out to youth in the community.

Appendix IV

Figure 5. Youth Barriers to Finding Help



Source: Okotoks Youth Validation Survey, 2024

Youth shared that the most common barriers to accessing help are access to information and personal challenges such as comfort or fear of being judged. This can indicate opportunities to bridge relationships between youth and support workers more frequently to reduce fear or anxiety.

Appendix IV

Summary of Key Themes from Youth Survey Qualitative Data

Community Affordability

Many youths expressed a need for more affordable recreational activities and spaces. The high cost of sports, programs, and daily activities makes participation challenging for some families.

Sports areas, facilities, outdoor space, competition and recreational sports teams came out as a top theme, with youth suggestions including the desire for additional facilities such as gyms, rinks, and multi-purpose recreation centers

Accessibility and Inclusive Services

A top theme when youth were asked what could make it easier for you to get help in Okotoks when you need it, and a top theme was transportation. There was a strong desire for programs that welcome all demographics, including those marginalized by race, ability, or socioeconomic status. Youths emphasized the need for more diverse recreational options beyond traditional sports to ensure everyone has opportunities to participate and connect.

Strengthening Community Connections

This was one of the top themes in the qualitative youth data, participants expressed the desire for additional communal spaces such as youth-friendly hangout spots, parks they felt welcomed to be at in a group, and cultural venues to support social connection.

"We need a meeting/hang out spot for teens that goes later then 9pm. Of course, this causes safety issues but so does having 16-year-olds driving around at 11pm because there's nowhere to go but McDonald's. In Calgary teens have the option to go to so many places that make teens feel welcome. There is none of that here, and if there is they're hard to get to or aren't open for long enough. We as teens need more places to hangout!"

"Have more teen spaces but like 15-18"

Community Awareness and Engagement

Many youths felt unaware of existing events and programs. Suggestions included using social media, school-based announcements, and community bulletin boards to increase awareness. Engaging directly with younger residents through schools, surveys, and social media could help ensure they feel heard and informed.

Growing in a Way that Supports Everyone

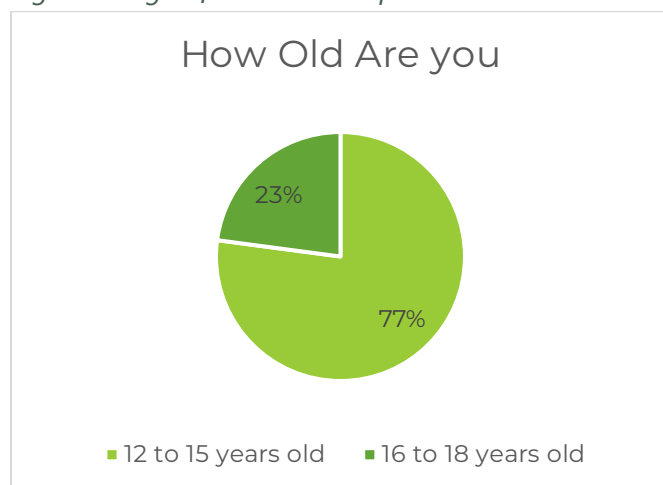
Youths praised events like "Light Up Okotoks" and called for more regular community events that foster connection and inclusion. Some emphasized the need for accessible and safe environments where youth can gather, socialize, and feel supported.

Of note, 39 youth participants responded positively that they do feel connected in Okotoks. For the open-ended question "What would help you feel included in Okotoks?" question 39 youth responded with variations of "nothing / all good /I feel connected" and generally in the positive.

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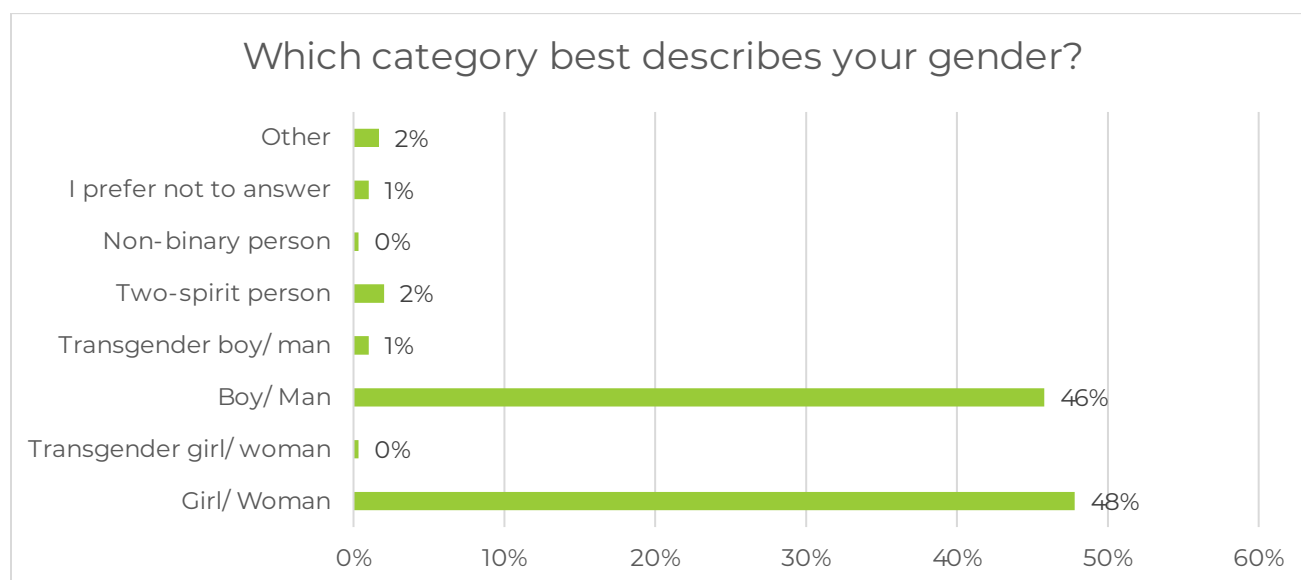
Youth Survey Demographics

Figure 6. Age of Youth Participants



Source: Okotoks Youth Validation Survey, 2024

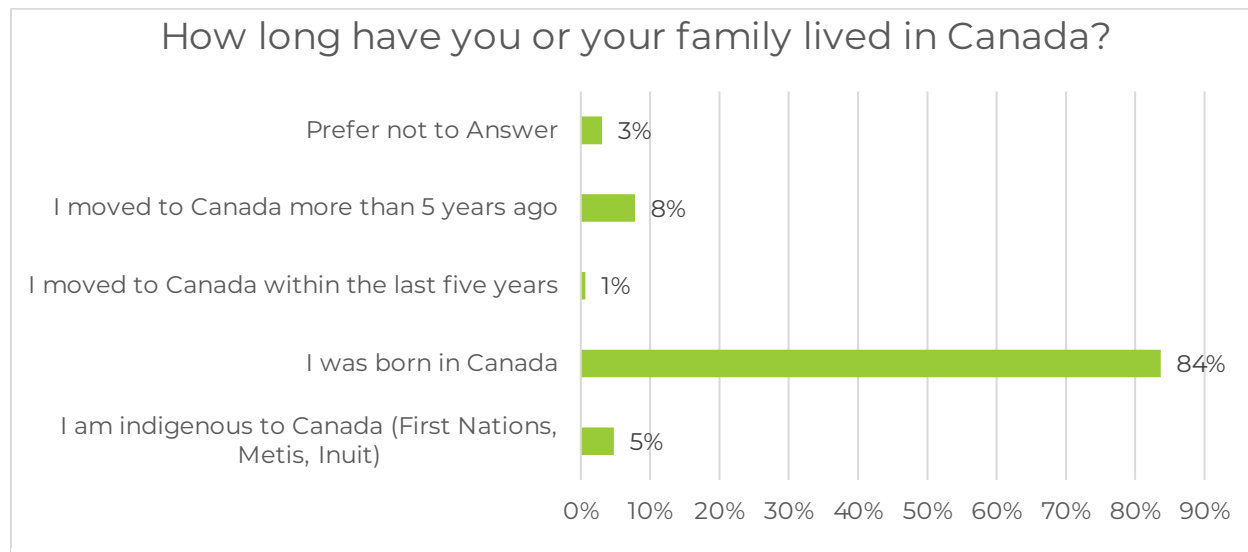
Figure 7. Gender of Youth Participants



Source: Okotoks Youth Validation Survey, 2024

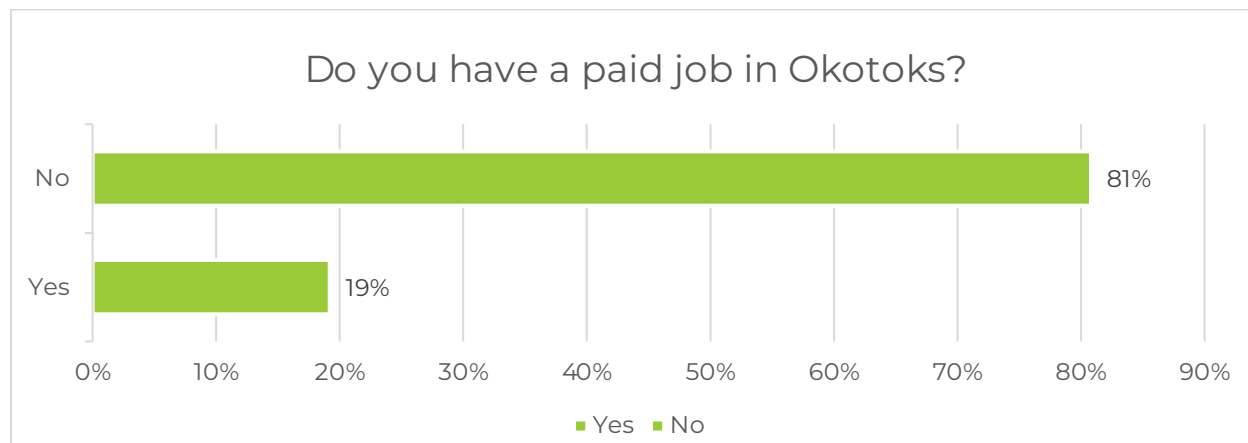
Appendix IV

Figure 8. Length of Living in Canada of Youth Participants



Source: Okotoks Youth Validation Survey, 2024

Figure 9. Paid Employment of Youth Participants



Source: Okotoks Youth Community Survey, 2024

Appendix V

Design Labs Summary

As the needs assessment moved along its critical path, it ended at a series of design labs workshops for youth, community, community organizations, and Town staff. These workshops were designed with the principle of community-based design where community priorities are held front and center.

Youth Design Labs

Town staff and *bassa* consultants went to a local high school in Okotoks and spoke with upwards of 103 youth directly. We asked them what their best hopes were for the future of their town, including what they would like Okotoks to “look and feel” like in 10 years. As launch points for their discussions, we introduced the 5 priority areas in plain terms which were:

- a) Finding a job and affording things in Okotoks
- b) Accessing the things I need and want
- c) Making friends and connections
- d) Having my voice heard
- e) Building for the next generation

We had them work in small groups to share their best hopes and then brainstorm the “how” together on flip chart paper (through writing and drawings). The main take-aways from youth include:

More and better options for recreation and entertainment

The youth expressed a desire for more recreational and entertainment options in Okotoks. They listed specific activities like go-karting, trampoline parks, a wave pool, a new beach, and an escape room. They also wanted more and better recreational facilities, including another public pool, a larger movie theater, a teen center, and a more accessible recreation centre.

More affordable options

The youth expressed a desire for more affordable options in Okotoks. They specifically mentioned lower costs for housing, food, electricity, travel, and transit. They also wanted more affordable spaces to hang out with friends.

More opportunities for jobs and volunteering

The youth expressed a desire for more job and volunteer opportunities in Okotoks. They specifically mentioned jobs at small businesses, fast food and chain restaurants, summer camps, and thrift stores are desirable but hard to be hired for. They said there were not many opportunities for available jobs that were youth friendly, that it was difficult to get the positions that are open because they lack experience, or the hours do not work with their school schedule. The youth linked how having more options for recreation and

Appendix V

entertainment in the future would also increase the availability of jobs for youth. Some youth also wanted more opportunities to volunteer, including to gain experience that would help them secure employment, and for its own sake, such as at animal shelters and in mentorship roles to younger youth.

More events and activities

The youth expressed a desire for more town events and activities. They specifically mentioned summer markets, festive parades, lantern events, and meet-up nights, and to help plan events. They also wanted more opportunities to be involved in the planning and execution of these events.

Improved infrastructure and services

The youth expressed a desire for improved infrastructure and services in Okotoks. They specifically mentioned another high school, better transit, safer roads, more green spaces, another water source, and better public healthcare. They also wanted updates to the pool change rooms and better-timed traffic lights.

More opportunities for youth voice and involvement

The youth expressed a desire for more opportunities to have their voices heard and to be involved in the community. They specifically mentioned a youth advocacy council, teen surveys, and opportunities to debate and share their perspectives. They also wanted to be involved in the planning of town events and have a say in how the town functions.

These flip charts were posted in the Community Workshop event space for participants to view and read/see what the youth discussed and drew for their vision of Okotoks in 10 years.

Figure 42. Youth Posters



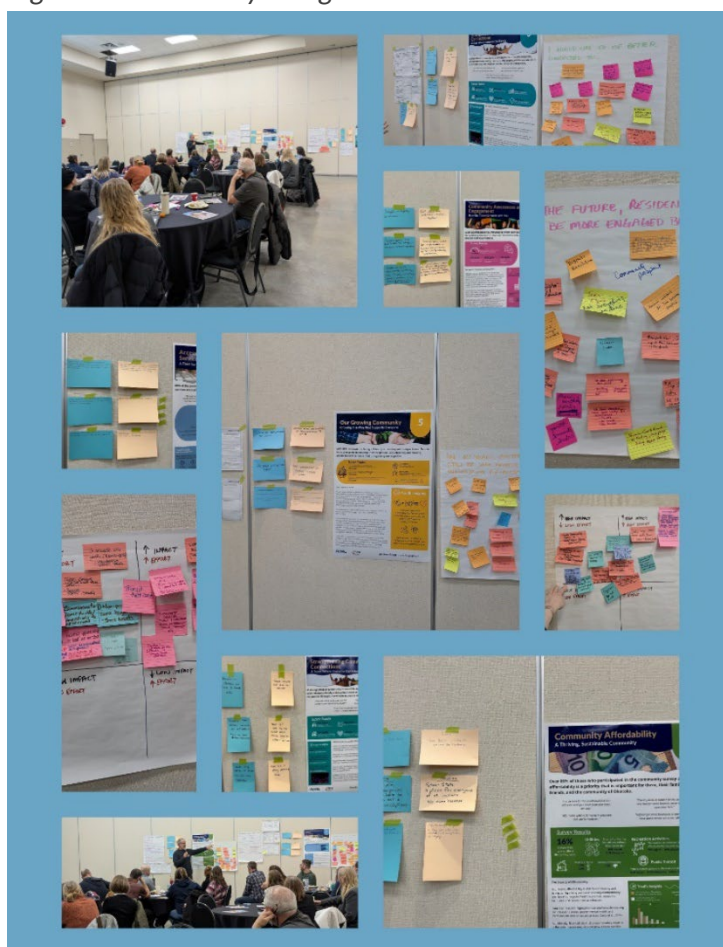
Appendix V

Community Workshop

In the Design Lab exercise, community participants were asked to envision a critical shift from a current state, describing a specific part of the system that is not currently working well, to a desired future state within their respective groups (Community, Community Organizations, and Town Staff). Critical shifts are specific "problem/priority spaces" that participants wanted to focus on designing solutions for and are designed to focus on systems-level changes and/or human experience changes. Critical shifts focus participants' attention on the specific and actionable changes we want to achieve together and help clarify our shared intent with a focus on ideas and opportunities and not on existing organizations.

Participants were asked to prioritize the critical shifts by considering which shifts had the most potential to move the community forward, which shifts would enable other shifts to happen more easily or powerfully, and which shifts would generate broad energy, enthusiasm, and leadership among the community. Town Staff were also asked to sort the critical shifts on an impact-effort matrix. Then they outlined steps and partners that could be involved towards successfully implementing their chosen priority idea(s). The goal was to gather diverse perspectives to generate specific and tangible ideas on how to improve the community through addressing the key priorities of affordability, accessibility, community connections, awareness, engagement, and supportive growth.

Figure 1. Community Design Lab Photos



The following are the summaries of desired community future, sorted by social priorities, from the Design Lab activities, for a detailed list of strategies and ideas, please refer to Appendix A.

Appendix V

The Future of Community Affordability

Okotoks provides affordable and accessible options for residents to meet their basic needs, including transportation, housing, food and opportunities for connection.

A robust public transportation system offers affordable fares, regularly scheduled accessible options, and connects people to essential services. Initiatives like a "Homesteader" group, community gardens, and co-op programs promote self-sufficiency and reduce reliance on external resources. Downtown co-working spaces and mixed-use buildings foster collaboration, provide affordable housing, and create vibrant community hubs where small business thrives.

An Accessible and Inclusive Service Ecosystem

Everyone in Okotoks, regardless of age, ability, or background, has access to inclusive opportunities, services, and resources that support their needs and empower them to contribute to the community.

A multi-faceted recreation center with a director of inclusivity ensure inclusive programs and services for all. Transportation options adapt to diverse needs, with increased capacity and minimized wait times. Designated youth spaces and increased youth events foster empowerment, improve mental health, and enhance community engagement.

Unshakable Community Connections

Okotoks fosters a strong sense of community where residents feel connected, informed, and engaged, regardless of their background or length of residence.

Initiatives like a Newcomers Resource Center, an annual expo for community groups, and a social clubhouse facilitate connections and community involvement. Community organizations, the Town, and volunteers collaborate to share skills and foster intergenerational learning. Increased communication channels keep residents informed, and abundant volunteer opportunities connect people and foster belonging. Community Associations further strengthen neighborhood connections and empower residents to work together.

The Ideal State of Community Awareness and Engagement

Okotoks residents are well-informed about community issues, resources, programs, and events, and actively participate in shaping the future of the town.

Public communication campaigns, educational programs, and technology raise awareness and encourage responsible behavior. A comprehensive program and resource guide keeps residents informed about community offerings. Youth are actively involved in community design projects, fostering civic engagement and shaping the town's future.

Growing and Supporting

Okotoks grows in a sustainable and equitable way that benefits all residents, supports youth development, fosters business growth, and expands essential social services.

Appendix V

Okotoks is known for its welcoming and inclusive atmosphere, where events and initiatives bring people together and create a sense of belonging. Affordable options and the removal of barriers support business growth and the expansion of social services. Youth-friendly employment initiatives, skills programs, and a local post-secondary institution support youth development and economic growth.

Community Organization Workshop

Community Organization workshop participants were asked for their insights and "A-ha's" (as in aha moments) based on their observations of priority areas, the critical shifts and design lab work of the community workshop, as well as the youth posters. Below are main themes from their collective insights and a-ha's:

Community Affordability

Housing: Concerns were raised about the difficulties in finding affordable housing, particularly for seniors transitioning to different living arrangements and for low- to modest-income renters.

Youth Employment: The need for more job opportunities for youth and better support systems beyond the School Act was highlighted.

Social Services: The idea of centralizing social services in one location to reduce costs and improve access for Okotoks residents was proposed.

Accessibility and Inclusive Services

Mental Health: A significant gap in the provision and awareness of mental health and social support services was identified.

Inclusivity: The need to address various forms of discrimination, such as racism, ageism, and cultural bias, was emphasized.

Transportation: Transportation emerged as a more significant barrier than initially anticipated, with calls for expanded public transportation services.

Strengthening Community Connections

Community Building: The importance of community connections was highlighted, particularly for newcomers, seniors, and those without natural support networks.

Volunteerism: Emphasis was placed on the role of volunteerism in fostering community connections and a sense of belonging.

Mental Health: The need to grow the network of community services, especially mental health services and education, was reiterated.

Appendix V

Community Awareness and Engagement

Inclusivity: The suggestion was made to have event descriptions and information available in multiple languages to promote inclusivity and reach a wider audience.

Communication: The need for improved communication about events, including registration deadlines and easier access to event information, was identified.

Social Media: The potential of social media platforms to build community connections and reach diverse groups was recognized.

Growing in a way that supports everyone

Affordable Housing and Transit: The pressures of affordable housing and transit were highlighted as key areas needing attention for sustainable growth.

Recreation: The need for increased recreation options for youth and families was emphasized.

Business Development: Challenges faced by businesses in growing and new business, including roadblocks and delays in dealing with the Town were acknowledged as well as the need for more support was recognized.

Small Town Experience: The desire to maintain the small-town atmosphere while accommodating growth and providing more opportunities for youth was expressed.

General

Youth Engagement: The importance of social gathering spots and recreational activities for youth was emphasized, along with the desire for more youth employment opportunities.

Thrifting: The increasing popularity of thrifting among teens was noted, highlighting its affordability and potential for social interaction.

Role of Municipality in Critical Shifts

Community members, community organization staff, and Town staff were asked to indicate what the best matching role for the Town of Okotoks would be for their ideas. What roles a municipality can play are developed from The City of Red Deer's Social Policy Framework (2015) and include:

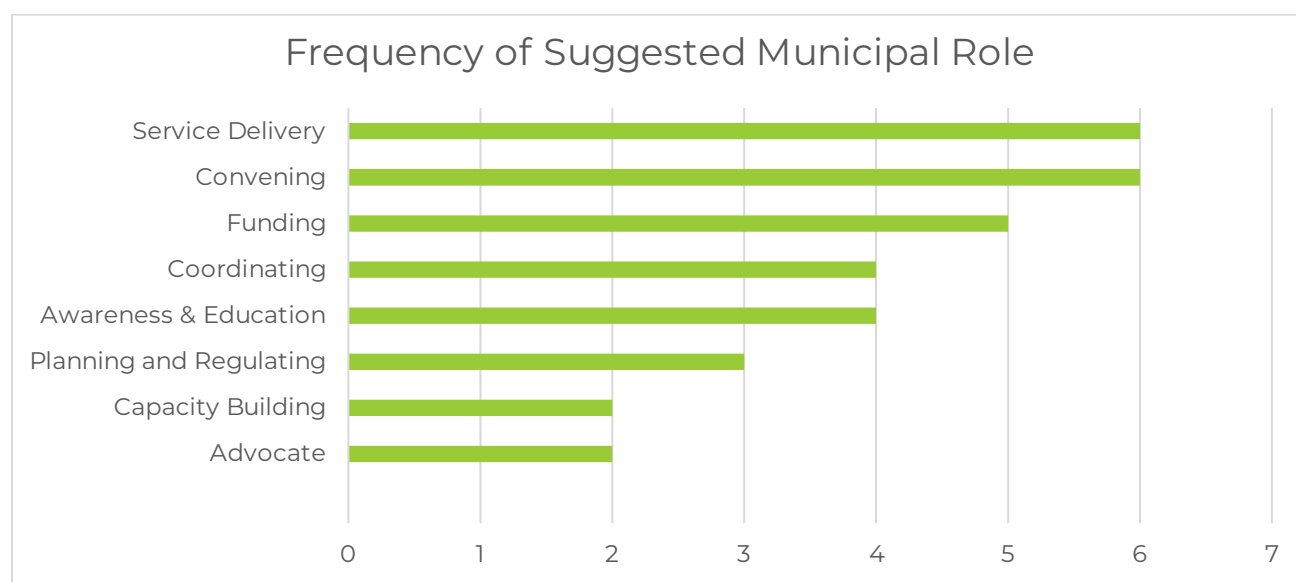
- **Advocating**: Influencing and informing decisions and policy through organized efforts.
- **Awareness & Education**: Sharing helpful and accurate information to help community members understand social issues, programs, or causes in the community.
- **Capacity Building**: Supporting and enhancing the ability of groups and organizations to more effectively contribute to well-being in the community.
- **Convening**: Bringing people and organizations together to explore, strategize, and address opportunities and challenges.

Appendix V

- **Coordinating:** Supporting and aligning initiatives, programs, and funding among individuals and organizations, enhancing focus, productivity, and outcomes.
- **Funding:** Financial investments to support actions that enhance community social well-being
- **Planning & Regulating:** Creating plans, policies, and regulations that guide actions within the community.
- **Service Delivery:** Providing services, programs, and facilities directly to residents to meet current and future community needs.

The most common chosen roles for the Town are Convening and Service Delivery, both appearing 6 times across the three workshops.

Figure 2. Municipalities Role Suggested by Community



Source: Design Lab Worksheets

Appendix VI

Engagement Materials

Media Release



FOR IMMEDIATE RELEASE

September 23, 2024

Town Launches Social Needs Assessment to Help Strengthen Community Well-Being

Okotoks, AB – The Town of Okotoks is proud to announce the launch of a Social Needs Assessment. This is important as it will help to enhance the social well-being of our community by identifying key issues and ways to strengthen community connections. This work aims to evaluate our community's strengths, assets, and evolving social needs, and provide insights that will help shape the Town's policies and programs for years to come.

We are asking for participation from residents, businesses, social service organizations and other impacted groups that will help us identify priorities and emerging social trends. The information collected through the assessment will become a part of the foundation for the development of social wellness strategies, with actionable plans, aimed to be finalized in early 2025.

"This assessment is a pivotal step in understanding the social priorities of Okotoks," said Sian Anderson, community and social development team lead. "By actively engaging our community, we can better respond to social changes and make sure that our programs align with the needs and aspirations of our residents. Your participation is essential in this process."

Why Your Input Matters

Community engagement is at the heart of the Social Need Assessment. Partnering with *bassa* Social Innovations, we hope to gather meaningful input from our community that will inform our approach to sustainable social development. Together, we can shape a healthier and more connected community for all. Join us in making a difference!

Get Involved – Host a Community Conversation!

Help us identify emerging social needs in Okotoks by hosting or participating in Community Conversations. From **October 11-November 1**, community members are encouraged to volunteer to host relaxed, semi-structured discussions with family, friends, colleagues, or members of social circles. Training, tools, and guidance will be provided to assist in the facilitation of meaningful discussions. Please register for training by September 30.

For more information on the project and to register for training, visit: <https://www.shapeourtown.ca/social-needs-assessment> or email us at fcss@okotoks.ca.

Together, we can make Okotoks an even better place to live, work and thrive.

-30-

Contact:

Andrea Charlebois, Communications Advisor
Town of Okotoks
Ph: 403-464-1542 | Email: acharlebois@okotoks.ca

Appendix VI

Notification Methods

The following pages contain select samples of Western Wheel ads, posters, signage, social media posts and newsletters. These types of notification methods were used for each phase of the engagement process, in addition to radio ads and direct email.

Okotoks

Share Your Thoughts! Social Needs Assessment

We need your input to help us identify priorities and emerging social trends in Okotoks. Provide your feedback on what is important to you, what is working well and what may not be.

Thank you for working with us to enhance social well-being in our community!

October 24, 6:30pm-8pm
Olympic Room
Viking Rentals Centre
#3, 204 Community Way
(formerly Centennial Arenas)

Learn more and register by
October 22



[shapeourtown.okotoks.ca/
social-needs-assessment](https://shapeourtown.okotoks.ca/social-needs-assessment)



Okotoks

We Need Your Voice Share your thoughts on Okotoks' social needs!

Provide input on common themes from community engagement so far:

- affordability
- accessibility & inclusivity
- strengthening community connections
- how the Town communicates with you
- growing in a way that supports everyone

Your feedback will help us create plans & actions for community social well-being to make Okotoks an even better place to live, work & connect!

Learn more about the social needs project & take a survey (community or youth) by
December 15



[shapeourtown.okotoks.ca/
social-needs-assessment](https://shapeourtown.okotoks.ca/social-needs-assessment)



Okotoks

We Need Your Voice Share your ideas about:

-  The kinds of programs & activities you want to see in Okotoks
-  What makes you feel connected to the community
-  How we can make it easier for you to join in

This is part of a social needs project in Okotoks! Take the 10 minute anonymous survey - your feedback will make a big difference!

Thank you for sharing your thoughts by December 15!




Okotoks

Join Us! Social Well-Being Workshop

Previous Social Needs Assessment engagement has identified 5 key priorities:

- affordability
- accessibility & inclusivity
- strengthening community connections & belonging
- how the Town communicates with you
- growing in a way that supports everyone

Help us build practical, community-led actions to improve social well-being in Okotoks.

Event Details:
Strategies & Actions Workshop
February 5, 2025 5pm-9pm (dinner provided)
Viking Rentals Event Centre
Meskin & Smith Rooms
#4, 204 Community Way
(formerly Foothills Centennial Centre)

Learn more about the project & register by **January 30**




shapeourtown.okotoks.ca/social-needs-assessment

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Share Your Thoughts! Social Needs Assessment

The Town is hosting a community engagement opportunity to help identify priorities and emerging social trends in Okotoks. Tell us what is important to you, what is working well and what may not be.

Thank you for working with us to enhance social well-being in our community!

October 24, 6:30pm-8:00pm
Olympic Room
Viking Rentals Centre
#3, 204 Community Way
(formerly Centennial Arenas)

Learn more & register by Oct 22



shapeourtown.okotoks.ca/social-needs-assessment



Social Needs Assessment Focus Group

The Town is hosting focus groups of 12-20 participants to help identify priorities and emerging social trends in our community. Tell us what is important to you, what is working well and what may not be. Thank you for participating and sharing your valuable input!

Date:

Time:

Location:

Note: snacks are provided

**We Want
to Hear
from You!**



Learn more:

shapeourtown.okotoks.ca/social-needs-assessment



We Need Your Voice Share your ideas about:



The kinds of programs & activities you want to see in Okotoks



How we can make it easier for you to join in



What makes you feel connected to the community

This is part of a social needs project in Okotoks! Take the 10 minute anonymous survey - your feedback will make a big difference!

**Share your thoughts by
December 15!**



[shapeourtown.okotoks.ca/
social-needs-assessment](https://shapeourtown.okotoks.ca/social-needs-assessment)



Join Us! Social Well-Being Workshop

Previous Social Needs Assessment engagement has identified 5 key priorities:

- affordability
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Meskin & Smith Rooms
#4, 204 Community Way
(formerly Foothills Centennial Centre)

Learn more about the project &
register by Jan 30, 2025



shapeourtown.okotoks.ca/social-needs-assessment





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[Click here to view this newsletter in your browser](#)

Town of Okotoks Social Needs Assessment

We Want To Hear From You!

The Town of Okotoks is proud to announce the launch of a Social Needs Assessment. This is important as it will help to enhance the social well-being of our community by identifying key issues and ways to strengthen community connections. This work aims to evaluate our community's strengths, assets and evolving social needs, and provide insights that will help shape the Town's policies and programs for years to come.


We are asking for participation from residents, businesses, social service organizations and other impacted groups that will help us identify priorities and emerging social trends. The information collected through the assessment will become a part of the foundation for the development of social wellness strategies, with actionable plans, aimed to be finalized in early 2025.

Help us gain knowledge of emerging social needs in Okotoks by hosting or participating in Community Conversations. From October 11-November 1, community members are encouraged to volunteer to host relaxed, semi-structured discussions with family, friends, colleagues, or members of your social groups. Together, we can shape a healthier and more connected community for all. Join us in making a difference!

If you are interested in hosting a community conversation, training is required to help you facilitate your discussion. The deadline to register is September 30. Learn more and register today by clicking the button below!


[More info](#)

[Click here to view this newsletter in your browser](#)



October 2, 2024

Get Involved in Social Well-Being!



The Social Needs Assessment will help to enhance the social well-being of our community by identifying and evaluating our community's strengths, assets, and evolving social needs.

Help us gain knowledge by hosting or participating in Community Conversations from Oct 11-Nov 1. You are encouraged to volunteer to host relaxed, semi-structured discussions with family, friends, colleagues, or members of your social circles.

Training will be provided on Oct 11 to give you the tools and guidance needed to facilitate meaningful discussions. Registration extended to Oct 6!

[Learn more & register](#)

[Click here to view this newsletter in your browser](#)




Social Needs Assessment

Share Your Thoughts!


If you aren't able to host or participate in a Community Conversation, here is another opportunity to get involved!

We need your input to help us identify priorities and emerging social trends in Okotoks. Provide your feedback on what is important to you, what is working well and what may not be at this upcoming community engagement session (registration required). Thank you for working with us to enhance social well-being in our community!


October 24
 6:30-8:00pm
 Olympic Room, Viking Rentals Centre (formerly Centennial Arenas)
 #3, 204 Community Way

[Learn more & register by October 22](#)

[Click here to view this newsletter in your browser](#)



December 10, 2024



Social Well-Being Priorities Feedback Needed

We Want to Hear from You! Take the survey until December 15

Help us better understand your perspective on five social well-being priorities we have heard from the community through conversations and engagement over the past months. After reading the summary of the themes, please participate in the community survey to have your voice heard!

[Community Priorities](#)

[Take the survey](#)

If you have youth at home aged 12-18, we need their ideas and thoughts too! We want to know what it's like to grow up in Okotoks; the input will give us an understanding about what important to help us make decisions that matter.

[Youth survey](#)

Town of Okotoks Social Needs Assessment **Community Conversation Guide**



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Community Conversation Guide

The Town of Okotoks is learning and growing in how we work with the community to build social well-being for all. Part of this exciting project is building our awareness and knowledge to the social needs in our community through social needs assessment. To do this, we are looking to you, our community, for your voice, your input, and your leadership, to make sure we hear from as many voices and perspectives as possible.

To involve as many residents of Okotoks as possible, we are asking you, our valuable volunteers, to host one or more conversations within your networks to help gather feedback. These conversations are meant to be somewhat informal, and can be hosted over coffee, during a sports game, at the park, in your home, or wherever you choose to gather.

This guide will provide you with all the materials and information you need to host an incredible conversation. If you need any additional support after receiving this guide and the training, you are welcome to contact us, the project leadership team, at any time at the contact below.

Thank you for volunteering, your support is everything.

Sincerely,

Magan Braun, Community Wellness Specialist

Michelle Grenwich, Social Planner

fcss@okotoks.ca

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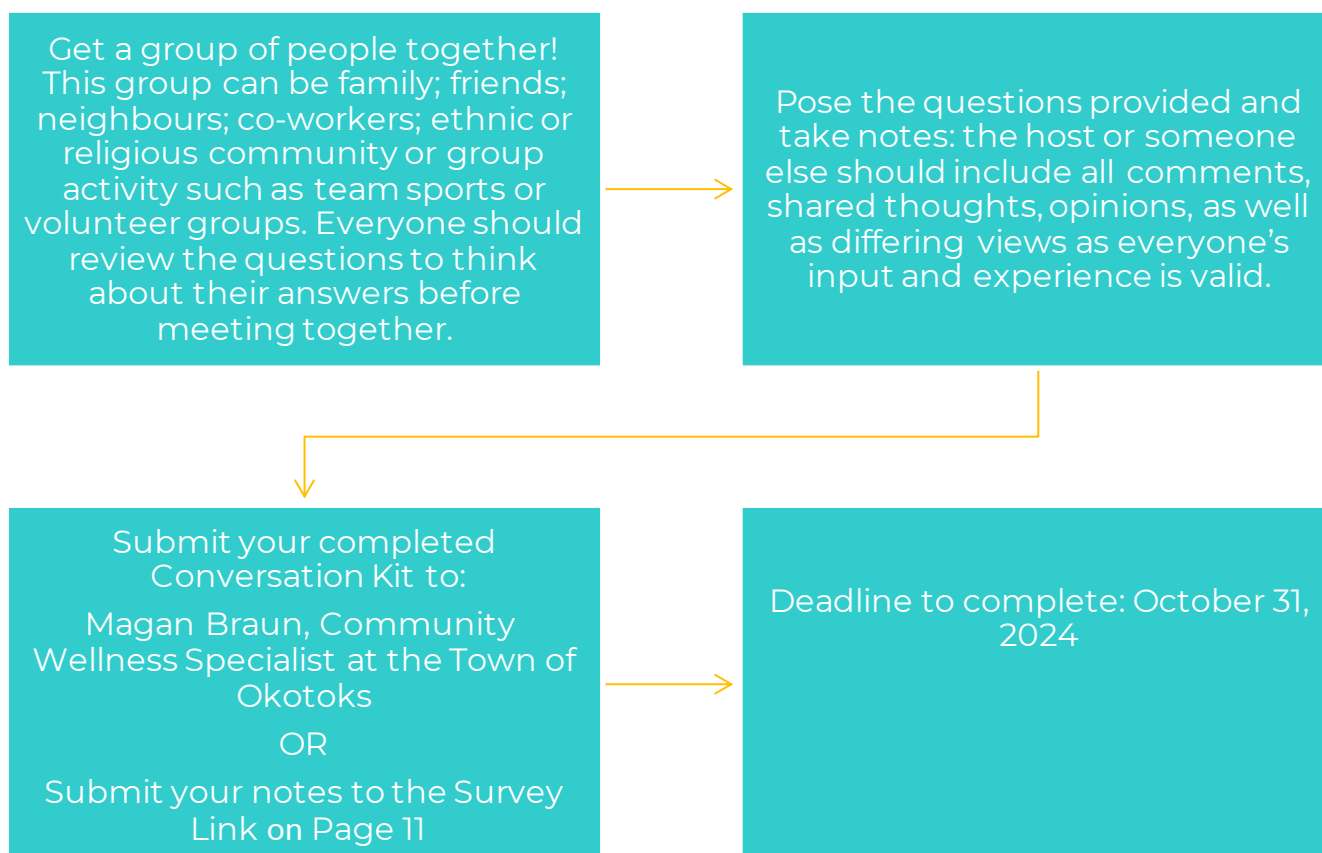
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What is a Community Conversation?

A community conversation is a process designed to be a comfortable and effective way for communities to share their hopes and desires for improvement. Conversations are hosted by community volunteers who use guiding questions provided to gather feedback. The hosts take notes of emerging themes and ideas that help create context and data for a robust Social Development Strategy. This model has been used successfully across Canada in different communities to broaden feedback and reach a wide range of community members.

How to complete a community conversation?

We have tried our best to make this process as simple as possible. To complete a community conversation, just follow these steps outlined below (and more details follow in this guide).



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Who should I invite?

We suggest hosting one or more conversations with your social, work, family, or activity groups. Groups can be of any size, but usually no more than eight people at a time (more than that can make it difficult to take notes!). When you are deciding on who you would like to involve, here are a few guiding questions that can help you:

1. **Who do I most often connect with and what groups do I participate in?**
2. **Is there an existing group connection I can use without starting something new?**
3. **Out of those I connect with, who would not likely participate without my invite?**

These can help you identify groups that would benefit from a personal invitation to participate. Throughout this process we want to hear from seniors, parents, single parents, youth, young adults, new Canadians, business owners, people experiencing homeless or other forms of isolation, and more. The broader the feedback, the more robust the final product. But remember, although the hope is to have many different voices participate, whoever shows up to participate is welcome.

If you're having trouble identifying people to invite, please reach out for support!



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What information is important to collect?

Well, in short, all information is important! Following the provided template will help you identify questions to ask and key information to collect, but here are some hints we can share.

First, we suggest only recording (writing) down information that is non-identifiable. As an example, if Stella (who owns the only toy store in town) is participating and is sharing a story about her store, we suggest not writing down the store name. By avoiding any non-identifiable information, it helps keep the process as confidential as possible.

Second, we suggest taking themed notes rather than detailed conversation notes. This means that instead of writing down everything someone says, we suggest letting themes emerge from the group. For example, if Stella is talking about her observations regarding the lack of parking in front of her store, you may want to let the conversation unfold to see if others have the same observation or have agreement. In this case, your



notes would include a theme of “lack of parking in front of downtown stores” with some of the evidence from the stories shared. This can help you simplify your notes, so you aren’t having to madly jot down everything being said!

Third, ask for clarification or details. If Stella is sharing her concerns about downtown parking and you don’t hear much conversation, you can ask: *“does anyone else have an observation about downtown parking to share?”* or *“would anyone like to share anything about what Stella just shared?”*

These types of open-ended questions can help you get more detail and context, which greatly helps the conversation, and the project. A common tool is to paraphrase and say: *“Stella, to make sure I have captured your feedback, what I heard you say was you hope increased parking downtown to help increase store traffic. Is that correct?”*

We have shared more tools such as this in the sections following.

Finally, at the end of your conversation we encourage you to share your notes back. By reading your collected themes back to the group and allowing them to add any clarification or correction as necessary, you are providing participants with the opportunity to affirm what they have said and leave with confidence that they have been heard. This can be as simple as saying: *“Before we leave, I’d like to share back some of the themes I captured from your discussion. When we were talking about our desires for the community, I heard XYZ.”* We suggest leaving about 10 minutes at the end for this process.

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Setting Ground Rules

Setting ground rules for your conversation can be a helpful place to start, however, if you'd rather, you can share the following suggestions for ground rules:

- **Encourage openness:** All participants should feel comfortable sharing their thoughts without fear of judgment. Everyone's viewpoint is valuable, and disagreements should be handled respectfully.
- **Invite all voices:** Actively encourage quieter participants to share their insights, while ensuring more vocal participants allow space for others. This includes ensuring each person can finish their thoughts before moving on.
- **Stick to the topic:** Keep the conversation centered on identifying social needs and avoid unrelated discussions. If the conversation veers off course, gently guide it back to the central focus.
- **No personal attacks:** Critique ideas, not individuals.
- **Consider all community members:** Ensure that suggestions take into account diverse groups within the town (e.g., youth, elderly, low-income, etc.).
- **Set a time limit for speaking:** To ensure everyone gets a chance to contribute, ask participants to keep their points concise.
- **What's shared stays here:** Emphasize that personal stories or sensitive information shared should not be discussed outside the meeting.

These ground rules can be provided ahead of the conversation to ensure all your participants have them and can review them before gathering together. If the group wants, feel free to add to the ground rules prior to beginning the conversation.



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Community Conversation Guiding Questions

The following questions have been prepared to help us put together a robust social needs assessment. Please do your best to complete the provided questions in the time you have. If you do finish with time remaining, you are welcome to go back to any questions to dive deeper or add questions as appropriate.

1. What specific places or activities in Okotoks make you feel the most connected to your community? Why?

2. As Okotoks grows, how do you feel about the balance between preserving the town's small-town feel and embracing new development and opportunities? What concerns or hopes do you have for the future?



3. What services, programs, or supports do you use the most in Okotoks? Are there any services, programs, or supports missing that would improve your overall quality of life?

4. Some people feel really connected in our community, but others might feel left out. Why do you think that happens, how can we help everyone feel like they belong?

5. What changes or improvements would you like to see in Okotoks that would make life better for everyone?

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Conversation Tips and Tricks

Facilitating a community conversation is a rewarding and exciting endeavor but can have some difficult moments that we hope these tips and tricks can help avoid. The most likely challenges you may encounter are incomplete answers, or a lull in the conversation.

The first challenge can be experienced as incomplete answers, or what you may call “surface” level questions. As an example, someone may answer “Parking” as an issue holding the community back. However, that may need some expansion to help with analysis. One of the best ways to get people to expand on their answers is to ask some follow up questions such as:

- “Tell me more about that”
- “What example can you share about that”
- “What about _____ is most important for you right now”

Questions such as these are open-ended and encourage the person to dig a little bit deeper.

The second challenge is often experienced as “dead space” in the conversation, where no one is speaking, or feeling ready to speak. A few tips you can use here are:

1. **Move to the next question!** If one question is not resonating for people, that’s ok! Move to the next and then come back after a while.
2. **Start with your own example.** Sometimes you may need to provide a spark to the conversation! That’s ok! You’re allowed to participate too!
3. **Let silence do its work.** Silence tends to make people uncomfortable, let that work for you! Someone will eventually fill the space with their thoughts.



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Frequently Asked Questions (FAQ)

What is a Social Needs Assessment?

It is a process that identifies the unmet needs (e.g., housing, healthcare, education, safety) of a community, as well as its strengths and resources (assets), like organizations, skills, and infrastructure. This helps prioritize areas for improvement and leverage existing resources to enhance community well-being.

Where will this information be going?

All the information provided in this social needs assessment process will be collected by *bassa* Social Innovations Inc. They will analyze the data to create a thematic analysis and report that will serve as a primary input to the Social Needs and Assets Assessment. The analyzed data along with social data such as statistics and more will be used to create a preliminary list of common social needs that will be presented to the community through a survey to help prioritize and validate.

Will this be confidential?

Yes! All information collected is meant to be non-identifiable in nature. As an additional safeguard, *bassa* will be reviewing all the data during the analysis process to ensure there will be no identifiable information in the final report.

Why is my opinion important?

A social development strategy is only as strong as the data that serves as its foundation.



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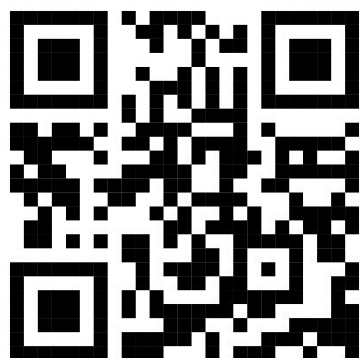
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Gathering Information

A survey tool has been designed for use by conversation hosts and participants to make the data gathering process easier.

Conversation Hosts

Feel free to handwrite your notes on the pages provided at the end of the Community Conversations Guide or, if you prefer to gather information electronically, you can do so by logging onto the online survey tool: shapeourtown.okotoks.ca/community-conversation-notes or by scanning the following QR Code:



Individual Participants

If there are conversation participants that wish to provide additional information following the discussion, they are welcome to do so by logging onto the same online survey tool: shapeourtown.okotoks.ca/community-conversation-notes or by scanning the following QR

Code:



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Conversation Notes:

What specific places or activities in Okotoks make you feel the most connected to your community? Why?

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As Okotoks grows, how do you feel about the balance between preserving the town's small-town feel and embracing new development and opportunities? What concerns or hopes do you have for the future?

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What services, programs, or supports do you use the most in Okotoks? Are there any social needs or supports missing that would improve your overall quality of life?

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Some people feel really connected in our community, but others might feel left out. Why do you think that happens, and how can we help everyone feel like they belong?

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What changes or improvements would you like to see in Okotoks that would make life better for everyone?

Municipal Roles and Responsibilities

Levels of Responsibility

There are three general levels of responsibility that the Town could take on a particular social need. The level of responsibility and degree of involvement by the Town depends on local community needs, the work of community organizations and consideration of the roles and responsibilities of other levels of government.

- **Primary** – The municipality has a central role or mandate to respond. This requires significant effort and resources, along with a high level of responsibility and expectation. It also provides many opportunities to show leadership with community partners.
- **Shared** – The municipality is one of many partners capable of contributing to addressing the social priority. This requires shared effort and resources that align with the municipality's current mandate and capabilities and involves shared responsibility and accountability with other community partners to achieve outcomes.
- **Supporting** – Other community partners and/or levels of government have a primary responsibility, and the municipality can provide support. This requires fewer resources and can often be achieved by ensuring programs and services provided directly to the community are aligned with community needs.

Municipal Roles

There are several roles the Town can take to support social well-being in the community. Depending on the level of responsibility, the Town can contribute in many ways to influence social outcomes.

The Town can take on any one or more of the roles listed in this section, which may vary across different Business Centres and Teams. These roles may change over time as community needs evolve; for example, as community capacity grows, the level of support from the municipality may decrease. Different roles the Town may take on include:

- **Advocating** – influencing and informing decisions and policy through organized efforts, with the aim of seeking change at various levels of government and other relevant organizations.
- **Awareness & Education** – sharing helpful and accurate information to help community members understand social needs, programs, or causes in the community.

- **Capacity Building** – supporting and enhancing the ability of groups and organizations to more effectively contribute to well-being in the community.
- **Convening** – bringing people and organizations together to explore, strategize and address opportunities and challenges.
- **Coordinating** – supporting and aligning initiatives, programs and funding among individuals and organizations to enhance focus, productivity and outcomes.
- **Funding** – Financial investments to support actions that enhance community social well-being
- **Planning & Regulating** – creating plans, policies and regulations that guide actions within the community to improve social well-being and influence both municipal and community activities.
- **Direct Service Delivery** – providing services, programs and facilities directly to residents to meet current and future community needs.



Council
April 28, 2025

SCHOOL CAMPUS THEATRE OPTIONS

Issue

Council direction is requested regarding school campus theatre options.

Motion Proposed by Administration

Option 1 – That the Town's involvement in a theatre expansion at the school campus acknowledging the revised budget of \$6.836M exceeds the approved project budget of \$6.5M be declined.

OR

Option 2 – That the original project construction budget of \$6.5M be increased to \$6.9M to accommodate a 50 m² loading bay with storage space, and retractable seating, as recommended by members of the local arts and culture community.

Report, Analysis and Financial Implications

On April 14, 2025, Town Administration presented a report titled, "Considerations for Wedderburn High School Theatre Option". Following debate, Council made and passed the following motion:

"Administration to bring back theatre options and costing that includes lobby enhancements, a loading dock, and outlines the acoustic and operating differences between theatre option 1 and theatre option 2 for consideration at the April 28, 2025 Regular Council Meeting."

Town Administration re-convened members of the arts and culture community to discuss these considerations in further detail with the project team from Alberta Infrastructure and their consulting team from Stantec. One (1) virtual engagement session was arranged to gather input from the community.

Lobby Enhancements

A theatre lobby is the public entry point of a theatre, typically containing ticket counters, coat check, concessions, and restrooms. It is often a space where audiences gather before or during intermission, serving as a hub for various services.

The project team shared an updated adjacency plan with further theatre layout details. This included emphasizing the economies of scale for shared facilities with the high school such as restrooms and access to classrooms that could support services such as catering.

The majority of the members of the arts and culture community were supportive of a shared lobby with the following caveats:

1. Town Administration will explore the potential of a licensed space in the shared lobby with representatives from Foothills School Division.
2. Futureproof the theatre for a potential segregated lobby space. The project team committed to accommodate this potential expansion into the future building envelope.

Loading Dock

The area used for unloading and preparing materials and equipment, such as scenery, props, and lighting, for a production. This space is typically located backstage, either at stage level or with access to storage areas.

A 25 sqm at grade loading bay with an overhead garage door was included on the updated theatre options. The loading area would be directly adjacent to the stage and at stage level eliminating the need for lifts. Members of the arts and culture community were supportive of this approach.

A request was made to review the size of the doors between the stage and the loading area to ensure they oversized to accommodate props, sets, and equipment. The size of this space will also be reviewed to potentially serve as a temporary storage area as this was noted as a concern. The cost estimate incorporates both the oversized doors and the additional storage space.

Fixed vs. Retractable Seating (Acoustic and Operating Differences)

Fixed and retractable seating offer different benefits for theatre spaces. Fixed seating is generally more economical and requires less maintenance. Retractable seating provides flexibility for multi-purpose spaces by allowing seats to be retracted and stored.

The project team compared various theatres with retractable seating, including those presented to Council on April 14, 2025. The less optimal experience of the local arts and culture community were at a theatre with retractable seating in south Calgary. The design and construction differences between this theatre in south Calgary and the precedent theatres in Grande Prairie and Fort McMurray were presented. This conversation alleviated some concerns regarding the acoustical differences of fixed and retractable seating.

Members of the arts and culture community noted the flexibility of a theatre with retractable seating including for rehearsals, laydown space to prepare for events, and to accommodate various types of productions, including dinner theatre. Concerns were raised regarding non-arts programming in this multi-purpose area.

There was no group consensus regarding the type of seating. Following a vote, the majority (7 out of 9) supported the flexibility and versatility of retractable seating.

Financial Implications

During the April 14, 2025, regular meeting of Council, Council approved the motion to:

“That approval be provided for the addition of a theatre at Wedderburn high school as an addition to the 2027 capital budget for \$6.5M with funding sources of \$4.7M from Arts and Culture Reserve and \$1.8M from Reserves.”

This motion established the project upset limit. Any changes to the design of the theatre options, including the lobby, loading area, or seating, would need to align with the approved project budget.

Scope Change	Feedback from Arts and Culture Community	Additional Cost
Lobby	No changes to the shared lobby design. Futureproof for potential expansion of a segregated lobby space.	\$0
Loading Area	Add-on from the original layout option. This includes a loading area at grade with direct access to the stage. This space has been oversized to XX sqm to accommodate temporary storage.	\$135,000 (25 m2) \$270,000 (50 m2)
Seating	Layout is a hybrid of theatre option 1 and 2 with retractable seating.	\$166,000

The base cost of the theatre, without the modifications in the table above is \$6.4M. This is consistent with theatre option #1.

The revised project budget, incorporating the changes from the arts and culture community including the addition of a loading area with storage capacity and retractable seating, totals \$6.836M.

Strategic Plan Goals

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

Equity/Diversity/Inclusivity Impacts and Strategy

The theatre layouts are inclusive and provide equitable access.

Environmental Impacts

This project is in a planning phase. Future construction will be managed by Alberta Infrastructure.

Governing Policies/Bylaws/Legislation or Agreements

n/a

Community Engagement Strategy

Administration applied a consult level of targeted engagement to obtain feedback as directed by motion of Council.

Alternatives for Consideration

1. That Council decline the Town's involvement in a theatre expansion at the school campus acknowledging the revised budget of \$6.836M exceeds the approved project budget of \$6.5M.
2. That Council amend the original project construction budget of \$6.5M to \$6.9M to accommodate a loading bay with storage space (50 m2) and retractable seating, as recommended by members of the local arts and culture community.

CAO Comments

Council direction is requested.

Attachment(s)

1. Revised Foothills School Division Theatre Concept Options

Prepared by:
Chris MacIsaac
Community Identity Manager
April 24, 2025

Okotoks High School

Theatre Discussion
April 23rd, 2025





Agenda

1. Theatre Design options

2. Precedents:

- Grande Prairie Catholic School Board (GPCSD)
 - St. John Paul High School
- Fort McMurray Catholic Board of Education (FMCBE)
 - Holy Trinity Catholic High School
- Brookfield Residential YMCA, Seaton
 - Evan Hazell Theatre
- Banff Centre for Arts and Creativity
 - Rolston Recital hall

3. Preliminary Site Plan

4. Preliminary Adjacency Floor plan

1

THEATRE CONCEPT OPTIONS

THEATRE CONCEPT OPTION 1

Retractable Seating

Number of seating : Approx 364

AREA (Approx)

Main floor area: 867 Sqm
Second floor area: 238 Sqm

Total Area: 1105 Sqm

THEATRE CONCEPT OPTION 2

Fixed Seating

Number of seating : Approx 340

AREA (Approx)

Main floor area: 795 Sqm
Second floor area: 170 Sqm

Total Area: 965 Sqm

THEATRE CONCEPT OPTION 3

Retractable Seating

Number of seating : Approx 240

AREA (Approx)

Main floor area: 497 Sqm
Second floor area: 198 Sqm

Total Area: 695 Sqm

THEATRE CONCEPT OPTION 1

SECOND FLOOR PLAN

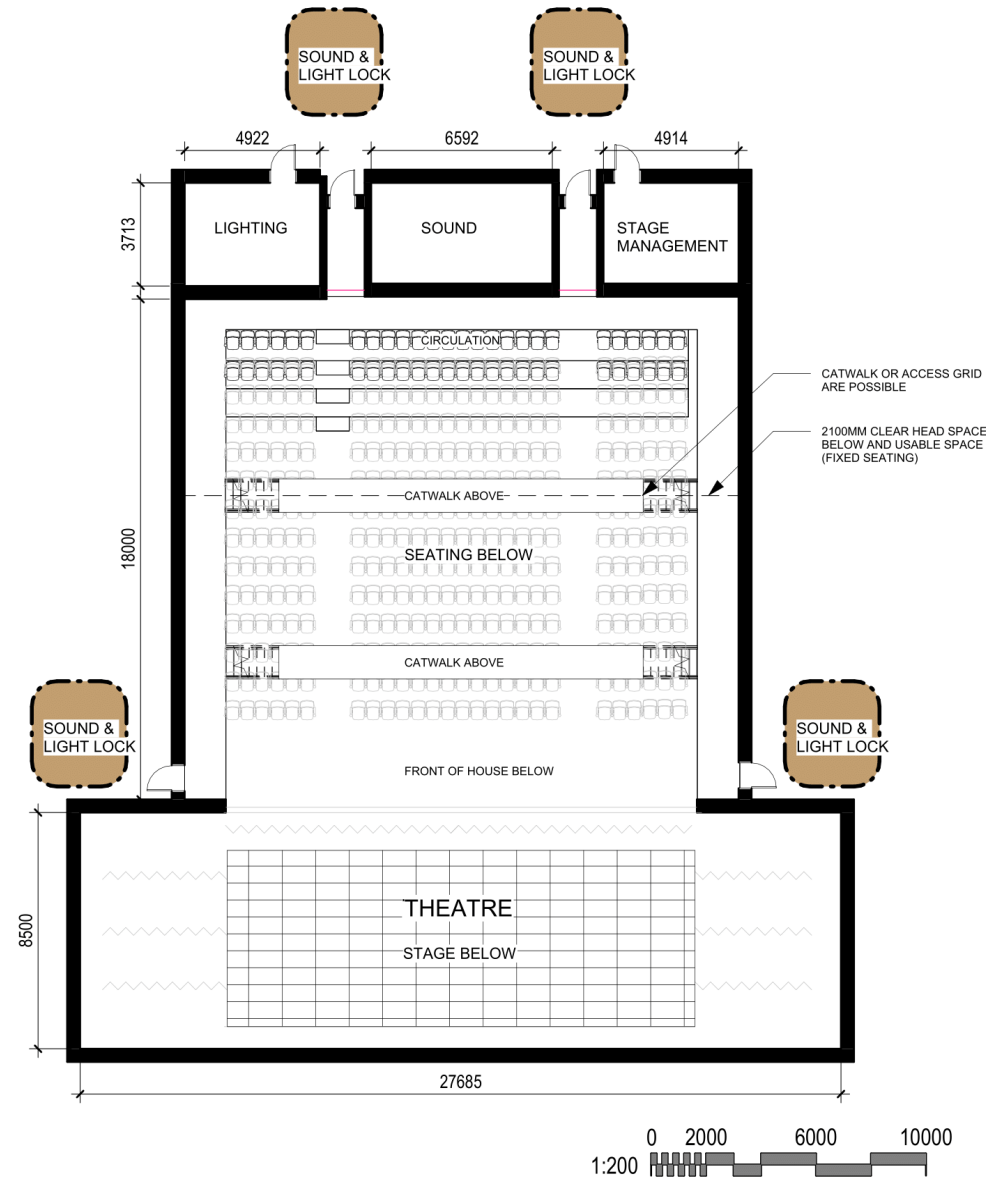
Retractable Seating
Number of seating : Approx 364

AREA (Approx)

Main floor area: 867 Sqm
Second floor area: 238 Sqm

Total Area: 1105 Sqm

Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.



GROSS FLOOR AREA_OPTION 1	
Name	Area

T/O SLAB - MAIN	
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
GREEN ROOM	25 m ²
LOADING DOCK	25 m ²
CHANGE ROOM 1	35 m ²
CHANGE ROOM 2	35 m ²
FRONT OF HOUSE	141 m ²
SEATING	259 m ²
STAGE	269 m ²
	867 m ²

T/O SLAB - SECOND	
CIRCULATION	6 m ²
CIRCULATION	6 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
LIGHTING	18 m ²
STAGE MANAGEMENT	18 m ²
CATWALK	21 m ²
CATWALK	21 m ²
SOUND	24 m ²
CIRCULATION	72 m ²
	238 m ²
TOTAL AREA	1105 m ²

NOTES:
- Typically a minimum of 5% seats are lost when adjusted for the sight lines.
- Barrier free spots can be accommodated in the front or back row.

THEATRE CONCEPT OPTION 2

MAIN FLOOR PLAN

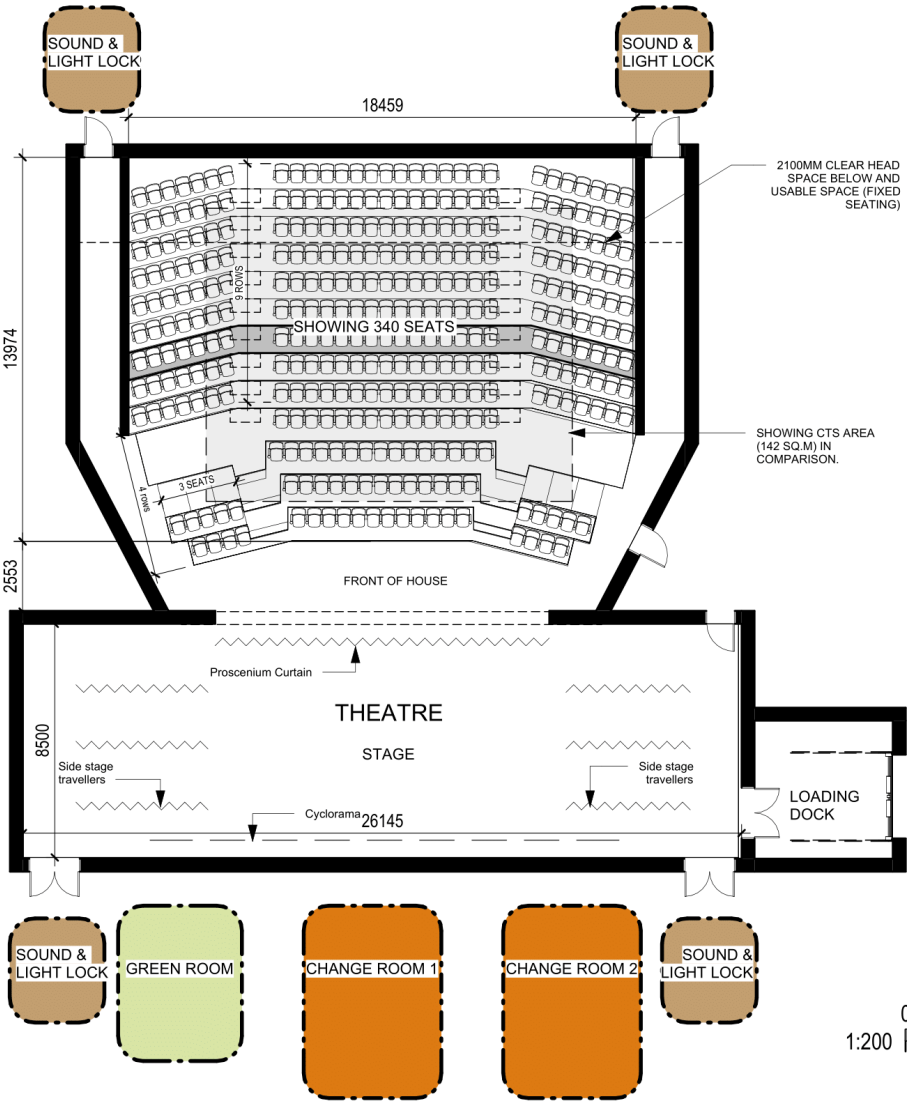
Fixed Seating
Number of seating : Approx 340

AREA (Approx)

Main floor area: 795 Sqm
Second floor area: 170 Sqm

Total Area: 965 Sqm

Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.



GROSS FLOOR AREA_OPTION 2	
Name	Area

T/O SLAB - MAIN	
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
GREEN ROOM	25 m ²
LOADING DOCK	25 m ²
CHANGE ROOM 1	35 m ²
CHANGE ROOM 2	35 m ²
FRONT OF HOUSE	107 m ²
SEATING	257 m ²
STAGE	258 m ²
	795 m ²

T/O SLAB - SECOND	
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
CIRCULATION	23 m ²
CIRCULATION	23 m ²
CATWALK	24 m ²
CATWALK	24 m ²
CONTROL ROOM	50 m ²
	170 m ²
TOTAL AREA	965 m ²

NOTES:
Typically a minimum of 5% seats are lost when adjusted for the sight lines.
Barrier free spots can be accommodated in the front or back row.



THEATRE CONCEPT OPTION 2

SECOND FLOOR PLAN

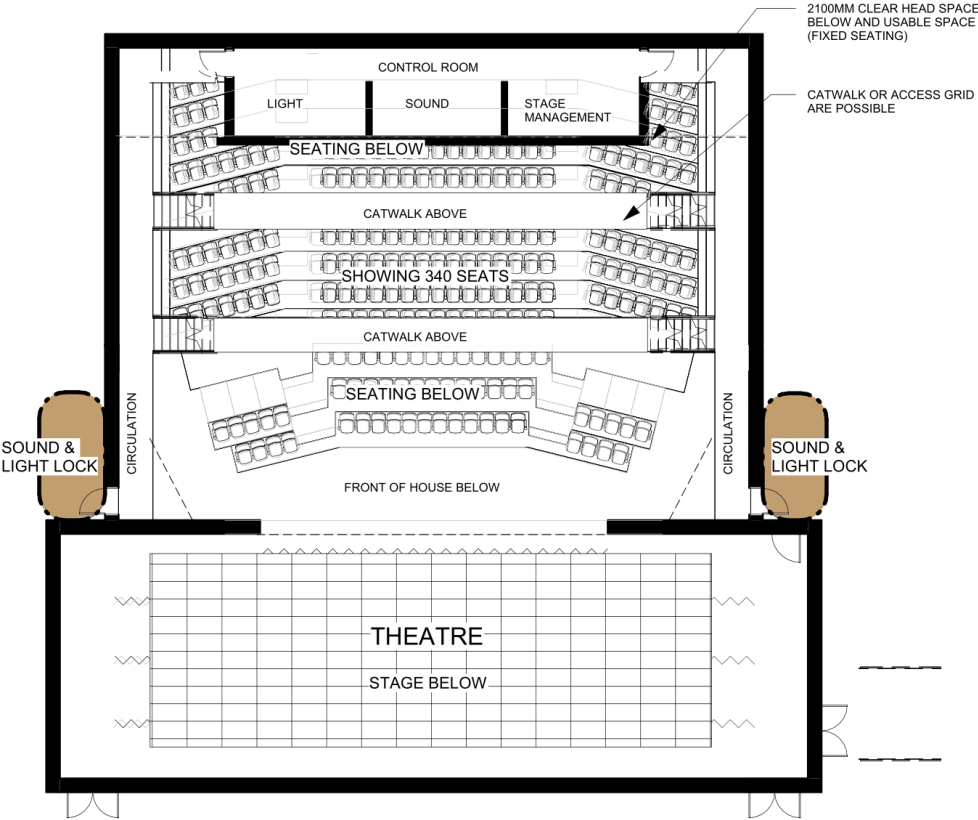
Fixed Seating
Number of seating : Approx 340

AREA (Approx)

Main floor area: 795 Sqm
Second floor area: 170 Sqm

Total Area: 965 Sqm

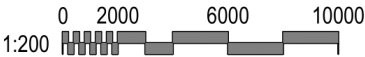
Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.



GROSS FLOOR AREA_OPTION 2	
Name	Area

T/O SLAB - MAIN	
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
GREEN ROOM	25 m²
LOADING DOCK	25 m²
CHANGE ROOM 1	35 m²
CHANGE ROOM 2	35 m²
FRONT OF HOUSE	107 m²
SEATING	257 m²
STAGE	258 m²
	795 m²

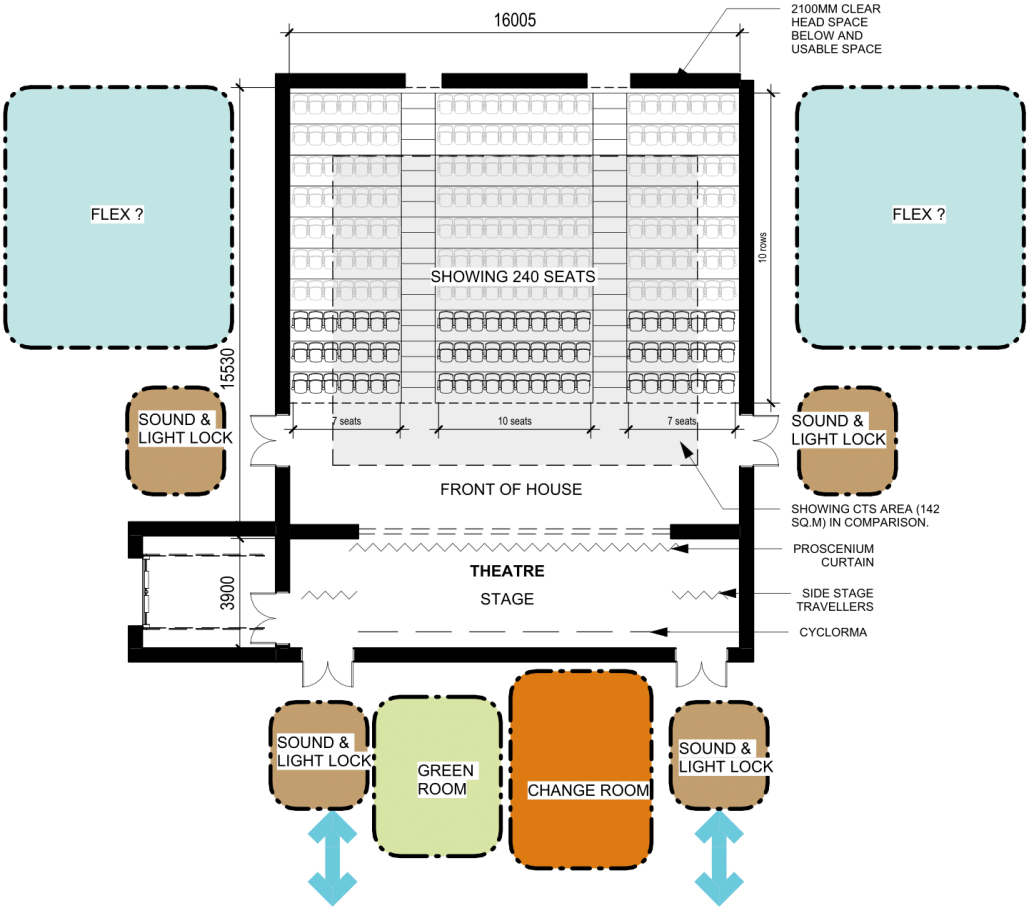
T/O SLAB - SECOND	
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
CIRCULATION	23 m²
CIRCULATION	23 m²
CATWALK	24 m²
CATWALK	24 m²
CONTROL ROOM	50 m²
	170 m²
TOTAL AREA	965 m²



NOTES:
Typically a minimum of 5% seats are lost when adjusted for the sight lines
Barrier free spots can be accommodated in the front or back row.



THEATRE CONCEPT OPTION 3



MAIN FLOOR PLAN

Retractable Seating
Number of seating : Approx 240

AREA (Approx)

Main floor area: 497 Sqm
Second floor area: 198 Sqm

Total Area: 695 Sqm

Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.

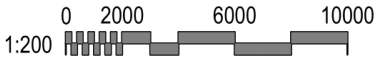
GROSS FLOOR AREA_OPTION 3	
Name	Area

T/O SLAB - MAIN	
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
GREEN ROOM	25 m²
LOADING DOCK	25 m²
CHANGE ROOM	35 m²
FRONT OF HOUSE	74 m²
STAGE	76 m²
SEATING	210 m²
	497 m²

T/O SLAB - SECOND	
CIRCULATION	4 m²
CIRCULATION	4 m²
STAGE MANAGEMENT	10 m²
LIGHTING	10 m²
SOUND	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
CATWALK	20 m²
CATWALK	20 m²
CIRCULATION	66 m²
	198 m²

TOTAL AREA 695 m²

NOTES:
Typically a minimum of 5% seats are lost when adjusted for the sight lines.
Barrier free spots can be accommodated in the front or back row.





THEATRE CONCEPT OPTION 3

SECOND FLOOR PLAN

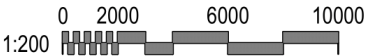
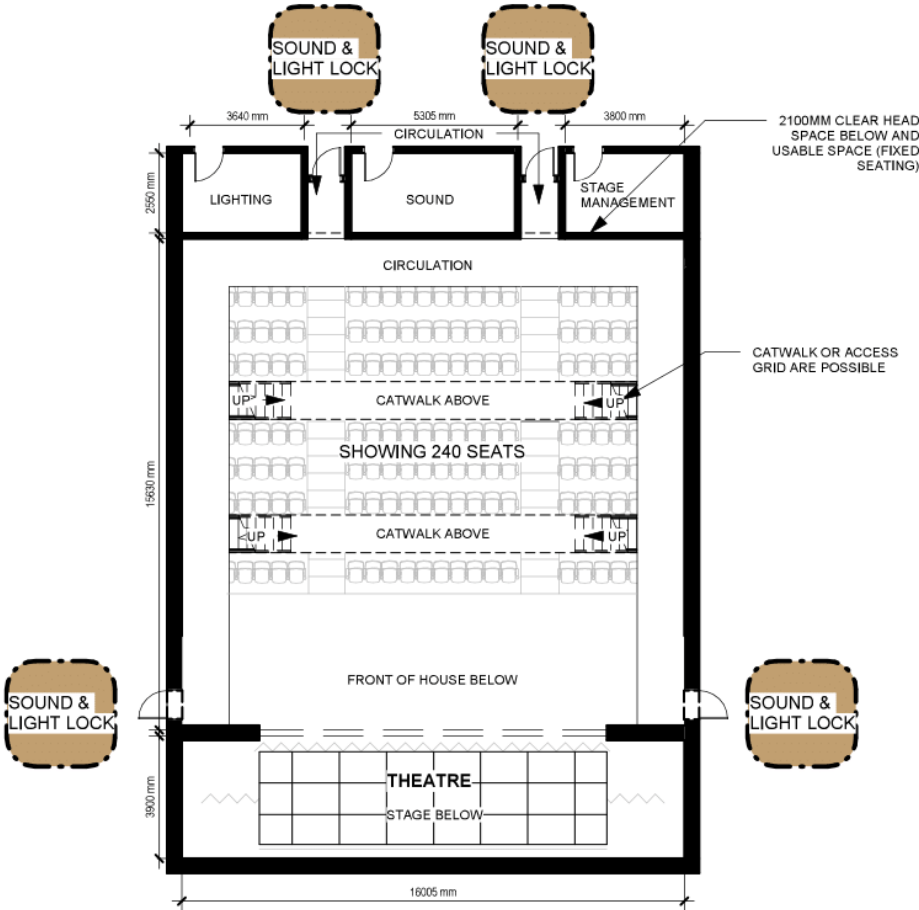
Retractable Seating
Number of seating : Approx 240

AREA (Approx)

Main floor area: 497 Sqm
Second floor area: 198 Sqm

Total Area: 695 Sqm

Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.



GROSS FLOOR AREA_OPTION 3	
Name	Area

T/O SLAB - MAIN	
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
GREEN ROOM	25 m²
LOADING DOCK	25 m²
CHANGE ROOM	35 m²
FRONT OF HOUSE	74 m²
STAGE	76 m²
SEATING	210 m²
	497 m²

T/O SLAB - SECOND	
CIRCULATION	4 m²
CIRCULATION	4 m²
STAGE MANAGEMENT	10 m²
LIGHTING	10 m²
SOUND	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
CATWALK	20 m²
CATWALK	20 m²
CIRCULATION	66 m²
	198 m²
TOTAL AREA	695 m²

NOTES:
Typically a minimum of 5% seats are lost when adjusted for the sight lines.
Barrier free spots can be accommodated in the front or back row.



COSTING COMPARISON

The Towns contribution will be required to support both construction and soft cost related to the theatre expansion/ enhancements.

Okotoks High School - Theatre Enhancement - Preliminary Scope-to-Budget Summary						
		Option 01		Option 02		Option 03
A	Construction	\$	7,035,000	\$	6,385,000	\$ 4,645,000
B	Soft Cost (10% as noted by Tech Cost)	\$	703,406	\$	638,276	\$ 464,226
C	Soft Cost (Adjusted to 20% - A x 0.2)	\$	1,407,000	\$	1,277,000	\$ 929,000
	Capital Contribution - Construction	Area Contribution - Sq. M		Construction Cost Unit Rate		
	Area Contribution (square meters)					
D	(From Library - for discussion if a CTS and a Lg Aux)		350	\$	4,893.00	\$ 1,712,550
E	Construction Cost by Town (A - D)	\$	5,322,450	\$	4,672,450	\$ 2,932,450
F	% of Construction Cost by Town (E / A)		75.7%		73.2%	63.1%
G	% of Soft Cost by Town		75.7%		73.2%	63.1%
H	Soft Cost by Town (Estimate) (C x G)	\$	1,064,490	\$	934,490	\$ 586,490
	Total Town Contribution (see Note)	\$	6,386,940	\$	5,606,940	\$ 3,518,940

**Note: Town Contribution represent Construction and Soft Costs, and do not include Escalation or full Life-Cycle cost analysis
30+ year Facility Maintenance, Utilities, and Expenses split are to be agreed to by Town & Foothills School Division**

Note: The cost estimates provided are preliminary and subject to revision. They represent our best assessment based on the information available from AI's Quantity Surveyor (QS) at this stage and have not been provided or tested by a QS. Costing above does not include loading dock.



DB (Design - Build) PROCESS

- The school is planned to be part of a P3 (Public – Private – Partnership) bundle by the Government of Alberta.
- The anticipated timeline for tender for the P3 is Fall 2025.



2

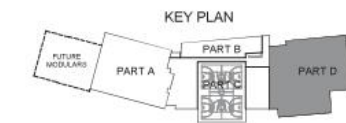
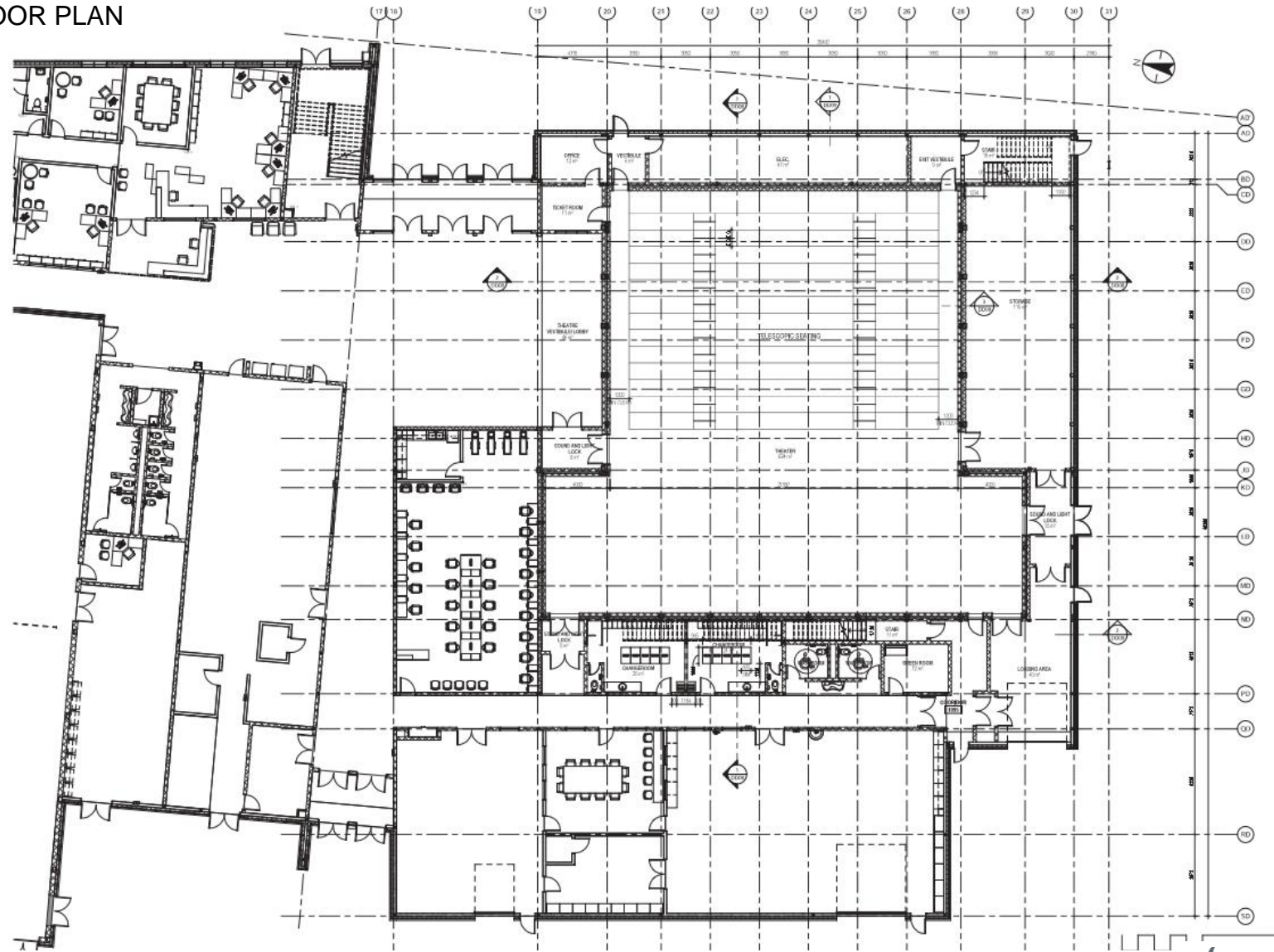
PRECEDENTS



Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

MAIN FLOOR PLAN



TOTAL GFA: 1,182 M2
TOTAL NET AREA: 1,079M2

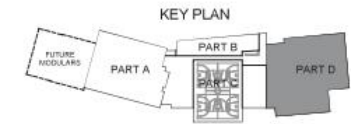
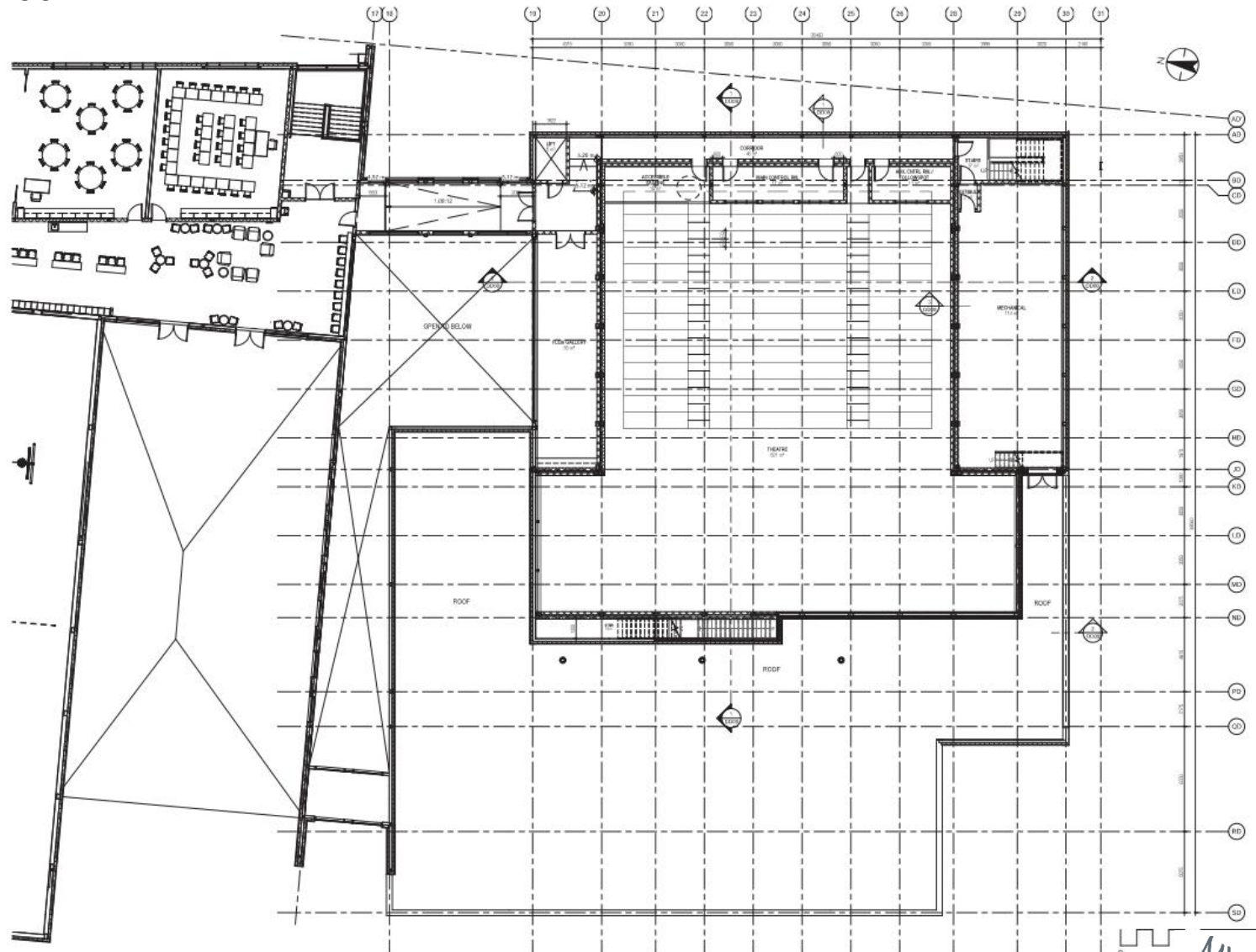


Grande Prairie Catholic School Board (GPCSD)

195

St. John Paul High School

SECOND FLOOR PLAN



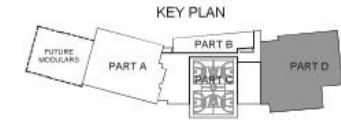
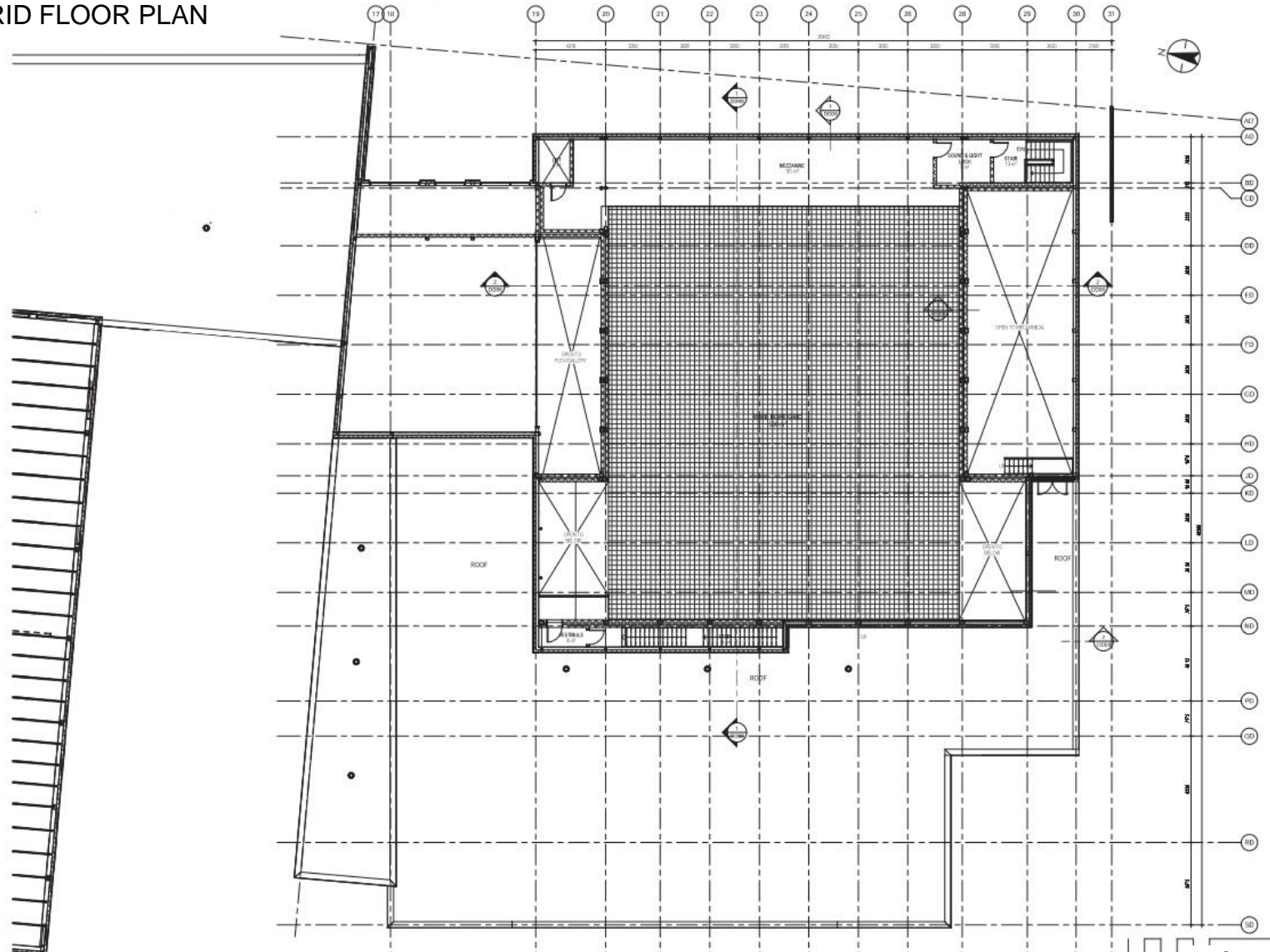
THEATRE 2ND FLOOR GFA: 404M2
TOTAL NET AREA: 306 M2



Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

WIRE GRID FLOOR PLAN



TOTAL GFA: 228 M2
TOTAL NET AREA: 160 M2



Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

197





Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

198





Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

199





Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

200





Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

201





Fort McMurray Catholic Board of Education (FMCBE)

202

Holy Trinity Catholic High School





Fort McMurray Catholic Board of Education (FMCBE)

Holy Trinity Catholic High School

203



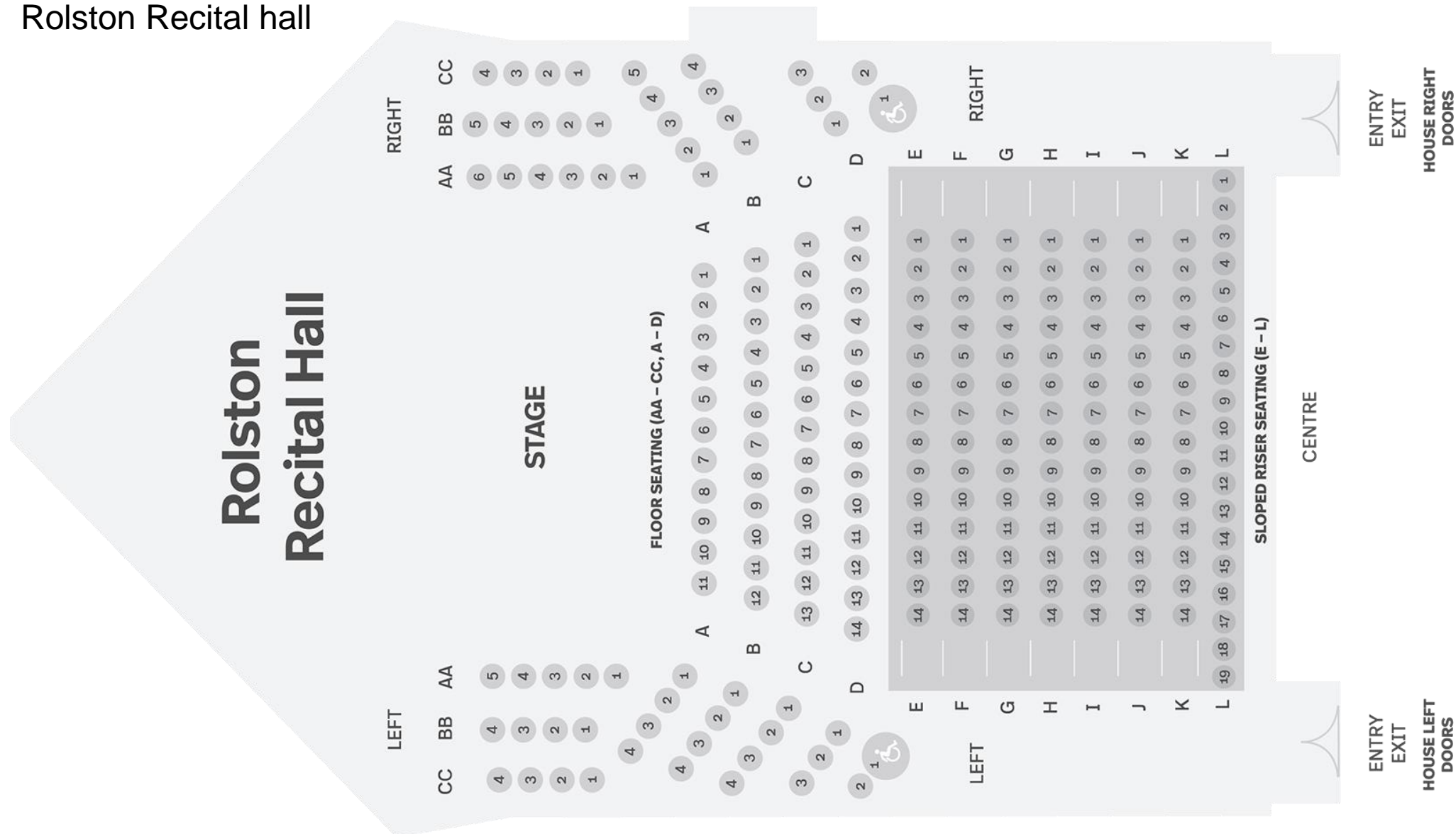
Banff Centre for Arts and Creativity

Rolston Recital hall



Seating capacity 226

The theatre has an attached control room to record from the hall or Bentley Chamber Music Studio





Brookfield Residential YMCA, Seaton

Evan Hazell Theatre

206



Seating capacity 250

The theatre is a black box theatre with retractable and reconfigurable bleacher seating for community events.



Brookfield Residential YMCA, Seaton

Evan Hazell Theatre

207





Brookfield Residential YMCA, Seaton

Evan Hazell Theatre

208





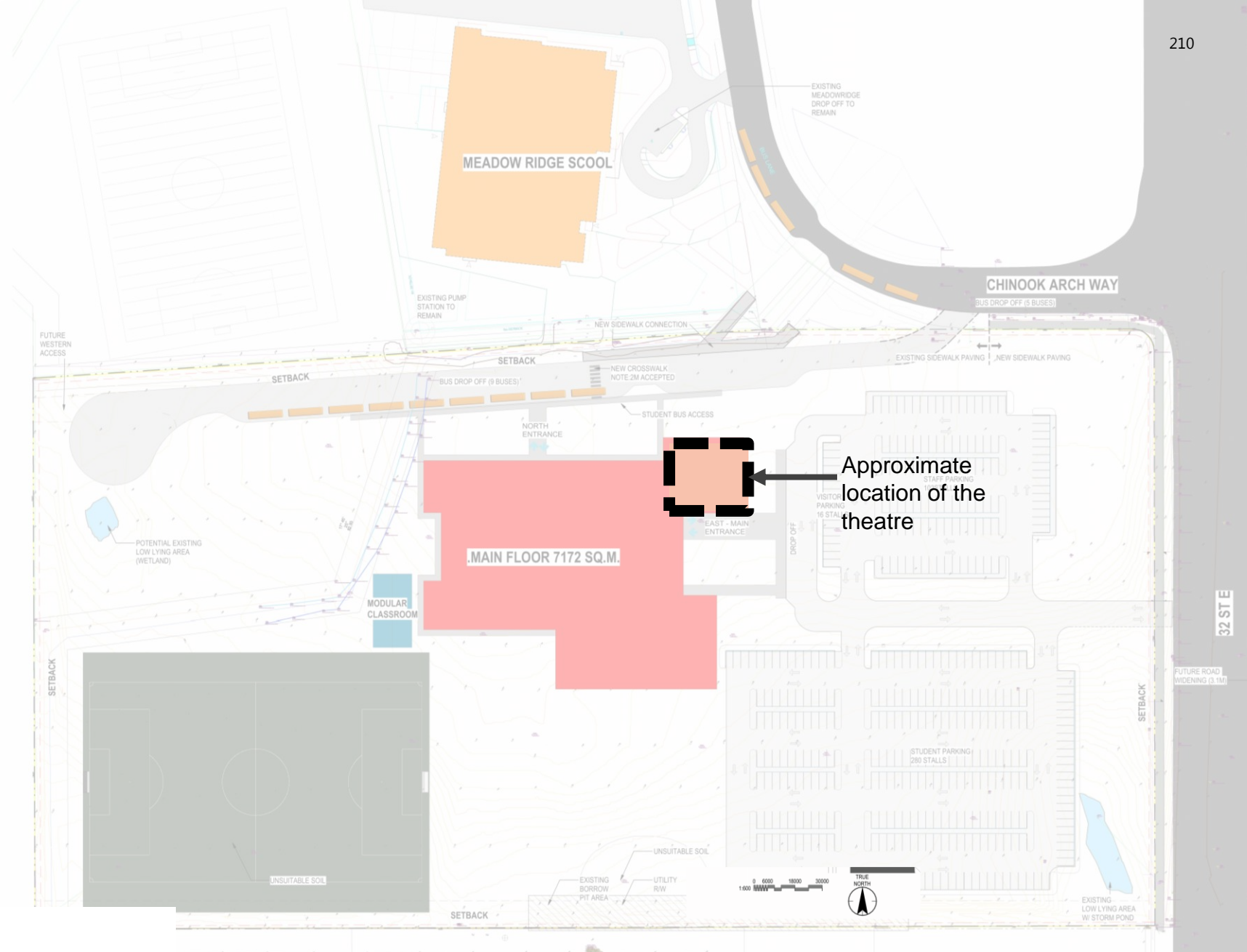
3

PRELIMINARY SITE PLAN



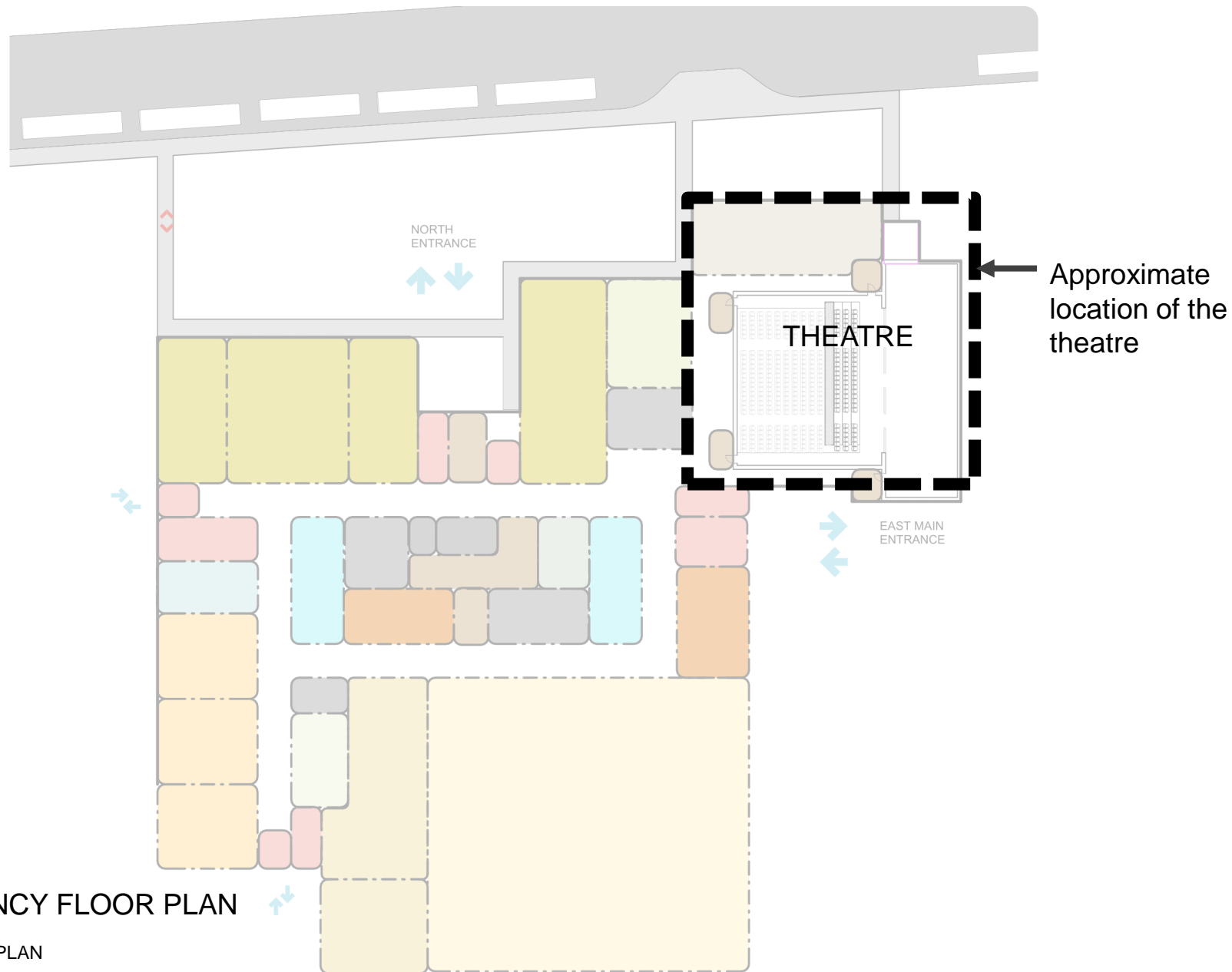
PRELIMINARY SITE PLAN

Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.



4

PRELIMINARY ADJACENCY PLAN



ADJACENCY FLOOR PLAN

MAIN FLOOR PLAN

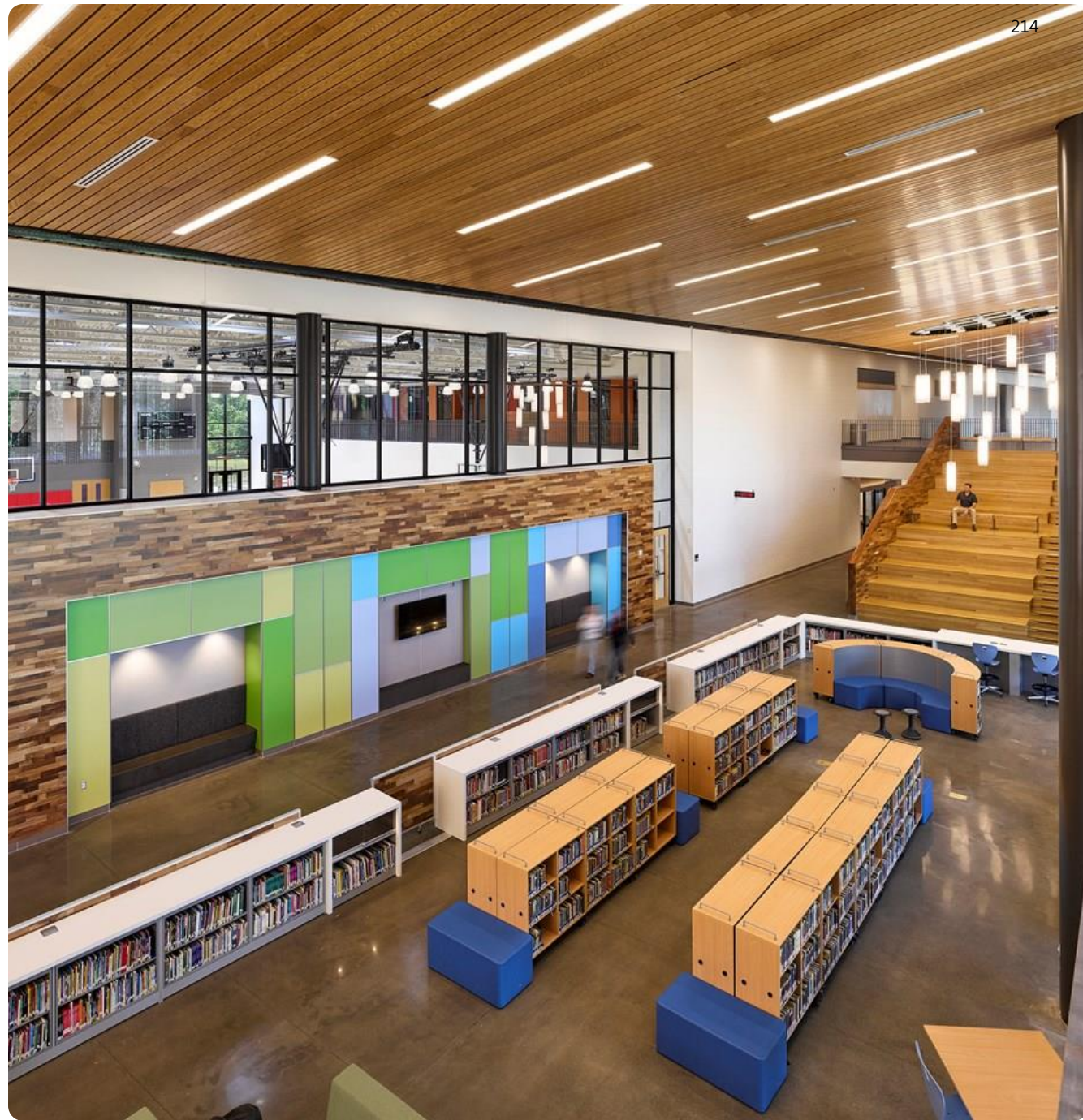
Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.



MAIN FLOOR PLAN – THEATRE LOCATION

Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.

Thank you





2025 BUDGET AMENDMENTS FOR REQUISITIONS

Issue

The 2025 Budget requires amendment to reflect requested requisitions.

Motion Proposed by Administration

That the 2025 Budget be amended to reflect requisitions, as follows:

Westwinds Communities	\$ 40,095
Alberta Education	\$3,824,000
Alberta Designated Industrial Property	\$ (154)
General Tax Revenue Increase Requested	\$3,863,941

Report, Analysis and Financial Implications

The approved 2025 budget includes estimated requisitions from other entities equal to the 2024 actual requisitions. The following changes to the 2025 Budget are proposed to reflect the actual 2025 requisitions now that these have been received:

Changes to External Requisitions				
Requisitions For	2024 Budgeted	\$ Change	2025 Revised	% Change
Westwinds Communities	671,089	40,095	711,184	5.97%
Alberta Education	16,747,072	3,824,000	20,571,072	22.83%
Alberta Designated Industrial Property	2,785	(154)	2,631	(5.53%)
Total External Requisitions	17,420,946	3,863,941	21,284,887	22.18%

The Town collects property taxes on behalf of requisitioning authorities to pay the afore mentioned requisitions.

Westwinds Communities requisitioned from contributing municipalities \$2,180,000. The Town of Okotoks' share, based on the provincial equalized assessment of the five (5) contributing municipalities increased from the 2024 amount of \$671,089 to \$711,184 for 2025, an increase of 5.97% or \$40,095.

The Provincial Education total 2025 requisition increased from the 2024 amount of \$16,747,072 to \$20,571,072, an increase of 22.83% or \$3,824,000. The portion paid by residents of Okotoks has increased due to the redistributive nature of the equalized assessment process, assessment growth and the province increasing their rates in 2025.

The province's cost to assess designated industrial property is recovered annually through a requisition. The amount of the requisition has decreased by \$154 to \$2,631.

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"/>	Organizational Excellence	<input type="checkbox"/>	Enhanced Culture & Community Health

Equity/Diversity/Inclusivity Impacts and Strategy

n/a

Environmental Impacts

n/a

Governing Policies/Bylaws/Legislation or Agreements

n/a

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

Council approves the budget in November based upon estimates. As the numbers are now finalized for the upcoming tax rate bylaw, scheduled for May 12, the requisition amounts must be approved based upon the submissions of the requisitioning authorities.

Attachment(s)

n/a

Prepared by:
Ralph Ettenauer
Chief Financial Officer
April 10, 2025



BYLAW 10-25 LAND USE BYLAW REDESIGNATION – WEDDERBURN PHASE 8

Purpose

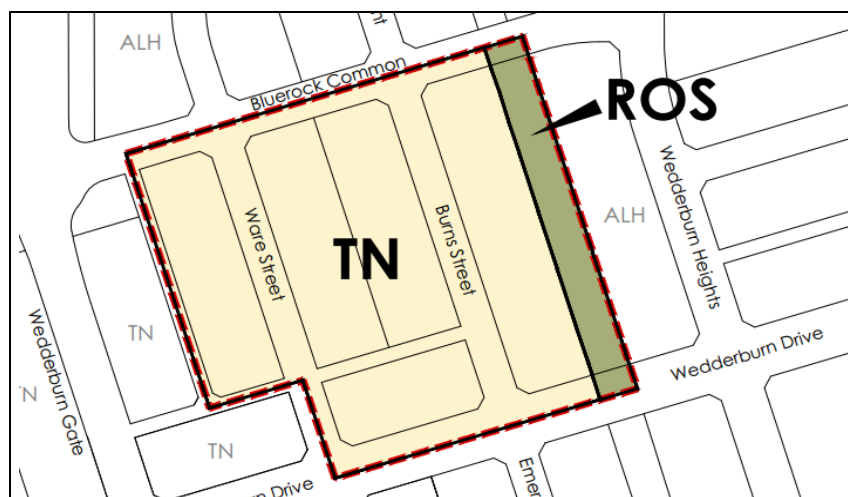
The purpose of Bylaw 10-25 is to amend Land Use Bylaw 17-21 by redesignating approximately 3.26 hectares (8.05 acres) of land comprising Lot 1, Block 1, Plan 181 0673 from Agricultural & Land Holdings District to Traditional Neighbourhood District and Recreation & Open Space District.

Readings

This Bylaw is ready for third reading.

Report, Analysis and Financial Implications

The Town has received an application to amend Land Use Bylaw 17-21 by redesignating approximately 3.26 hectares (8.05 acres) of land comprising Lot 1, Block 1, Plan 181 0673 from Agricultural & Land Holdings District (ALH) to Traditional Neighbourhood District (TN) and Recreation & Open Space District (ROS). This land use redesignation will facilitate the development of Wedderburn Phase 8.



The proposed redesignation is consistent with statutory plans and policies for the area, including the South Saskatchewan Regional Plan, the Municipal Development Plan, and the Northwest Okotoks Area Structure Plan. The redesignation also aligns with the Wedderburn Outline Plan originally approved by the Municipal Planning Commission on May 18, 2017 and amended on January 20, 2022.

The application proposes 54 residential units which is consistent with the Wedderburn Outline Plan for this particular portion of the plan area.

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 10-25. Issuance of the WVAP Clearance Certificate is subject to, amongst other things, sufficient availability of water allocation for this site and payment of the water allocation costs for this site. A WVAP Clearance Certificate has been issued and paid by the developer for this phase of development and third reading can now be considered by 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"/>	Organizational Excellence	<input checked="" type="checkbox"/>	Enhanced Culture & Community Health

Community Engagement Strategy

Initial community engagement occurred during the drafting of the North Okotoks Area Structure Plan and the Wedderburn Outline Plan. This application is in alignment with those plans. A public hearing was held on March 24, 2025.

Alternatives for Consideration

n/a

CAO Comments

I support third reading of the Bylaw as payment has been received and the water verification clearance certificate has been issued.

Attachment(s)

1. Bylaw 10-25 Land Use Bylaw Redesignation – Second Reading Version

Prepared by:
Colton Nickel
Senior Planner
March 26, 2025

BYLAW 10-25
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* (MGA), RSA 2000, c. M-26 and amendments thereto the Council of the Town of Okotoks (Council) has adopted Land Use Bylaw 17-21 (hereinafter called the Land Use Bylaw); and

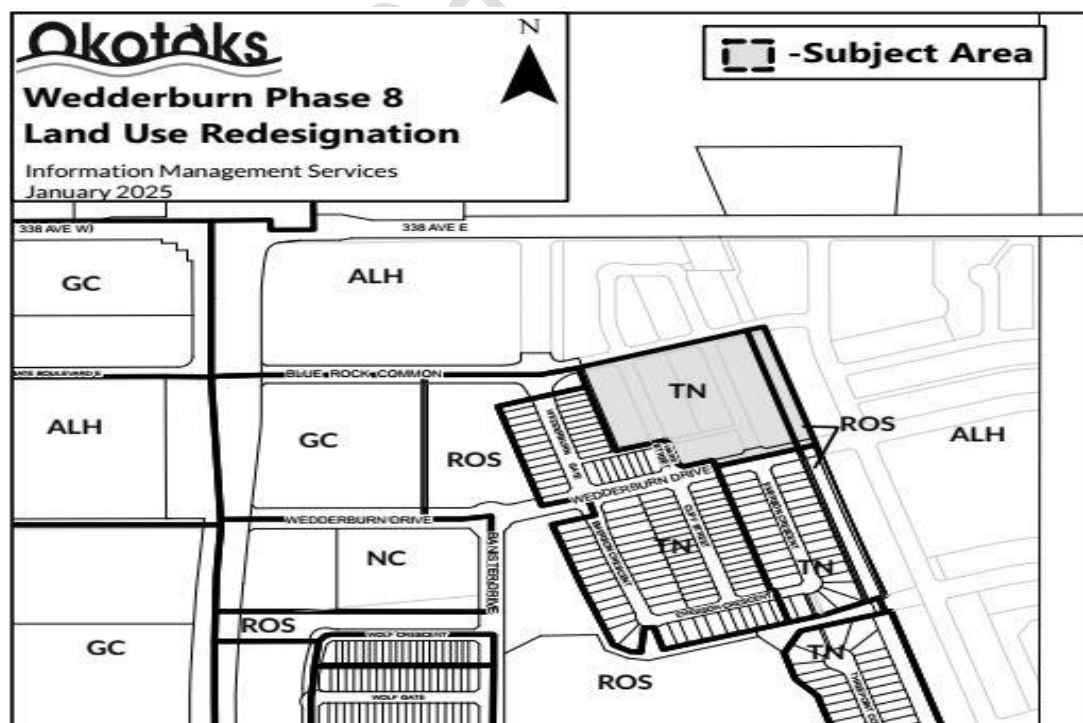
WHEREAS Council deems it necessary to amend the Land Use Bylaw by amending the land use designation of certain lands within the Town of Okotoks; and

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

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

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

1. Map 2.1 and Map 2.2 (Key Map 1), within Section 2.1 LAND USE MAPS, are amended by redesignating approximately 3.26 hectares (8.05 acres) of Lot 1, Block 1, Plan 181 0673 from Agricultural & Land Holdings District (ALH) to Traditional Neighbourhood District (TN) and Recreation & Open Space District (ROS) 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 24th day of February 2025.

READ A SECOND TIME this 24th day of March 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer



Council
April 28, 2025

BYLAW 11-25 LAND USE BYLAW REDESIGNATION - D'ARCY PHASE 15

Purpose

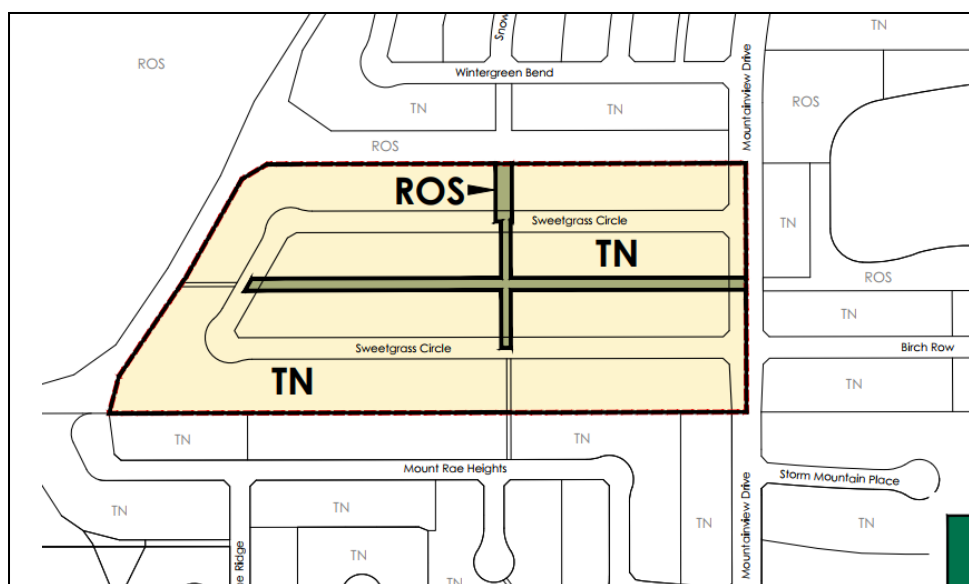
The purpose of Bylaw 11-25 is to amend Land Use Bylaw 17-21 by redesignating approximately 7.81 hectares (19.31 acres) of land comprising Lot 3, Block 9, Plan 181 0640 from Agricultural & Land Holdings District to Traditional Neighbourhood District and Recreation & Open Space District.

Readings

This bylaw is ready for third reading.

Report, Analysis and Financial Implications

The Town has received an application to amend Land Use Bylaw 17-21 by redesignating approximately 7.81 hectares (19.31 acres) of land comprising Lot 3, Block 9, Plan 181 0640 from Agricultural & Land Holdings District (ALH) to Traditional Neighbourhood District (TN) and Recreation & Open Space District (ROS). This land use redesignation will facilitate the development of D'Arcy Phase 15.



The proposed redesignation is consistent with statutory plans and policies for the area, including the South Saskatchewan Regional Plan, the Municipal Development Plan, and the Northwest Okotoks Area Structure Plan. The redesignation also aligns with the D'Arcy Ranch Outline Plan approved by the Municipal Planning Commission on February 16, 2017.

The application proposes 141 residential units, consistent with this portion of the plan area in the D'Arcy Outline Plan.

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 11-25. Issuance of the WVAP Clearance Certificate is subject to, amongst other things, sufficient availability of water allocation for this site and payment of the water allocation costs for this site. A WVAP Clearance Certificate has been issued and paid by the developer for this phase of development and third reading can now be considered by Council.

Strategic Plan Goals

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

Community Engagement Strategy

A public hearing was held on March 24, 2025 and no further community engagement is planned or required.

Alternatives for Consideration

n/a

CAO Comments

I support third reading of the bylaw as payment has been received and the water verification clearance certificate has been issued.

Attachment(s)

1. Bylaw 11-25 Land Use Redesignation – D’Arcy Phase 15 - Second Reading Version

Prepared by:
Colton Nickel
Senior Planner
March 26, 2025

BYLAW 11-25
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* (MGA), RSA 2000, c. M-26 and amendments thereto the Council of the Town of Okotoks (Council) has adopted Land Use Bylaw 17-21 (hereinafter called the Land Use Bylaw); and

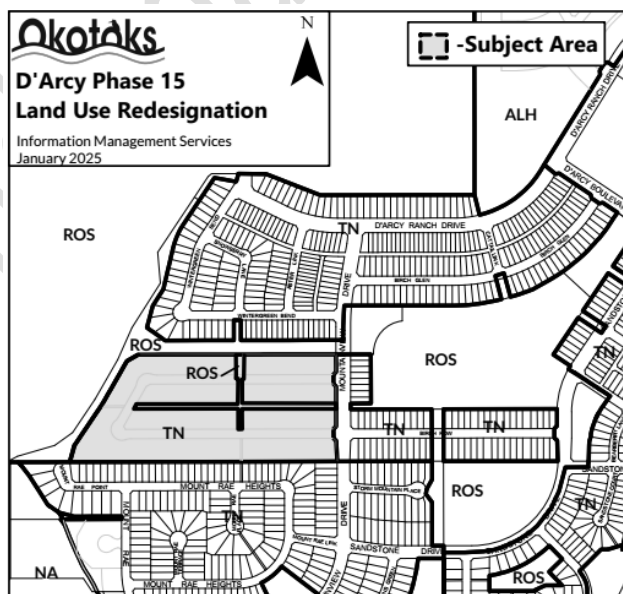
WHEREAS Council deems it necessary to amend the Land Use Bylaw by amending the land use designation of certain lands within the Town of Okotoks; and

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

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

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

1. Map 2.1 and Map 2.2 (Key Map 1), within Section 2.1 LAND USE MAPS, are amended by redesignating approximately 7.81 hectares (19.31 acres) of Lot 3, Block 9, Plan 181 0640 from Agricultural & Land Holdings District (ALH) to Traditional Neighbourhood District (TN) and Recreation & Open Space District (ROS) 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 24th day of February 2025.

READ A SECOND TIME this 24th day of March 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer



Council
April 28, 2025

BYLAW 06-24 – ROAD CLOSURE

Purpose

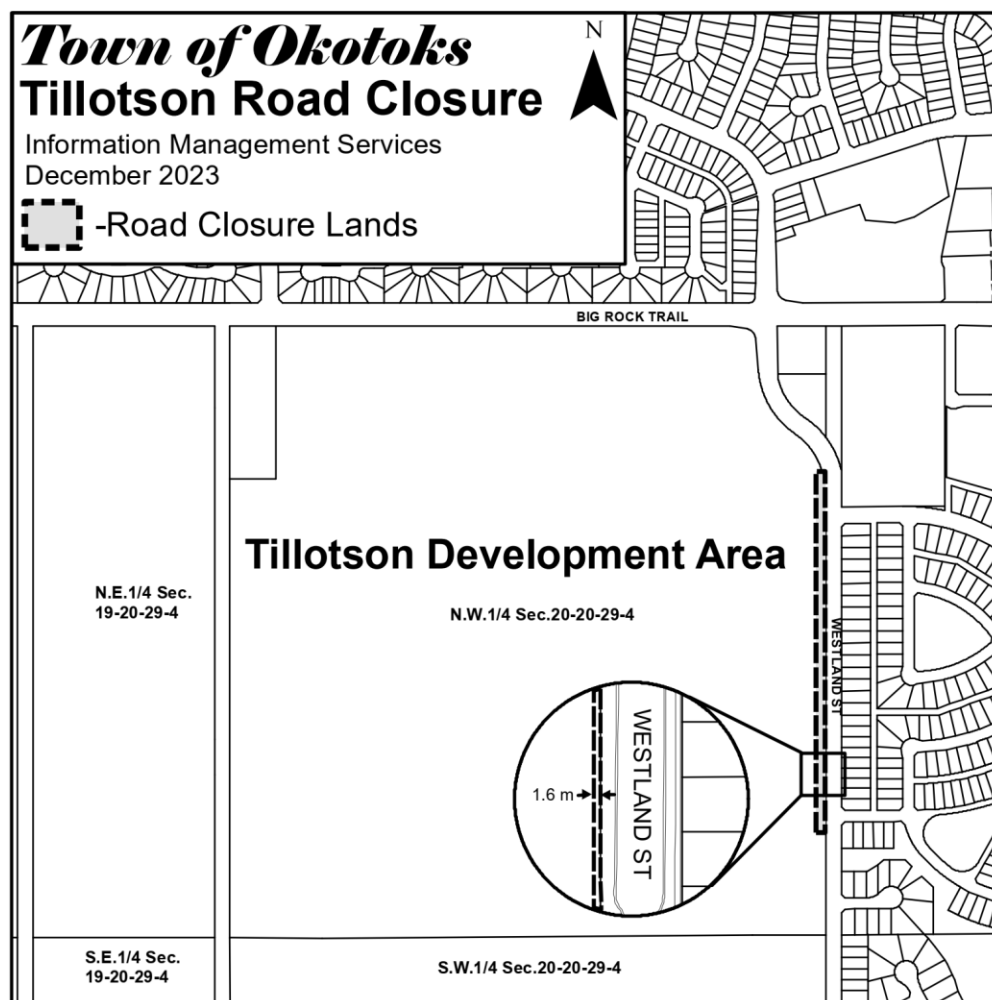
The purpose of Bylaw 06-24 is to permanently close and create title to an approximately 1.6m wide portion of the Westland Street road right-of-way in accordance with the Tillotson Neighbourhood Area Structure Plan.

Readings

This Bylaw is ready for second and third readings.

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 acres) 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. The subject area of closed road is accounted for in the dedication of road widening for Big Rock Trail and, as such, results in an exchange of public lands.

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. Bylaw 06-24 was approved by the Minister on March 28, 2025 and is now ready for second and third reading.

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		

Community Engagement Strategy

A public hearing for Bylaw 06-24 was held on February 12, 2024 in accordance with the *Municipal Government Act*.

Alternatives for Consideration

n/a

CAO Comments

I support second and third reading of this road closure bylaw as the Minister of Transportation and Economic Corridors has approved the road closure.

Attachment(s)

1. Bylaw 06-24 – Road Closure – First Reading Version Signed by Minister
2. Disposal of Roadways, PUL Lots, and Walkways Policy CMD-P-3.11

Prepared by:
Colin Gainer
Planning & Urban Design Team Leader
April 07, 2025

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 12th day of February 2024.

Mayor

Chief Administrative Officer

APPROVED this 28 day of March 2025.

Minister of Transportation and
Economic Corridors

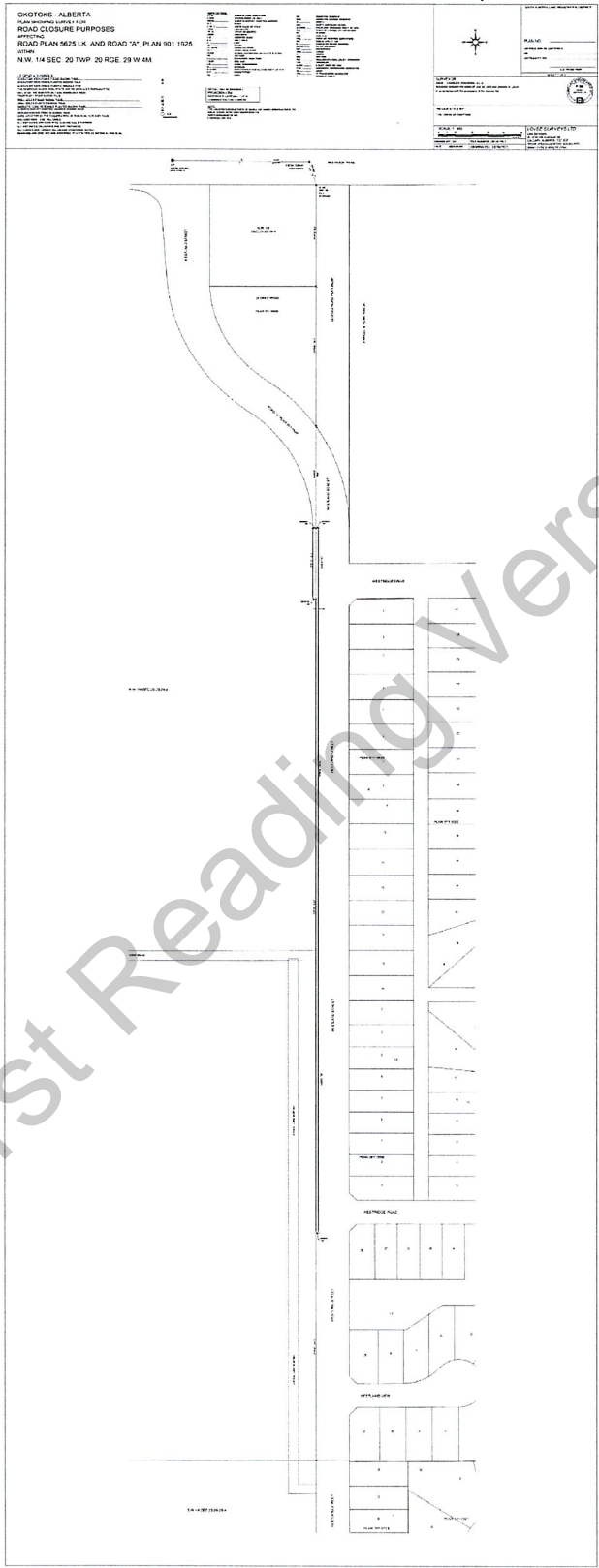
READ A SECOND TIME this day of 202__.


READ A THIRD TIME AND PASSED this day of 202__.

Mayor

Chief Administrative Officer

Schedule A
Filed Plan for Road Closure Purposes



	<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 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.



BYLAW 18-25 – REPEAL BYLAW 06-22 – STOCKTON BLOCK, MUNICIPAL HISTORIC RESOURCE DESIGNATION

Purpose

The purpose of Bylaw 18-25 is to repeal Stockton Block, Municipal Historic Resource Designation Bylaw 06-22 for the purposes of removing the designation from the adjacent property.

Readings

This Bylaw is ready for three readings.

That the notice of intent to designate the Stockton Block as a Historic Resource be received as information.

Report, Analysis and Financial Implications

Bylaw 06-22, the Stockton Block, Municipal Historic Resource Designation Bylaw, was adopted by Council on February 14, 2022 in order to protect the historic Stockton Block building as a municipal historic resource under the direction of the Municipal Heritage Designation Program. The Bylaw specifically directs the protection of the building itself and not the surrounding site, which has been significantly modified over the course of time.

In order to be registered on the parcel containing Stockton Block (14 McRae Street), Bylaw 06-22 specified the legal description of the land at the time of adoption. In 2023, a subdivision was undertaken to adjust the boundary between 10 and 14 McRae Street in order to allow for greater development opportunity on 10 McRae Street. Previously the property line extended well into the parking lot developed on 10 McRae Street, creating an impractical boundary between the two parcels. This registration of the subdivision resulted in Bylaw 06-22 being registered on both 10 and 14 McRae Street.

Under section 26 the *Historical Resources Act*, the only means to discharge a municipal historic resource designation bylaw, even partially, from a property is to repeal the bylaw and submit the repealing bylaw to Land Titles. Given that that 10 McRae Street has now been sold, the Town is obligated to remove Bylaw 06-22 from the property title.

By repealing the bylaw, it can be fully discharged from both titles. However, in order to register a revised municipal historic designation bylaw on the current Stockton Block property, a new 60-day notification of the intent to designate the lands as a municipal historic resource must be provided in accordance with the *Historical Resources Act*.

This report serves as the notice of the intent to designate the Stockton Block property as a municipal historical resource under the *Historical Resources Act* and will ensure there is no loss of historical status of the property and it will remain in the provincial registry. If Council repeals Bylaw 06-22, a new bylaw will be brought forward to Council for consideration after the 60-day notice period is complete at the July 21, 2025 Council meeting.

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 type="checkbox"/>	Organizational Excellence		

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

I support this housekeeping amendment to ensure legal compliance. There is no intent to remove the historical resource, just an intent to put it on the new legal parcel description.

Attachment(s)

1. Draft Bylaw 18-25 Repeal Bylaw 06-22 Stockton Block, Municipal Historic Resource Designation
2. Bylaw 06-22 Stockton Block, Municipal Historic Resource Designation

Prepared by:
Colin Gainer
Planning & Urban Design Team Leader
April 15, 2025

BYLAW 18-25

**A BYLAW OF THE TOWN OF OKOTOKS
IN THE PROVINCE OF ALBERTA
TO REPEAL BYLAW 06-22**

WHEREAS pursuant to the provisions in the *Historical Resources Act (HRA)*, RSA 2000, c. H-9 and amendments thereto, Council of the Town of Okotoks (Council) designated the property located at 14 McRae Street (Stockton Block) as a municipal historic resource under the Stockton Block, Municipal Historic Resource Designation Bylaw (Bylaw 06-22);

WHEREAS Bylaw 06-22 was registered as instrument number 221 135 296 at the land titles office in accordance with section 26 of the *HRA*; and

WHEREAS Council deems it desirable to repeal Bylaw 06-22 and discharge the municipal historic resource designation from the property located at 14 McRae Street in accordance with section 26 of the *HRA*.

NOW THEREFORE Council enacts that Bylaw 06-22 be repealed in its entirety.

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

READ A FIRST TIME this day of 2025.

READ A SECOND TIME this day of 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer

BYLAW 06-22

A BYLAW IN THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO DESIGNATE PROPERTY AS A MUNICIPAL HISTORIC RESOURCE

WHEREAS pursuant to the *Historical Resources Act*, R.S.A. 2000 c. H-9, as amended (the “*Act*”) permits the Council of the Town of Okotoks to designate as a municipal historic resource real property, including land and buildings, features and structure upon the land, whose preservation the Council considers to be in the public interest because of their heritage value; and

WHEREAS the owner of this proposed municipal historic resource has been given sixty (60) days written notice of Council’s intention to consider passing this Bylaw in accordance with the *Act*.

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

1. SHORT TITLE

- 1.1 This Bylaw may be known as the “Stockton Block, Municipal Historic Resource Designation Bylaw.”

2. LAND DESIGNATED AS A MUNICIPAL HISTORIC RESOURCE

- 2.1 The property municipally described as Stockton Block, in the Town of Okotoks in the Province of Alberta, at 14 McRae Street, and legally described as:

Plan 165S

Block B

Lots 6, 7 and 8 that portion of the westerly 3 feet of Lot 9

Which lies to the south of parts colored blue

Excepting thereout the lane on Plan 5706EZ containing

Lots	Acres more or less
6	.006
7	.006
8	.001

is hereafter described as “the Historic Property”.

- 2.2 The location of the Historic Property is visually represented in Schedule “A”, entitled “Map Showing the Historic Property”.
- 2.3 The heritage value of the Historic Property is hereby described as historically significant as a representation of the following values: Institutional, Persons, Style, and Landmark.

Institutional value: Constructed ca1903, Stockton Block significantly contributed to the commerce, business, and town hall development as the first prominent commercial building along a portion of Okotoks original main street (McRae Street).

Persons value: The Stockton Block is significant for its association with Charles Minue, (1866-1957) an early pioneer and carpenter in the Okotoks area, and Dr. Frederick Stockton (1867-1927), one of Okotoks' earliest physicians who financed the construction of the building to provide for the town's early commerce.

Style value: Stockton Block is an excellent and early example of the Romanesque Revival Style in Okotoks displayed in its elaborately detailed cornice and segmental-arched brick window pattern on the front façade, further carried through on the other facades reinforcing its architectural style value along the street.

Landmark value: Constructed during the time of Okotoks early settlement, Stockton Block is valued as a local landmark for its retained prominence and status along McRae Street.

- 2.4 The specific elements of the Historic Property considered to possess heritage value are specifically described as follows (and collectively known as the "Regulated Portions"):
- 2.4.1 form, scale and massing as expressed by its two-storey square plan;
- 2.4.2 flat roofline; wide projecting elaborately decorated dentillated wooden moulded cornice on the south façade wrapping around the corners; stepped metal capped brick parapet roofline in thirds on the east and west facades; narrow wood eave on the north façade;
- 2.4.3 wood-frame construction with red brick cladding laid in a running bond pattern; dog-tooth brick course at the top of the upper floor façade and below the dentillated wooden moulded cornice; wood trim; concrete block foundation with sandstone parging;
- 2.4.4 original fenestration pattern on all facades: eight brick segmental-arched connected Romanesque Revival style window pattern on the south façade, five brick segmental-arched connected window pattern on each of the east and west façade upper floor; five brick segmental-arched connected window pattern on the east and two on the west main floor facades; four segmental-arched window pattern on the north façade upper floor; wood window sills; full-height glazed storefront windows on south facade, including a lower separated horizontal glazed and wood panes; flat brick decorative arch on the west door lintel; one rear at-grade single metal door;
- 2.4.5 exterior elements including horizontal wooden moulded band on the top of the main floor south façade and the 1903 inscribed concrete

- date framed with vertical header bricks on the south façade upper floor;
 - 2.4.6 original placement and orientation in the middle of the block fronting McRae Street; main entrance from the south with an interfacing brick planter box along the west side of the façade stairway and access ramp; and
 - 2.4.7 relation to other historic buildings within the vicinity like the Mahon House (4 Elma Street East), the Okotoks United Church (3 Elma Street East), Masonic Hall (13 Elma Street East), St. Peter's Anglican Church (2 Clark Avenue), the Old Post Office (52 North Railway Street); and CPR Station (53 North Railway Street) to the east along a further portion of the historic main street (North Railway Street).
- 2.5 The Historic Property is hereby designated a Municipal Historic Resource as defined in the *Act*. Council may, in its sole discretion, revoke this designation at any time by repealing this Bylaw in accordance with the *Act*.
 - 2.6 Council may, by resolution, appoint a person to administer the matters described in section 26(6) of the *Act*.

3. REPAIRS AND REHABILITATION

- 3.1 No person shall destroy, disturb, alter, restore, repair, or otherwise permanently affect the Regulated Portions unless that person has obtained the prior written approval of Council or the person appointed pursuant to section 2.6 of this Bylaw.
- 3.2 When considering any application under section 3.1 of the Bylaw, Council, or the person appointed pursuant to section 2.6 of this Bylaw, shall take into consideration the terms of the Parks Canada 2003 publication 'Standards and Guidelines for the Conservation of Historic Places in Canada' (as replaced or amended from time to time) as referenced and summarized in the attached Schedule "B" entitled "Standards and Guidelines for the Conservation of Historic Places in Canada".
- 3.3 All portions of the Historic Property that are not specifically described or identified as Regulated Portions (which collectively shall be known as the "Non-Regulated Portions") may be disturbed, altered, restored, repaired, or otherwise permanently affected provided that such action does not impact the Regulated Portions and that all permits or approvals required to do such work have been obtained from the authority having jurisdiction.
- 3.4 Any portion of the historic property that encroaches onto any adjacent land, other than land owned by the Town of Okotoks, shall be considered Non-Regulating Portions. Any portion of any building that encroaches onto the historic property shall not be affected by the Bylaw.

4. COMPENSATION

- 4.1 No compensation pursuant to the *Act* or otherwise is owing to the owner of the historic property.

5. SCHEDULES

- 5.1 Schedules “A” and “B” attached to this Bylaw form a part of it.

6. INTERPRETATION

- 6.1 The headings in this Bylaw are for ease of reference only and are not intended to be taken into account in the construction or interpretation of the Bylaw.

7. SEVERABILITY

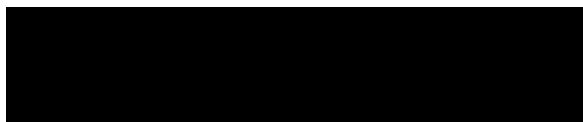
- 7.1 It is the intention of Council that each separate provision of the Bylaw shall be deemed independent of all other provisions herein, and it is the further intention of Council that if any provision of this Bylaw is declared invalid, all other provisions hereof shall remain valid and enforceable.

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

READ A FIRST TIME this 14th day of February, 2022.

READ A SECOND TIME this 14th day of February, 2022.

READ A THIRD TIME AND PASSED this 14th day of February, 2022.

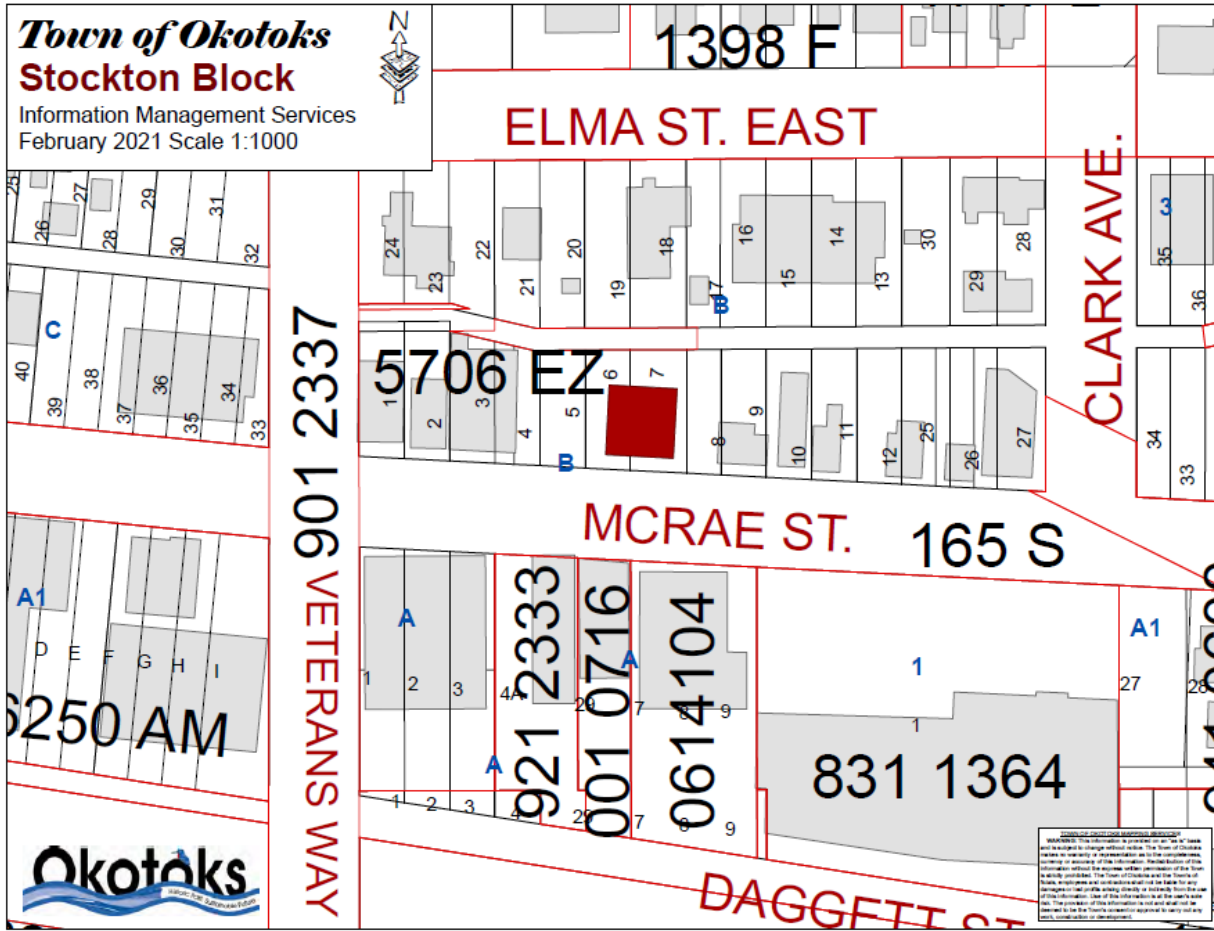


Mayor



Chief Administrative Officer

SCHEDULE "A" **MAP SHOWING THE HISTORIC PROPERTY**



SCHEDULE “B” STANDARDS AND GUIDELINES FOR THE CONSERVATION OF HISTORIC PLACES IN CANADA

The primary purpose of the 2003 Standards and Guidelines for the Conservation of Historic Places in Canada ('Standards and Guidelines') is to provide sound, practical guidance to achieve good conservation practice. They are used to assess proposed changes to designated Municipal Historical Resources and form the basis for review and assessment for the approved rehabilitation program.

The Standards and Guidelines were developed by Parks Canada and have been adopted as national standards for the conservation of designated historic structures. They provide a philosophical consistency for project work; and while neither technical nor case-specific, they provide the framework for making essential decisions about those features of a historic place, which should be maintained and can be altered.

The Standards and Guidelines

The Standards and Guidelines are not presented in a sequential or hierarchical order, and as such, equal consideration should be given to each. All Standards and Guidelines for any given type of treatment must therefore be applied simultaneously to a project.

General Standards and Guidelines (all projects)

1. Conserve the heritage value of a historic place. Do not remove, replace, or substantially alter its intact or repairable character-defining elements. Do not move a part of a historic place if its current location is a character-defining element.
2. Conserve changes to a historic place which, over time, have become character-defining elements in their own right.
3. Conserve heritage value by adopting an approach calling for minimal intervention.
4. Recognize each historic place as a physical record of its time, place and use. Do not create a false sense of historical development by adding elements from other historic places or other properties, or by combining features of the same property that never coexisted.
5. Find a use for a historic place that requires minimal or no change to its character-defining elements.
6. Protect and, if necessary, stabilize a historic place until any subsequent intervention is undertaken. Protect and preserve archaeological resources in place. Where there is potential for disturbance of archaeological resources, take mitigation measures to limit damage and loss of information.

7. Evaluate the existing condition of character-defining elements to determine the appropriate intervention needed. Use the gentlest means possible for any intervention. Respect heritage value when undertaking an intervention.
8. Maintain character-defining elements on an on-going basis. Repair character-defining elements by reinforcing their materials using recognized conservation methods. Replace in-kind any extensively deteriorated or missing parts of character-defining elements, where there are surviving prototypes.
9. Make any intervention needed to preserve character-defining elements physically and visually compatible and identifiable upon close inspection and document any intervention for future reference.

Additional Standards and Guidelines Relating to Rehabilitation

10. Repair, rather than replace, character-defining elements. Where character-defining elements are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements. Where there is insufficient physical evidence, make the form, material and detailing of the new elements compatible with the character of the historic place.
11. Conserve the heritage value and character-defining elements when creating any new additions to a historic place or any related new construction. Make the new work physically and visually compatible with, subordinate to, and distinguishable from the historic place.
12. Create any new additions or related new construction so that the essential form and integrity of a historic place will not be impaired if the new work is removed in the future.

Additional Standards and Guidelines Relating to Restoration

13. Repair, rather than replace, character-defining elements from the restoration period. Where character-defining elements are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements.
14. Replace missing features from the restoration period with new features whose forms, materials and detailing are based on sufficient physical, documentary and/or oral evidence.

Standards and Guidelines

The full text of the Standards and Guidelines for the Conservation of Historic Places in Canada is available from:

Town of Okotoks
Planning Department
Okotoks Municipal Centre
5 Elizabeth Street
Okotoks, AB T1S 1K1

Parks Canada National Office
25 Eddy Street
Gatineau, Quebec K1A 0M5



BYLAW 19-25 TRUCK ROUTE BYLAW

Purpose

The purpose of Bylaw 19-25 is to regulate truck route traffic within the Town of Okotoks.

Readings

This Bylaw is ready for three readings.

Report, Analysis and Financial Implications

Administration opted to write a new bylaw to better reflect the many amendments being brought forward and present draft Bylaw 19-25 for Council's review and adoption. The amendments proposed update the truck routes in Okotoks and modernize the Bylaw through updated wording and removing any redundant subsections. Since the previous truck route bylaw was written in 2011 and has not been amended since, the bylaw is no longer up to the Town's bylaw standards and presents outdated information. Bylaw 12-11 will be repealed upon third and final reading of Bylaw 19-25.

Most amendments proposed in draft Bylaw 19-25 are minor, however, the substantive changes proposed are as follows:

1. Minimum penalty provision raised to \$300.00: as the Bylaw has not been reviewed since 2011 and the province is much tougher on commercial vehicles, the Town should closer align to the province thru increasing the penalty.
2. Addition of section 10.4: if the ticket issued is a bylaw ticket there is a 22-day period to pay the ticket at the Municipal building.
3. Schedule "A": truck route amendments in alignment with Town growth. Removal of "Truck Routes in the M.D. of Foothills to Access the Town of Okotoks" as the Town does not have the authority to establish truck routes outside of Town limits.
4. Schedule "B": addition of unrestricted truck zones in alignment with Town growth.
5. Schedule "C": updated map to reflect updated truck routes and unrestricted truck zones.
6. Schedule "D": addition of penalties table to assist bylaw and peace officers when issuing tickets.

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"/>	Organizational Excellence	<input checked="" type="checkbox"/>	Enhanced Culture & Community Health

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

I support the recommendation of administration.

Attachment(s)

1. Draft Bylaw 19-25 Truck Route Bylaw
2. Bylaw 12-11 Truck Route Bylaw - Redlined Version

Prepared by:
Vikram Kulkarni
Municipal Enforcement Manager
April 23, 2025

BYLAW 19-25

A BYLAW IN THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO REGULATE TRUCK ROUTE TRAFFIC WITHIN THE TOWN OF OKOTOKS

WHEREAS pursuant to section 13 of the *Traffic Safety Act (Act)*, RSA 2000, c. T-6 and amendments thereto, the Council of the Town of Okotoks (Council) may pass bylaws for the regulation and control of vehicles and traffic; and

WHEREAS the purpose of this Bylaw is to regulate truck route traffic within the Town of Okotoks (Town).

NOW THEREFORE Council enacts as follows:

1. SHORT TITLE

1.1 This Bylaw may be known as the "Truck Route Bylaw".

2. DEFINITIONS

Any terms not defined in this Bylaw shall have the meaning as defined in the *Act*. In this Bylaw, unless the context otherwise requires, the following means:

- 2.1 **Chief Administrative Officer** - the person appointed to the position of Chief Administrative Officer (CAO) for the Town within the meaning of the *Municipal Government Act* and the Town's CAO Bylaw.
- 2.2 **Council** - the Mayor and Councillors of the Town duly elected pursuant to the *Local Authorities Election Act*.
- 2.3 **highway** - has the same meaning as defined in the *Act* and all subsequent amendments and replacements, but shall be restricted to highways within the Town.
- 2.4 **maximum weight:**
 - 2.4.1 the maximum weight of a vehicle as recorded on the certificate of registration for such vehicle; or
 - 2.4.2 if there is no certificate of registration for the vehicle, then the combined weight of the vehicle and the heaviest load that may be carried in accordance with the Commercial Vehicle Dimension and Weight Regulation (AR 315/02) and all subsequent amendments.

- 2.5 **Peace Officer:**
- 2.5.1 a member of the Royal Canadian Mounted Police;
 - 2.5.2 a Community Peace Officer as appointed by the Solicitor General of Alberta; or
 - 2.5.3 a Bylaw Officer as appointed by the Town to enforce bylaws of the Town.
- 2.6 **semi-trailer** - a vehicle of the trailer-type so designed and used in conjunction with a motor vehicle that some part of its own weight and that of its load rests upon, or is carried by, another vehicle.
- 2.7 **service road** - a local road that runs adjacent to and parallel with a major highway or arterial roadway in order to provide access to the abutting properties.
- 2.8 **special permit** - an official authorization issued by the CAO that allows a truck to operate on roads that are not designated truck routes. This permit is granted under specific circumstances that justify an exception to standard route restrictions.
- 2.9 **temporary truck route** - a highway or portion thereof designated as a temporary truck route pursuant to Section 5 of this Bylaw.
- 2.10 **Town** - the Corporation of the Town of Okotoks in the Province of Alberta and, where the context so requires, the area of land within the corporate boundaries thereof.
- 2.11 **trailer** - a vehicle that:
- 2.11.1 is at any time drawn on a public highway by a self-propelled vehicle;
 - 2.11.2 is intended for the conveyance of goods or materials of any kind; and
 - 2.11.3 shall be deemed to be a separate vehicle and not part of the motor vehicle by which it is drawn.
- 2.12 **truck-type vehicle** - a motor vehicle intended for the conveyance of goods or materials of any kind.
- 2.13 **truck:**
- 2.13.1 a truck-type vehicle with a maximum weight in excess of 5,450 kilograms (kg);
 - 2.13.2 any self-propelled vehicle, not primarily intended for the conveyance of passengers, with a maximum weight in excess of 5,450 kg; or
 - 2.13.3 a tractor, grader, road building or road maintenance equipment, or construction equipment, other than truck-type vehicles, regardless of weight.
- 2.14 **truck route** - a highway so designated in Schedule "A" of this Bylaw.
- 2.15 **unrestricted truck zone** - an area as described in Schedule "B" and indicated on Schedule "C" of this Bylaw.

- 2.16 **violation tag** - a notice or tag in a form as approved by the CAO issued by the Town allowing a voluntary payment option of a fine established under this Bylaw.
- 2.17 **violation ticket** - a ticket issued pursuant to Part II of the *Provincial Offences Procedure Act*, RSA 2000, c. P-34 (*POPA*), as amended and any regulations thereto.

3. PROHIBITION

- 3.1 No person shall drive a semi-trailer or any truck on any highway if:
- 3.1.1 the maximum weight of the truck or semi-trailer exceeds 5,450 kg except where:
 - 3.1.2 the vehicle is operating on routes identified in Schedule "A" and "C";
 - 3.1.3 the vehicle is within unrestricted truck zones as identified in Schedule "B" and "C"; or
 - 3.1.4 the vehicle is operating on temporary truck routes designated under Section 5 of this Bylaw.
- 3.2 The provisions of this Bylaw do not apply to:
- 3.2.1 a house trailer, vacation trailer, or other similar mobile accommodation designed or used for residential purposes;
 - 3.2.2 Okotoks Fire & Rescue vehicles;
 - 3.2.3 vehicles owned or operated by Canada Post;
 - 3.2.4 vehicles registered to the Town; or
 - 3.2.5 vehicles owned or leased by utility or cable companies while performing inspection, maintenance, or repair work related to their utilities.

4. IDENTIFICATION OF TRUCK ROUTES

- 4.1 Truck routes listed in Schedule "A" shall be marked with signs at locations determined by the CAO to indicate to truck drivers the highways designated as truck routes.
- 4.2 Where a service road adjoins a designated truck route and shares the same name, the service road shall not be considered a truck route unless it is specifically signed or marked as such.

5. TEMPORARY TRUCK ROUTES

- 5.1 Council may direct the CAO to install signs or other traffic control devices on any highway or portion thereof, designating it as a temporary truck route.
- 5.2 Where alterations or repairs to a highway or other circumstances affecting travel thereon require the designation of a temporary truck route and before the matter can be

presented to Council, the CAO may install signs or other traffic control devices be erected designating the route required as a temporary truck route.

- 5.3 When the CAO has, pursuant to subsection 5.2, designated a temporary truck route, unless Council, pursuant to subsection 5.1, at its next meeting approves the route as a temporary truck route or amends this Bylaw to add the truck route to the appropriate schedule hereof:

5.3.1 the route so designated by the CAO shall after two (2) weeks cease to be a temporary truck route; and

5.3.2 the CAO shall direct that the signs designating the temporary truck route be removed.

6. SPECIAL PERMITS

- 6.1 The CAO may under circumstances which are considered to warrant a permit, issue a special permit authorizing the movement of a truck on highways other than truck routes.

- 6.2 A person driving a truck covered by a special permit shall produce the permit when required to do so by a Peace Officer.

7. DIRECT ROUTES

- 7.1 A person driving a truck may operate a truck on streets outside a designated truck route, if necessary, to:

7.1.1 make a delivery or supply a service at a location off a truck route; or

7.1.2 pick up merchandise or materials from a location off a truck route.

In such cases, the driver must drive the truck on the street or streets forming the most accessible connection between a truck route and the delivery point, service point, or the collection point for merchandise or material, as the case may be, and shall also use such street or streets when returning to the truck route.

- 7.2 If a driver has multiple deliveries or services to complete within the same area, they may proceed to the next location before returning to the truck route via the most direct and accessible route.

- 7.3 If a truck is housed at a location off a truck route, a person may drive the truck to and from the place where it is housed, and, in doing so, shall drive it on the street or streets forming the most direct accessible connection between the location where the truck is housed and a truck route.

8. REGISTRATION CERTIFICATE / WEIGH SLIP

- 8.1 A driver or person in charge or control of a truck must provide a Peace Officer with the vehicle's registration certificate, which indicates its maximum weight, upon request.
- 8.2 Information obtained by a Peace Officer from a registration certificate provided under subsection 8.1 and presented as evidence in court shall serve as prima facie proof of the certificate's authenticity and its recorded details.
- 8.3 If a driver or person in charge or control of a truck cannot produce the vehicle's registration certificate, a Peace Officer may direct them to take the vehicle or any attached combination of vehicles suspected of being off a designated truck route to the nearest certified weigh scale to verify its weight.
- 8.4 The weigh slip obtained under subsection 8.3 must be provided to the Peace Officer and may be retained as evidence. If the total weight of the vehicle or combination of attached vehicles exceeds 5,450 kg, the Peace Officer may, in addition to pursuing any violations under this Bylaw, require that the excess weight be removed before the vehicle is operated, parked, or left on a route other than a truck route.
- 8.5 A weigh slip provided to a Peace Officer under subsection 8.4 and submitted as evidence in court shall serve as prima facie proof of its authenticity, the recorded weight details, and the accuracy of the weigh scale used.

9. PARKING

- 9.1 No person in charge or control of a truck shall park the truck or permit it to be parked on a street other than a truck route or an unrestricted truck zone, except during such time as the truck is being used in the making of a delivery or the performance of some work or service.
- 9.2 If any truck is parked in violation of the provisions of this Bylaw, a Peace Officer may cause the truck to be removed to a place which the CAO may designate. The owner, or other person in charge or control of the truck moved by the Peace Officer is responsible for the cost of removing such truck and any storage or other charges incurred. Such costs or charges shall be in addition to any fine or penalty imposed in respect of any such violation.
- 9.3 The provisions of this Bylaw shall not relieve a person in charge or control of a truck from compliance with other parking and traffic regulations.

10. PENALTY PROVISION

- 10.1 Any person who contravenes any section of this Bylaw is guilty of an offence and liable to a specified penalty listed in Schedule "D" of not less than \$300.00 and not more than \$10,000.00 and in default of payment is liable to imprisonment for a term not exceeding six (6) months, or both.
- 10.2 Where a Peace Officer believes that a person has contravened any provision of this Bylaw, they may serve upon such person:
- 10.2.1 a violation tag allowing a payment of the specified penalty to the Town; or
 - 10.2.2 a violation ticket allowing payment according to the provisions of the *POPA*.
- 10.3 Service of a violation tag shall be sufficient if it is:
- 10.3.1 personally served;
 - 10.3.2 served by regular mail to the person's last known mailing address; or
 - 10.3.3 placed on or attached to the vehicle involved in the contravention of this Bylaw.
- 10.4 A person who commits an offence and is issued a violation tag may make a voluntary payment equal to the specified fine by delivering the violation tag and the specified fine to the Municipal building of the Town within a 22-day period from the date of issuance. If payment is not made within this period, the violation tag may be forwarded to Court, where payment must comply with the requirements outlined in Section 10.6.
- 10.5 If a violation ticket is issued in respect to an offence, the violation ticket may:
- 10.5.1 specify the fine amount established by this Bylaw for the offence; or
 - 10.5.2 require a person to appear in Court without the alternative of making a voluntary payment.
- 10.6 A person who commits an offence and is issued a violation ticket may make a voluntary payment equal to the specified fine by delivering the violation ticket and the specified fine to Court specified on the violation ticket if:
- 10.6.1 a violation ticket is issued in respect of the offence; and
 - 10.6.2 the violation ticket specifies the fine amount for the offence.

11. SEVERABILITY

- 11.1 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.

- 11.2 Nothing in this Bylaw relieves a person from complying with any provision of any federal or provincial law or regulation, other bylaw, or any requirement of any lawful permit, order, or licence.

Bylaw 12-11 and any amendment thereto are hereby repealed upon this Bylaw coming into effect.

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

READ A FIRST TIME this day of 2025.

READ A SECOND TIME this day of 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer

SCHEDULE "A"
TRUCK ROUTES WITHIN THE TOWN OF OKOTOKS

	THOROUGHFARE	FROM	TO
1.	Northridge Drive	North Town Limits	Sheep River Bridge
2.	Southridge Drive	Sheep River Bridge	Intersection of Highway 7
3.	Highway 7	West Town Limits	East Town Limits
4.	Elizabeth Street (Highway 549)	Northridge Drive	West Town Limits
5.	32 nd Street	338 th Avenue	Highway 7
6.	North Railway Street	Crystalridge Drive	East Town Limits
7.	Highway 783	South Town Limits	Highway 7
8.	338 th Avenue	Northridge Drive (Highway 2A)	Intersection of 32 nd Street

SCHEDULE "B"

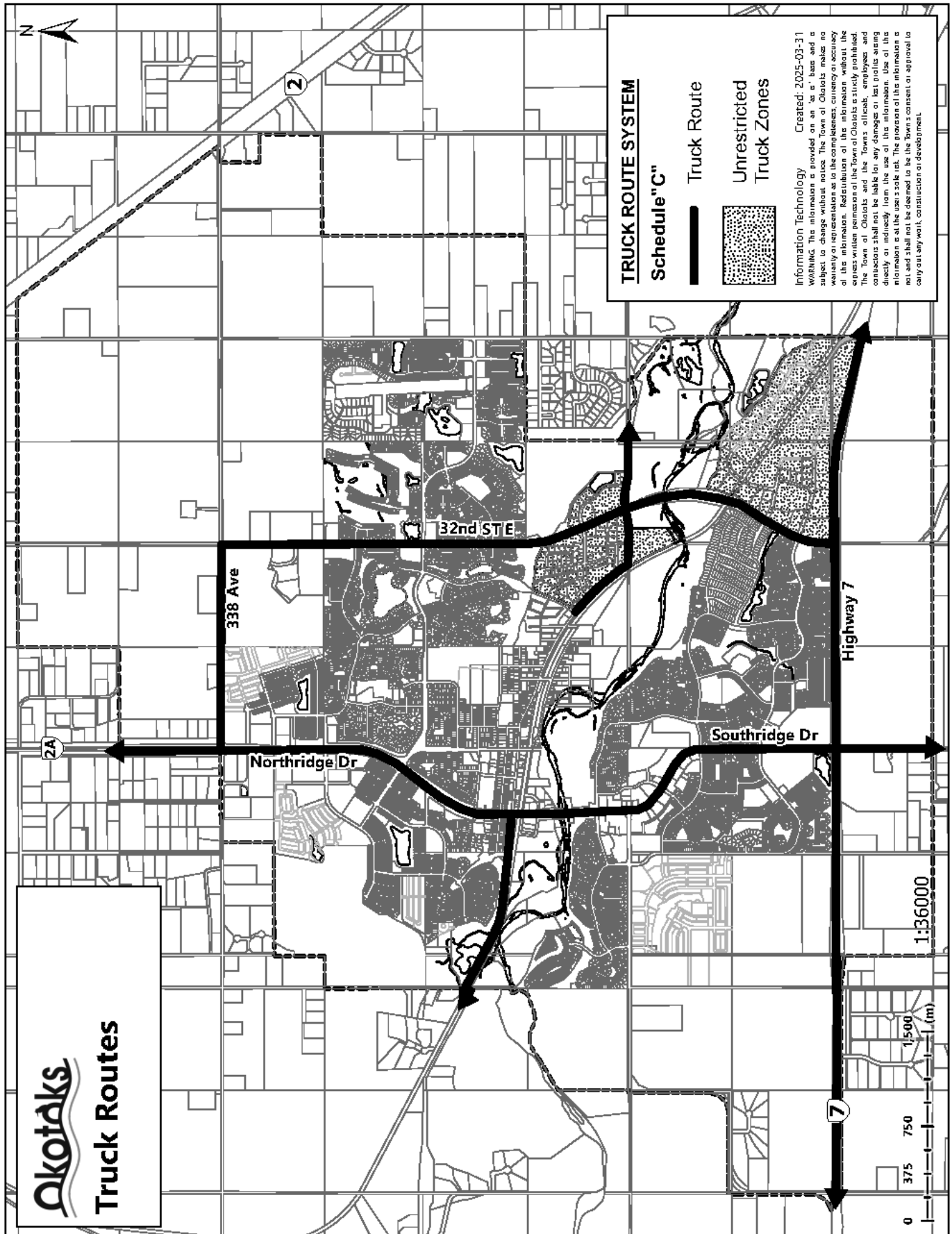
UNRESTRICTED TRUCK ZONES

Zone 1 – Okotoks Business Park

Includes all highways within the Okotoks Business Park as follows:
Stockton Avenue, Stockton Point, Fisher Street, Fisher Crescent, Fisher Place, Fisher Gate, and Don Seaman Way.

Zone 2 – Southbank Business Park

Includes all highways within the Southbank Business Park from the east side of 32 Street to the East Town Limits and the north side of Highway 7 to the south bank of the Sheep River excluding any portion of a Recreation & Open Space District or Natural Areas District as defined in the Town of Okotoks Land Use Bylaw.



SCHEDULE "D"
PENALTIES

SECTION	OFFENCE	PENALTY
3.1	Driving a truck on a highway outside designated truck routes or unrestricted truck zones	\$300.00
3.1	Driving a truck or semi-trailer exceeding 5,450 kg outside designated routes	\$300.00
8.1	Failure to produce a registration certificate upon request	\$300.00
8.3	Failure to comply with an order to weigh the vehicle at a certified scale	\$300.00
9.1	Parking a truck outside a truck route or unrestricted truck zone	\$300.00
9.2	Failure to pay removal and/or storage costs	\$300.00

BYLAW ~~12-11-19-25~~

A BYLAW IN THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO REGULATE TRUCK ROUTE TRAFFIC WITHIN THE TOWN OF OKOTOKS

WHEREAS pursuant to ~~S~~section 13 of the *Traffic Safety Act* (~~Act~~), ~~RSA Revised Statutes of Alberta 2000, Chapter c. T-6~~ and amendments thereto, ~~the Council of the Town of Okotoks (Council)~~ may pass ~~B~~ylaws for the regulation and control of vehicles and traffic; and

WHEREAS ~~the purpose of this Bylaw is Council deems it necessary~~ to regulate truck route traffic within the Town of Okotoks (~~Town~~);

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

1. SHORT TITLE

1.1 This Bylaw may be known as the "Truck Route Bylaw".

2. DEFINITIONS

Any terms not defined in this Bylaw shall have the meaning as defined in the ~~Traffic Safety Act, RSA 2000, Chapter T-6 Regulations and amendments thereto~~. In this Bylaw, unless the context otherwise requires, ~~the following means~~:

- 2.1 **"Chief Administrative Officer"** ~~means - the person appointed to the position of Chief Administrative Officer of for the Town of Okotoks appointed by Council, hereinafter referred to as the Municipal Manager, or designate, within the meaning of the Municipal Government Act and the Town's CAO Bylaw.~~
- 2.2 **"Council"** ~~means - the Council of the Town of Okotoks Mayor and Councillors of the Town duly elected pursuant to the Local Authorities Election Act.~~
- 2.3 **"highway"** ~~- has the same meaning as defined in the Act Traffic Safety Act, R.S.A. 2000, Chapter T-6, and all subsequent amendments and replacements, but shall be restricted to highways within the Town of Okotoks.~~
- 2.4 **"maximum weight"** ~~means:~~
 - a) the maximum weight of a vehicle as recorded on the certificate of registration for such vehicle; or
 - b) if there is no certificate of registration for the vehicle, then the combined weight of the vehicle and the heaviest load that may be carried in accordance with the Commercial Vehicle Dimension and Weight Regulation (~~A/R 315/02~~) and all subsequent amendments ~~and replacements~~.

2.5 **"Peace Officer"** means:

- a) a member of the Royal Canadian Mounted Police;
- b) a Community Peace Officer as appointed by the Solicitor General of Alberta; or
- c) a Bylaw ~~Enforcement~~ Officer as appointed by the Town ~~of Okotoks~~ to enforce bylaws of the Town.

2.6 **"semi-trailer"** means - a vehicle of the trailer-type so designed and used in conjunction with a motor vehicle that some part of its own weight and that of its load rests upon, or is carried by, another vehicle.2.7 **"service road"** means - a local road that runs adjacent to and parallel with a major highway or arterial roadway in order to provide access to the abutting properties.2.8 **special permit** - an official authorization issued by the CAO that allows a truck to operate on roads that are not designated truck routes. This permit is granted under specific circumstances that justify an exception to standard route restrictions.2.9 **"temporary truck route"** means - a highway or portion thereof designated as a temporary truck route pursuant to Section 5 of this Bylaw.2.10 **"Town"** means - the Corporation of the Town of Okotoks, ~~a municipal corporation~~ in the Province of Alberta; and, where the context so requires, ~~means~~ the area of land within the corporate boundaries thereof.2.11 **"trailer"** means - a vehicle that:

- a) is at any time drawn on a public highway by a self-propelled vehicle;
- b) is intended for the conveyance of goods or materials of any kind; and
- c) shall be deemed to be a separate vehicle and not part of the motor vehicle by which it is drawn.

2.12 **"truck-type vehicle"** means - a motor vehicle intended for the conveyance of goods or materials of any kind.2.13 **"truck"** means:

- a) a truck-type vehicle with a maximum weight in excess of 5,450 kilograms (kg);

b) any self-propelled vehicle, not primarily intended for the conveyance of passengers, with a maximum weight in excess of 5,450 ~~kilograms~~ kg; or

c) a tractor, grader, road building or road maintenance equipment, or construction equipment, other than truck-type vehicles, regardless of weight.

2.14 **"truck route"**~~means~~ - a highway so designated in Schedule "A" of this Bylaw.

2.15 **"unrestricted truck zone"**~~means~~ - an area as described in Schedule "B" and indicated on Schedule "~~C D~~" of this Bylaw.

2.16 **"violation tag"**~~means~~ - a notice or tag in a form as approved by the ~~CAO Municipal Manager~~, issued by the Town allowing a voluntary payment option of a fine established under this Bylaw.

2.17 **"violation ticket"**~~means~~ - a ticket issued pursuant to Part II of the *Provincial Offences Procedure Act*, RSA 2000, ~~Chapter c.~~ P-34 (*POPA*), as amended and any regulations thereto.

3. PROHIBITION

3.1 ~~No person shall drive a truck on any highway except:~~

~~a) on the truck routes identified in Schedule "A";~~

~~b) in an unrestricted truck zone as identified in Schedule "B"; or~~

~~c) on a temporary truck route designated under Section 5.~~

3.2 No person shall drive a semi-trailer or any truck ~~of any kind~~ on any highway if:

a) ~~the with a~~ maximum weight ~~of the truck or semi-trailer in excess of~~ exceeds 5,450 kilograms kg; or

~~b) having a maximum weight which, combined with the maximum weight of the drawing vehicle, exceeds 5,450 kilograms;~~

except where:

c) ~~the vehicle is operating~~ on ~~the~~ routes identified in Schedule "A" and "C";

d) ~~the vehicle is within~~ an unrestricted truck zones as identified in Schedule "B" and "C";
or

e) ~~the vehicle is operating~~ on ~~a~~ temporary truck routes designated under Section 5 of this Bylaw.

3.3 The provisions of this Bylaw ~~shall do~~ not apply to:

a) a house trailer, vacation trailer, or other similar mobile accommodation designed or used ~~to provide accommodation or domicile for one or more persons~~ for residential purposes;

b) ~~Okotoks Fire & Rescue Department~~ vehicles;

c) vehicles owned or operated ~~under the authority of~~ by Canada Post;

d) vehicles registered to the Town; or

e) vehicles owned or leased by utility or cable companies while ~~being used for performing~~ inspection, maintenance, or repair work ~~in respect of the companies' related to their~~ utilities.

4. IDENTIFICATION OF TRUCK ROUTES

4.1 Truck routes listed in Schedule "A" shall be ~~marked with signs at locations determined by the signed wherever the Municipal Manager~~ CAO considers it necessary to indicate to truck drivers ~~of trucks~~ the highways ~~permitted to be used~~ designated as truck routes.

4.2 ~~Schedule "C" is for the convenience of reference only and the omission of a truck route from it, or the indication of a truck route on it, shall not be deemed for the purposes of this Bylaw to contradict or over-ride the designation of truck routes as set out in Schedule "A" of this Bylaw.~~

4.3 ~~Notwithstanding any other provisions of this Bylaw, no sign or other indication need be placed on a highway which is not a truck route to indicate to or warn parties using the highway that trucks are not permitted unrestricted travel thereon.~~

4.4 Where a service road adjoins a ~~road that is a~~ designated truck route and ~~the service road bears the shares the same name as the truck route, unless it is specifically signed or otherwise marked as a truck route,~~ the service road shall not be ~~or deemed considered to be~~ a truck route unless it is specifically signed or marked as such.

5. TEMPORARY TRUCK ROUTES

5.1 Council may, ~~when it seems necessary or expedient to do so,~~ direct the ~~Municipal Manager~~ CAO to ~~cause install~~ signs or other traffic control devices ~~to be placed on all or~~

~~any portion of on any~~ highway or portion thereof, designating ~~the highway or the portion of it directed by Council~~ it as a temporary truck route.

- 5.2 Where alterations or repairs to a highway or other circumstances affecting travel thereon require the designation of a temporary truck route and before the matter can be presented to Council, the ~~Municipal Manager~~ CAO may ~~direct that install~~ signs or other traffic control devices be erected designating the route required as a temporary truck route.
- 5.3 When the ~~Municipal Manager~~ CAO has, pursuant to ~~sub~~Section 5.2, designated a temporary truck route, unless Council, pursuant to ~~sub~~Section 5.1, at its next meeting ~~confirms~~ ~~approves~~ the route as a temporary truck route or amends this Bylaw to add the truck route to the appropriate schedule hereof:
- a) the route so designated by the ~~Municipal Manager~~ CAO shall after two (2) weeks cease to be a temporary truck route; and
 - b) the ~~Municipal Manager~~ CAO shall direct that the signs designating the temporary truck route be removed.

6. SPECIAL PERMITS

- 6.1 The ~~Municipal Manager~~ CAO may under circumstances which are considered to warrant a permit, issue a ~~S~~special ~~P~~permit authorizing the movement of a truck on highways other than truck routes.
- 6.2 A person driving a truck covered by a ~~S~~special ~~P~~permit shall produce the permit when required to do so by a Peace Officer.

7. DIRECT ROUTES

- 7.1 A person driving a truck may ~~operate a truck on streets outside a designated truck route, if necessary, to, for the purpose of making~~
- 7.1.1 ~~make~~ a delivery or supply~~ing~~ a service at a location off a truck route, or
 - 7.1.2 ~~pick up for the purpose of carrying~~ merchandise or materials ~~of whatever kind~~ from a location off a truck route.
- ~~In such cases, the driver~~ must drive the truck on the street or streets forming the most accessible connection between a truck route and the delivery point, service point, or the collection point for merchandise or material, as the case may be, and shall also use such street or streets when returning to the truck route.
- 7.2 ~~If a A-driver has multiple with a subsequent deliveries to make or subsequent services to supply in complete within the same area, they~~ may proceed to ~~make such subsequent~~

~~delivery or service~~ the next location before ~~proceeding by~~ returning to the truck route via the most direct and accessible ~~connection to the nearest truck~~ route.

- 7.3 If ~~any~~ truck is housed at a location off a truck route, a person may drive the truck to and from the place where it is housed, and, in doing so, shall drive it on the street or streets forming the most direct accessible connection between the location where the truck is housed and a truck route.

8. REGISTRATION CERTIFICATE / WEIGH SLIP

- 8.1 A driver or ~~other~~ person in charge or control of a truck ~~shall, when requested by must provide~~ a Peace Officer, ~~produce for the officer's inspection with the vehicle's registration certificate, which indicates its issued showing the maximum weight, upon request. of such truck.~~
- 8.2 ~~Particulars Information~~ obtained by a Peace Officer from a registration certificate ~~produced provided~~ under ~~subSection 8.1 of this Bylaw and submitted presented~~ as evidence in court shall ~~serve as be~~ prima facie proof of the ~~authenticity of the certificate certificate's authenticity and its recorded details. the particulars thereon.~~
- 8.3 If a driver or person in charge or control of a truck ~~When a registration certificate cannot produce the vehicle's registration certificate, be produced for a truck,~~ a Peace Officer may direct them ~~order the driver or other person in charge or control of the truck or combination of attached vehicles suspected of being on a route other than a truck route, to take the such vehicle or any attached combination of attached vehicles suspected of being off a designated truck route to the nearest certified weigh scale to verify its determine the weight. of such vehicle or combination of attached vehicles and any load carried thereon.~~
- 8.4 A The weigh slip obtained under ~~subSection 8.3 for such vehicle or combination of attached vehicles shall~~ must be ~~given provided~~ to the Peace Officer and may be retained as evidence. ~~by the Peace Officer, and If the total weight of the loaded vehicle or combination of attached loaded vehicles is in excess of exceeds 5,450 kilograms kg, the Peace Officer may, in addition to pursuing any violations under prosecution for contravention of this Bylaw, may require that the any weight in excess of 5,450 kilograms shall excess weight be removed before the vehicle or combination of attached vehicles is driven, used is operated, parked, or left on a route other than a truck route.~~
- 8.5 A weigh slip ~~given provided~~ to a Peace Officer under ~~subSection 8.4 and submitted as evidence in court shall be serve as~~ prima facie proof of ~~the its authenticity, of the weigh slip and the particulars thereon the recorded weight details, and of the accuracy of the weigh scale used.~~

9. PARKING

- 9.1 No person ~~being~~ in charge or control of ~~any~~ truck shall park ~~such the~~ truck or permit it to be parked on a street other than a truck route or an unrestricted truck zone, except during such time as ~~such the~~ truck is being used in the making of a delivery or the performance of some work or service.
- 9.2 If any truck is parked in violation of the provisions of this Bylaw, a Peace Officer may cause ~~such the~~ truck to be removed to a place which the ~~Municipal Manager~~ CAO may designate. The owner, or other person in charge or control of ~~such the~~ truck moved by the Peace Officer is responsible for the cost of removing such truck and any storage or other charges incurred. Such costs or charges shall be in addition to any fine or penalty imposed in respect of any such violation.
- 9.3 The provisions of this Bylaw shall not relieve a person in charge or control of a truck from compliance with other parking and traffic regulations.

10. PENALTY PROVISION

- 10.1 Any person who contravenes any section of this Bylaw is guilty of an offence and liable to a specified penalty ~~listed in Schedule "D"~~ of not less than ~~Two Hundred (\$200.00) Dollars~~ \$300.00 and not more than ~~Ten Thousand (\$10,000.00) Dollars~~; and in default of payment ~~of any penalty is liable~~ to imprisonment for ~~up to a term not exceeding~~ six (6) months, ~~or both~~.
- 10.2 ~~Any Where a~~ Peace Officer ~~believes that a who has reasonable and probable grounds to believe that any~~ person has contravened any provision of this Bylaw, ~~they may issue and serve upon such person~~:
- a) a violation tag allowing a payment of the specified penalty to the Town; ~~or~~
 - b) a violation ticket allowing payment according to the provisions of the ~~Provincial Offences Procedures Act POPA~~; or
- 10.3 Service of a violation tag ~~will shall~~ be sufficient if it is:
- a) personally served; or
 - b) served by regular mail to the person's last known mailing address.
 - c) placed on or attached to the vehicle involved in the contravention of this Bylaw.

- 10.4 A person who commits an offence and is issued a violation tag may make a voluntary payment equal to the specified fine by delivering the violation tag and the specified fine to the Municipal building of the Town within a 22-day period from the date of issuance. If payment is not made within this period, the violation tag may be forwarded to Court, where payment must comply with the requirements outlined in Section 10.6.
- 10.5 If a violation ticket is issued in respect to an offence, the violation ticket may:
- a) specify the fine amount established by this Bylaw for the offence; or
 - b) require a person to appear in Court without the alternative of making a voluntary payment.
- 10.6 A person who commits an offence and is issued a violation ticket may make a voluntary payment equal to the specified fine by delivering the violation ticket and the specified fine to Court specified on the violation ticket if:
- a) ~~if~~ a violation ticket is issued in respect of the offence; and
 - b) ~~if~~ the violation ticket specifies the fine amount ~~established by this Bylaw~~ for the offence. ~~, make a voluntary payment equal to the specified fine by delivering the violation ticket and the specified fine to the Provincial Courthouse specified on the violation ticket.~~
- 10.7 ~~It is the intention of Council that all offences created pursuant to this Bylaw be construed and considered as being strict liability offences.~~
- 10.8 ~~Schedule "A" may, from time to time, be amended by Council.~~
- 11. SEVERABILITY**
- 11.1 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.
- 11.2 Nothing in this Bylaw relieves a person from complying with any provision of any federal or provincial law or regulation, other bylaw, or any requirement of any lawful permit, order, or licence.

Bylaw 17-88 of the Town and any amendment thereto are hereby repealed upon this Bylaw coming into effect.

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

READ A FIRST TIME this 11th day of April, 2011.

READ A SECOND TIME this 24th day of May, 2011.

READ A THIRD TIME AND PASSED this 24th day of May, 2011.

Redlined Version

SCHEDULE "A"**TRUCK ROUTES WITHIN THE TOWN OF OKOTOKS**

	THOROUGHFARE	FROM	TO
1.	Northridge Drive	North Town Limits	Sheep River Bridge
2.	Southridge Drive	Sheep River Bridge	Intersection of Highway 7
3.	Highway 7	Southridge Drive West Town Limits	West East Town Limits
4.	Elizabeth Street (Highway 549)	Northridge Drive	West Town Limits
5.	32 nd Street	North Town Limits 338 th Avenue	South Town Limits Highway 7
6.	North Railway Street	Crystalridge Drive	East Town Limits
7.	Highway 783	South Town Limits	Highway 7
8.	338 th Avenue	Northridge Drive (Highway 2A)	Intersection of 32 nd Street

**~~TRUCK ROUTES IN THE M.D. OF FOOTHILLS
TO ACCESS THE TOWN OF OKOTOKS~~**

	THOROUGHFARE	FROM	TO
1.	338th Avenue	Highway 2A	Intersection of 32 nd Street
2.	32nd Street	338 th Avenue	North Town Limits

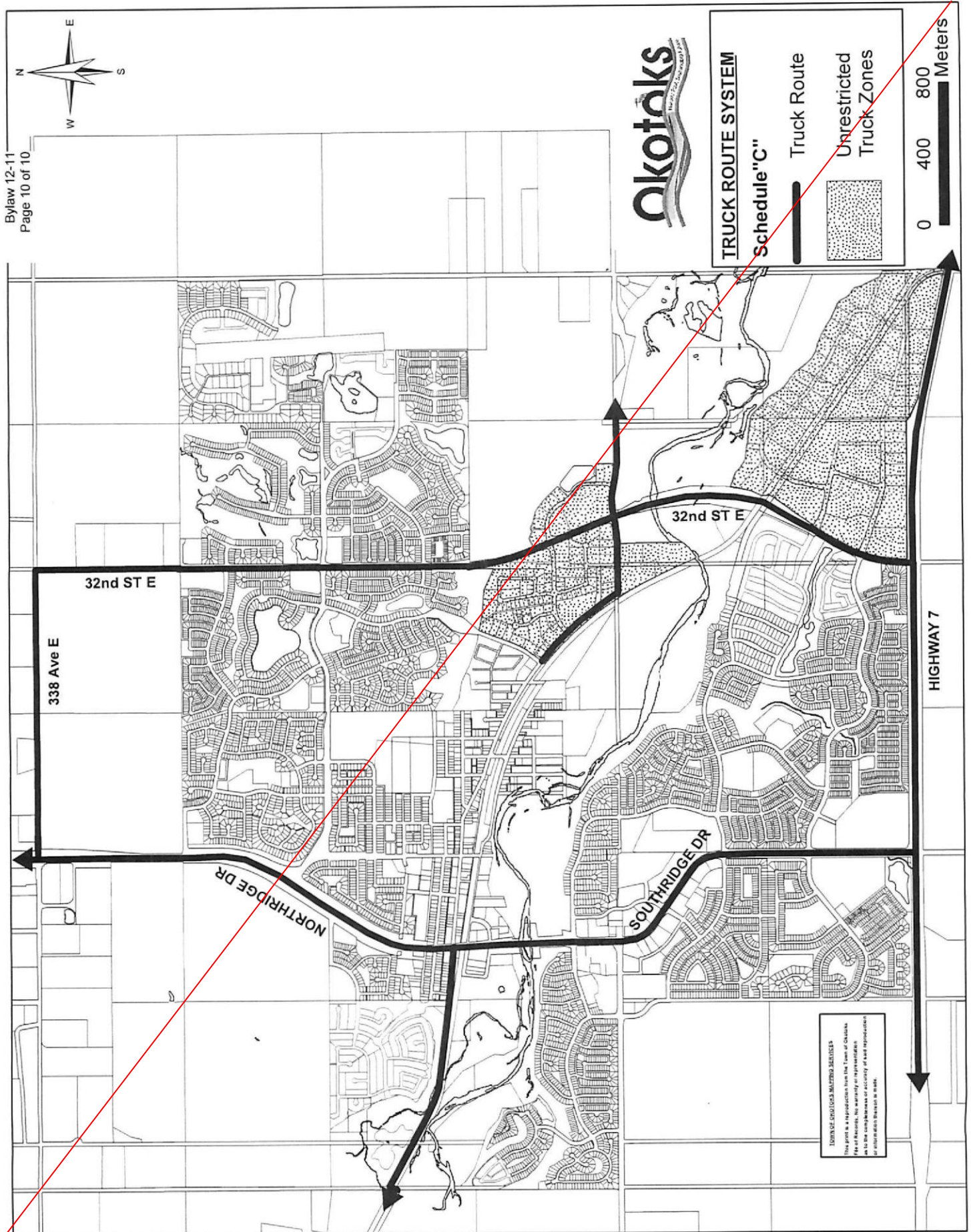
SCHEDULE “B”**UNRESTRICTED TRUCK ZONES****Zone 1 – Okotoks Business Park**

Includes all highways within the Okotoks Business Park as follows:

Stockton Avenue, Stockton Point, Fisher Street, Fisher Crescent, Fisher Place, ~~and~~ Fisher Gate, ~~and~~ Don Seaman Way.

Zone 2 – Southbank Business Park

Includes all highways within the Southbank Business Park from the east side of 32 Street to the East Town Limits and the north side of Highway 7 to the south bank of the Sheep River excluding any portion of an ~~Environmental Protection District Recreation & Open Space District or Natural Areas District~~ as defined in the Town of Okotoks Land Use Bylaw.



SCHEDULE "D"**PENALTIES**

SECTION	OFFENCE	PENALTY
3.1	Driving a truck on a highway outside designated truck routes or unrestricted truck zones	\$300.00
3.1	Driving a truck or semi-trailer exceeding 5,450 kg outside designated routes	\$300.00
8.1	Failure to produce a registration certificate upon request	\$300.00
8.3	Failure to comply with an order to weigh the vehicle at a certified scale	\$300.00
9.1	Parking a truck outside a truck route or unrestricted truck zone	\$300.00
9.2	Failure to pay removal and/or storage costs	\$300.00



BYLAW 21-25 - WASTE BYLAW

Purpose

The purpose of Bylaw 21-25 is to provide a waste collection utility in the Town of Okotoks.

Readings

This Bylaw is ready for three readings.

That Waste Services and service level updates attached in Council Policy GP-E-2.1 Program and Service Review: Appendix A be updated as presented.

Report, Analysis and Financial Implications

At the Governance and Priorities Committee Meeting on September 16, 2024, Waste Solutions presented recommended service level changes for Waste Services. These and other changes affecting waste management in Okotoks were approved by Council at the Annual Budget Meeting on November 19, 2024.

Due to the large number of amendments, Administration opted to write a new bylaw to better reflect the changes and present draft Bylaw 21-25 for Council's review and adoption. The redlined version of Bylaw 18-16 is provided for illustrative purposes and may not reflect minor changes. Bylaw 18-16 will be rescinded upon third and final reading of Bylaw 21-25.

The amendments brought forward are for the purpose of reflecting recent service level changes and for modernizing the Bylaw. Some of the key changes included removing service level language from the Waste Bylaw and including it in the GP-E-2.1 Program and Service Review Policy, adjusting available cart sizes for resident use, updating language to allow for alternate collection days for recycling and organics, ensuring all residents participate in and fund the Town's waste collection services as a public good, and ensuring resident set-out of carts allows for expedient and efficient collection services to be delivered.

Further amendments may be introduced next year to reflect the Town's participation in managing and directing the collection of materials now managed under Alberta's Extended Producer Responsibility Framework.

Strategic Plan Goals

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

Community Engagement Strategy

Other than updates and streamlining of the bylaw, service level and other changes all flow from recommendations approved by Council during budget deliberations in November 2024. The Waste Bylaw is a non-statutory bylaw, and no community engagement is planned for the amendments.

Alternatives for Consideration

n/a

CAO Comments

I support these recommended changes to align with previous Council direction in relation to waste service level changes.

Attachment(s)

1. Draft Bylaw 21-25 Waste Bylaw
2. Bylaw 18-16 Waste Bylaw redlined version
3. Appendix A - Waste Services and Service Level Inventory - redlined version
4. Draft Program and Service Review Policy GP-E-2.1

Prepared by:
Jason London
Waste Solutions Manager
April 23, 2025

BYLAW 21-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA REGARDING PROVISION OF A WASTE COLLECTION UTILITY IN THE TOWN OF OKOTOKS

WHEREAS under Section 7 of the *Municipal Government Act (MGA)* RSA 2000, c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) may pass bylaws for municipal purposes respecting public utilities provided by or on behalf of the municipality; and

WHEREAS the purpose of this Bylaw is to establish a waste collection utility for the Town of Okotoks (Town).

NOW THEREFORE Council enacts as follows:

1. SHORT TITLE

1.1 This Bylaw may be known as "The Waste Bylaw".

2. DEFINITIONS

In this Bylaw, unless the context otherwise requires, the following means:

- 2.1. **alley** - a narrow highway providing and offering access to the rear of buildings and parcels of land.
- 2.2. **apartment** - a building designed and built to contain three (3) or more dwelling units with shared services, facilities, and outside entrances.
- 2.3. **ashes** - residue from burning of wood, coal, and other like materials.
- 2.4. **biomedical waste** - has the meaning set out in the Waste Control Regulation (AR 192/96).
- 2.5. **building waste** - all waste produced in the process of constructing, demolishing, altering, or repairing a building or structure and shall include, but is not limited to:
 - 2.5.1. soil, vegetation, and rock displaced during the process of building; and
 - 2.5.2. construction materials and waste such as lumber, drywall, sawdust, insulation, and other such construction debris.
- 2.6. **Chief Administrative Officer** - the person appointed to the position of Chief Administrative Officer for the Town within the meaning of the *Municipal Government Act* and the Town's CAO Bylaw.
- 2.7. **collect/collection** - picking up and gathering waste material and includes its transport to a disposal or processing site.
- 2.8. **collector** - a person who collects waste within the Town as an agent, contractor, or

employee of the Town.

- 2.9. **commercial container** - any container utilized for the storage and collection of waste by commercial, industrial, and public service sector premises and either emptied on the premises or removed from said premises and transported for disposal of waste off-site by a private hauler.
- 2.10. **commercial premises** - any premises which is not an eligible residential household, unless otherwise authorized by the CAO, and includes:
- 2.10.1. any premises engaged in commerce;
 - 2.10.2. any premises which is an apartment building;
 - 2.10.3. any premises which is part of a condominium; and
 - 2.10.4. any premises or owner which is exempt in whole or in part from municipal assessment or taxation.
- 2.11. **condominium** - a residential property divided into individually owned units as described in the *Condominium Property Act*, RSA 2000, c. 22.
- 2.12. **Council** - the Mayor and Councillors of the Town duly elected pursuant to the provisions of the *Local Authorities Election Act*.
- 2.13. **curbside** - a side of a street bordered by a curb.
- 2.14. **disposal site** - any premises designated by the CAO for the disposal of waste or any other premises which is approved by the Alberta Ministry of Environment and Protected Areas for the disposal of waste.
- 2.15. **household** - a building in which people live.
- 2.16. **eligible single-family residential household** - a household eligible for residential waste collection, if:
- 2.16.1. it is a single-family detached household;
 - 2.16.2. it is a multi-unit dwelling that is not a condominium and is approved for pick up by the CAO; or
 - 2.16.3. it is otherwise authorized by the CAO.
- 2.17. **garbage** - materials that are deposited in a landfill but does not include trade waste, building waste, biomedical waste, hazardous waste, recyclable material, and organic waste.
- 2.18. **hazardous waste** - any substance or item that falls within the definition of hazardous waste under the Waste Control Regulation (AR 192/96)
- 2.19. **industrial premises** - any premises which is not an eligible residential household and includes places that carry on one (1) or more of the following activities:
- 2.19.1. manufacturing;
 - 2.19.2. processing;

- 2.19.3. assembling;
 - 2.19.4. cleaning;
 - 2.19.5. repairing;
 - 2.19.6. servicing;
 - 2.19.7. testing;
 - 2.19.8. storage;
 - 2.19.9. warehousing; and
 - 2.19.10. distribution of materials, goods, products, and/or equipment.
- 2.20. **institutional premises** - any premises which is not an industrial premises, a commercial premises, or an eligible residential household and includes, notwithstanding the foregoing, premises that consist of the following uses:
- 2.20.1. community buildings and facilities;
 - 2.20.2. federal, provincial, or municipal government buildings;
 - 2.20.3. hospital and healthcare facilities;
 - 2.20.4. religious institutions;
 - 2.20.5. schools; and
 - 2.20.6. senior citizen centres.
- 2.21. **material recovery facility (MRF)** - a specialized plant that receives, separates, and/or prepares recyclable material for marketing to end-user manufacturers or the open market for sale.
- 2.22. **multi-family residential** - a group of three (3) or more dwelling units including apartments, condominiums, and housing co-operatives.
- 2.23. **non-residential** - a commercial, industrial, or institutional premises.
- 2.24. **official excess garbage bag** - a garbage bag, printed with the Town logo, issued to the owner of an eligible residential household upon payment of the prescribed rate as set out in the Fees, Rates, and Charges Bylaw.
- 2.25. **organic waste** - waste material of animal or plant origin that is compostable, including yard waste.
- 2.26. **owner:**
- 2.26.1. a person who is registered under the *Land Titles Act* as the owner of a parcel of land; or
 - 2.26.2. a person who is recorded as the owner of a property on the tax assessment roll of the Town; or
 - 2.26.3. a person who has purchased or otherwise acquired a parcel of land, whether they have purchased or otherwise acquired the land directly from the owner or from another purchaser, and have not yet become the registered owner thereof; or
 - 2.26.4. a person holding themselves out as the person having the powers and authority of ownership of a property or premises or who for the time being

- exercises the powers and authority of ownership; or
- 2.26.5. a person controlling a property or premises under construction; or
- 2.26.6. a person who is the occupant of a property or premises pursuant to a rental or lease agreement, license, or permit.
- 2.27. **Peace Officer** - a person defined as a peace officer under the *Peace Officer Act* and includes:
 - 2.27.1. a member of the Royal Canadian Mounted Police;
 - 2.27.2. a Community Peace Officer appointed by the Solicitor General of Alberta; or
 - 2.27.3. a Bylaw Officer appointed by the Town to enforce bylaws of the Town.
- 2.28. **pet waste** - animal excrement generated by small domesticated household pets including cats, dogs, small rodents, other similar domesticated pets kept for companionship or enjoyment, designated farm animals, or livestock emotional support animals allowed by the Town's applicable Bylaws, however, excludes undesignated farm, wild, working, undomesticated, or commercial livestock animals.
- 2.29. **premises** - a building together with its grounds or other appurtenances.
- 2.30. **private hauler** - any person who transports or causes to be transported any waste within the Town other than collectors as defined in this Bylaw.
- 2.31. **property line** - the boundary line between two (2) pieces of property.
- 2.32. **recyclable material** - material or a mixture of materials approved by the CAO that can be recycled by the Town or its contractors.
- 2.33. **recycling/eco centre** - a collection, sorting, and/or processing station approved by the CAO where recyclable material is collected, sorted, compacted, shredded, ground, and/or processed.
- 2.34. **residential garbage collection cart** - the official Town-owned and distributed automated residential garbage collection cart provided to an eligible residential household by the Town for the collection of garbage.
- 2.35. **residential organic waste collection cart** - the official Town-owned and distributed automated residential organic waste collection cart provided to an eligible residential household by the Town for the collection of organic waste.
- 2.36. **residential property** - land with improvements designated, intended, or used for residential occupancy.
- 2.37. **residential recycling collection cart** - the official Town-owned and distributed automated residential recycling collection cart provided to an eligible residential household by the Town for the collection of recyclable material.

- 2.38. **residential waste collection cart** - any of the three official Town-owned and distributed automated collection containers provided to an eligible residential household for the collection of garbage, recyclable material, and/or organic waste.
- 2.39. **residential waste collection point** - the location where any of the three (3) official Town-owned and distributed automated waste collection carts and/or official excess garbage bag(s) are placed for collection.
- 2.40. **sharps** - needles or other instruments used to cut or pierce the skin in medical treatment or in the provision of a personal service, such as tattooing, piercing, electrolysis, or other such personal service, or any container designed to dispose of sharps.
- 2.41. **street** - a public thoroughfare within the Town and includes, without limitation, roads, alleys, boulevards, sidewalk(s), and the land within the right-of-way on each side of and contiguous to the prepared surface of the thoroughfare.
- 2.42. **Town** - the Corporation of the Town of Okotoks in the Province of Alberta, and where the context so requires, the area of land within the corporate boundaries thereof.
- 2.43. **trade waste** - every kind of waste material from a commercial or industrial establishment where the establishment occupies all or part of a building having mixed uses, and shall include material from the work of constructing, repairing, renovating, demolishing, clearing, or grading of buildings or premises.
- 2.44. **violation tag** - a notice or tag in a form as approved by the CAO, issued by the Town allowing the inclusion of a fine established under this Bylaw.
- 2.45. **violation ticket** - a ticket issued pursuant to Part 2 or Part 3 of the *Provincial Offences Procedure Act*, RSA 2000, c. P-34, as amended and any regulations thereto.
- 2.46. **waste or waste material** - any unwanted materials or unusable items, remains, or by-products including materials that are land-filled, recycled, composted, or disposed of through other official means.
- 2.47. **waste receptacle** - a container that is not a commercial container and is designed to facilitate the disposal of waste and which is approved pursuant to the provisions of this Bylaw for the disposal of waste or any particular type of waste.
- 2.48. **yard waste** - waste from gardening or horticultural activities that can be placed in the residential organic waste collection cart that includes grass, leaves, plants, tree and hedge clippings, but excludes tree trunks and limbs greater than 20cm in diameter or 75cm in length. Plants that are diseased or identified as invasive by the authorized designated agency, should be placed in the residential garbage collection cart or be delivered directly to an approved disposal site.

3. Prohibitions

- 3.1. Except where permitted under this Bylaw, no person shall store or deposit any waste on any property owned or occupied by the Town or on any street.
- 3.2. Section 3.1 shall not apply where:
 - 3.2.1. any waste is stored or deposited at any disposal site designated by the CAO;
 - 3.2.2. a waste receptacle or commercial container is placed on a street for use by the public with the consent of the CAO;
 - 3.2.3. a person is actively engaged in loading or unloading any waste receptacle or commercial container; or
 - 3.2.4. it is the eligible residential household's Town-assigned collection day and it is within the household's allowable collection hours as part of the Town's residential collection services as indicated in Section 5.2.
- 3.3. No person shall scavenge or interfere with waste from any premises within the Town.
- 3.4. No person shall deposit and/or remove waste in a waste receptacle or commercial container without the consent of:
 - 3.4.1. the owner of the receptacle or container; or
 - 3.4.2. the owner of the premises where the receptacle or container is located.
- 3.5. No person shall obstruct or interfere with the Town or any of its contractors, agents, employees, or officers in the exercise of its powers and duties under this Bylaw.
- 3.6. No person, other than the owner, a person authorized by the owner, or a collector, shall interfere with a waste receptacle or commercial container or with any contents therein.
- 3.7. No person shall:
 - 3.7.1. construct or commence to construct a building; or
 - 3.7.2. demolish, reconstruct, alter, add to, or extend an existing building in the Town without first making adequate provision on the premises for the storage of waste in proper receptacles or containers under this Bylaw.
- 3.8. No owner shall permit or allow a waste receptacle or commercial container to be placed or left on a street or public property unless otherwise permitted by this Bylaw.
- 3.9. No person shall place in a waste receptacle or commercial container:
 - 3.9.1. a mix of combustible and non-combustible materials;
 - 3.9.2. any hazardous materials, including explosive or inflammable materials;
 - 3.9.3. any biomedical waste; or
 - 3.9.4. any ashes which have not been properly extinguished.
- 3.10. No owner shall allow the accumulation of waste of any kind:
 - 3.10.1. on their premises except in a building or a composter/digester;
 - 3.10.2. inside a portion of the building to which the public have access; and

3.10.3. on any vacant land.

- 3.11. Where an owner fails to have waste removed and disposed of in accordance with the terms of this Bylaw, the Town may proceed to have the waste collected, removed, and disposed of at an approved disposal site and the owner shall be responsible for the costs of such removal or disposal.
- 3.12. No person disposing of waste shall dispose of it other than at an approved disposal site.
- 3.13. No person shall burn any waste in an open fire, outdoor fire pit or any burning apparatus outdoors within the Town.
- 3.14. No person shall place any sharps in waste placed for collection by the Town, a collector, or by a private hauler.
- 3.15. Animal carcasses or parts thereof shall be treated as hazardous waste and managed in accordance with Section 3.18.
- 3.16. No person in charge of a deceased animal shall allow the animal carcass to remain on any street or highway within the Town for longer than four (4) hours after its death, or to obstruct the street or highway in any way. The person shall ensure the animal carcass is disposed of or otherwise dealt with in accordance with the terms of this Bylaw.
- 3.17. No person shall sweep or place dust, debris, or waste into the gutter or onto a street.
- 3.18. All hazardous waste must be dealt with by the owner in accordance with the federal and provincial legislation and regulations regarding the handling of such waste, unless otherwise authorized by the CAO.
- 3.19. No person carrying out the construction or renovation of buildings shall deposit or allow the accumulation of earth or waste on any street or public property.
- 3.20. No person shall transport any waste from butcher shops, slaughter houses, or other like premises except in properly covered metal receptacles or in vehicles which are covered with canvas or tarpaulins constructed and arranged so as to prevent contents from falling on the streets, to protect the contents from flies, and to control the escape of any offensive odour, liquid, or material waste.
- 3.21. No person shall transport any waste material without properly covering or securing the load with ropes, tarpaulins, or canvas to prevent any waste material from blowing out of or falling off a vehicle.

4. Provision of Single-Family Residential Waste Collection Services

- 4.1. The Town may enter into contracts:
- 4.1.1. for the collection of the whole or a portion of the waste to be collected by the Town pursuant to the provisions of this Bylaw; **or**

- 4.1.2. for the collection of waste that the Town is not otherwise obligated to collect pursuant to the provisions of this Bylaw.
- 4.2. The Town and/or a Town approved contractor may provide the necessary vehicles for the public collection and removal of waste within the limits of the Town and on all properties owned by the Town.
- 4.3. The Town and/or a Town approved contractor may provide, supervise, and operate the facilities necessary or desirable for the disposal and/or processing of waste collected or removed by the Town.
- 4.4. The Town shall:
 - 4.4.1. supervise the collection, removal, and disposal of waste; and
 - 4.4.2. direct the days and times that collection shall be made in different areas of the Town; and
 - 4.4.3. decide on the quantities and classes of waste that will be accepted by the Town for collection, disposal, and/or processing from eligible residential households.

5. Single-Family Residential Waste Collection Services

- 5.1. Unless otherwise authorized by the CAO, when placing residential waste collection cart(s) out for collection, the owner of an eligible residential household shall place them as follows:
 - 5.1.1. in a manner that automated collection may occur without collectors being required to manually move a residential waste collection cart to allow pick up;
 - 5.1.2. in a manner that the front of the residential waste collection cart is facing into the street or alley;
 - 5.1.3. where any household is served by an alley, all residential waste collection carts from such household units shall be placed within the alley adjacent to the property line with sufficient clearance to the rear and above the residential waste collection cart, between residential waste collection carts, and from any obstacles such as cars, utility boxes etc.;
 - 5.1.4. in cases where no alley exists, all residential waste collection carts shall be placed for collection within the street at the edge of the curb with sufficient clearance to the rear and above the residential waste collection cart, between residential waste collection carts, and from any obstacles such as cars, utility boxes etc.;
 - 5.1.5. in cases where official excess garbage bags are set out for collection, the bags must be placed to either side of any residential waste collection cart providing sufficient clearance for automated collection;
 - 5.1.6. residential waste collection carts must not be placed on the sidewalk or in such locations as to interfere with vehicle and/or pedestrian traffic;
 - 5.1.7. residential waste collection carts must be placed on a level surface no more than 15cm above the road elevation;
 - 5.1.8. residential waste collection carts must be placed for collection in a way that they cannot easily be tipped over.

- 5.2. All eligible residential households must have their residential waste collection carts, additional residential waste collection carts, and official excess garbage bag(s) placed out for collection no sooner than 18:00 hours (6pm) the day prior to their assigned collection day and no later than 07:00 hours (7am) on their Town-assigned collection day. All emptied residential waste collection carts must be cleared from any alley or road by 22:00 hours (10pm) on their Town-assigned collection day.
- 5.3. Outside of an eligible residential household's collection time on their Town-assigned collection day as detailed in Section 5.2, all residential waste collection carts and official excess garbage bag(s) must be stored on private property.
- 5.4. The Town will not collect waste from inside any building.
- 5.5. The Town shall not be obliged to collect waste from premises that are exempt from general taxation, unless the Town has entered into a contract for collection of waste from said premises.

6. Single-Family Residential Garbage Collection Requirements

- 6.1. Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of garbage, the Town and/or contractor of the Town:
 - 6.1.1. shall collect garbage from each eligible residential household in accordance with the Fees, Rates, and Charges Bylaw; and
 - 6.1.2. may collect garbage from premises other than an eligible residential household upon approval by the CAO in accordance with the Fees, Rates, and Charges Bylaw.
- 6.2. Unless special arrangements are authorized by the CAO, the Town and/or a Town approved contractor will not collect from any eligible residential household:
 - 6.2.1. garbage in excess of one (1) residential garbage collection cart per household per Town-assigned collection day;
 - 6.2.2. garbage in any waste receptacle or container that is not an official residential garbage collection cart;
 - 6.2.3. garbage in a residential garbage collection cart that is loose or not contained with a bag;
 - 6.2.4. garbage in a residential garbage collection cart which together with the cart exceeds the manufacturer's weight limit of 102 kilograms (224 pounds).
 - 6.2.5. garbage in a residential garbage collection cart where items exceed the upper rim causing the cart lid to not fully close;
 - 6.2.6. garbage in a residential garbage collection cart where any item, including an official excess garbage bag, is placed on top of the lid.
 - 6.2.7. any garbage bag that is not placed within the residential garbage collection cart or is not an official excess garbage bag;
 - 6.2.8. an official excess garbage bag that exceeds 15 kilograms (33 pounds) in weight;
 - 6.2.9. a residential garbage collection cart and/or official excess garbage bag that

contains the following material:

- 6.2.9.1. recyclable material that is accepted in the Town's residential recycling cart;
- 6.2.9.2. organic waste that is accepted in the Town's organic waste cart;
- 6.2.9.3. yard waste that is accepted in the Town's organic waste cart;
- 6.2.9.4. trade waste;
- 6.2.9.5. engine oil or oil filters;
- 6.2.9.6. tree trunks, tree limbs, sod, and whole shrubs or bushes;
- 6.2.9.7. discarded furniture, automobile parts, tires, and other household appliances or equipment;
- 6.2.9.8. fences, gates, or other such fixtures;
- 6.2.9.9. building waste;
- 6.2.9.10. dead animals;
- 6.2.9.11. liquid waste or grease;
- 6.2.9.12. waste that is unsafe for the collector to access or handle; or
- 6.2.9.13. waste that could cause environmental impairment.

- 6.3. Notwithstanding the provisions of Section 6.2, the Town and/or a Town approved contractor may collect garbage in excess of one residential garbage collection cart per assigned collection day, provided that the owner of the eligible multi-family dwelling or residential household with a legal secondary suite has subscribed to an additional residential garbage collection cart subject to a rate as established in the Fees, Rates, and Charges Bylaw; and/or purchased an official excess garbage bag(s) from the Town and/or approved location on behalf of the Town, as approved by the CAO, at a rate as established in the Fees, Rates, and Charges Bylaw.

7. Single-Family Residential Recycling Collection Requirements

- 7.1. Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of recyclable material, the Town and/or contractor of the Town:
- 7.1.1. shall collect recyclable material from each eligible residential household in accordance with the Fees, Rates, and Charges Bylaw; and
 - 7.1.2. may collect recyclable material from premises other than an eligible residential household upon approval by the CAO in accordance with the Fees, Rates, and Charges Bylaw.
- 7.2. Unless special arrangements are authorized by the CAO, the Town and/or a Town approved contractor will not collect from any eligible residential household:
- 7.2.1. recyclable material in excess of one (1) residential recycling collection cart per household per Town-assigned collection day;
 - 7.2.2. recyclable material in any waste receptacle or container that is not an official residential recycling collection cart;
 - 7.2.3. recyclable material in a residential recycling collection cart which together with the cart exceeds the manufacturer's weight limit of 102 kilograms (224 pounds);
 - 7.2.4. recyclable material in a residential recycling collection cart where items extend

- beyond the upper rim causing the cart lid to not fully close;
- 7.2.5. recyclable material in a residential recycling collection cart where any item is placed on top of the lid.
- 7.2.6. a residential recycling collection cart that contains the following material:
 - 7.2.6.1. any materials that are not recyclable material as approved by the CAO;
 - 7.2.6.2. any materials that are soiled;
 - 7.2.6.3. garbage;
 - 7.2.6.4. organic waste;
 - 7.2.6.5. yard waste;
 - 7.2.6.6. trade waste;
 - 7.2.6.7. automobile parts;
 - 7.2.6.8. household appliances, electronics and equipment;
 - 7.2.6.9. pesticide containers;
 - 7.2.6.10. personal hygiene and/or medical items; or
 - 7.2.6.11. materials that are unsafe for the collector to access or handle.
- 7.3. Notwithstanding the provisions of Section 7.2, the Town and/or a Town approved contractor may collect recyclable material in excess of one residential recycling collection cart per assigned collection day, provided that the owner of the eligible multi-family dwelling or residential household with a legal secondary suite has subscribed to an additional residential recycling collection cart subject to a rate as established in the Fees, Rates, and Charges Bylaw.

8. Single-Family Residential Organic Waste Collection Requirements

- 8.1. Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of organic waste, the Town and/or contractor of the Town:
 - 8.1.1. according to the dates authorized by the CAO, shall collect organic waste from each eligible residential household weekly or bi-weekly in accordance with the, Fees, Rates, and Charges Bylaw;
 - 8.1.2. may collect organic waste from premises other than an eligible residential household upon approval by the CAO in accordance with the Fees, Rates, and Charges Bylaw.
- 8.2. Unless special arrangements are authorized by the CAO, the Town and/or a Town approved contractor will not collect from any eligible residential household:
 - 8.2.1. organic waste in excess of one (1) residential organic waste collection cart per household per Town-assigned collection day;
 - 8.2.2. organic waste in any waste receptacle or container that is not an official residential organic waste collection cart;
 - 8.2.3. organic waste in a residential organic waste collection cart which together with the cart exceeds the manufacturer's weight limit:
 - 8.2.3.1. 120 litre cart - 59 kilograms (130 pounds);
 - 8.2.3.2. 240 litre cart – 102 kilograms (224 pounds);
 - 8.2.4. organic waste in a residential organic waste collection cart where items extend beyond the upper rim causing the cart lid to not fully close;

- 8.2.5. organic waste in a residential organic waste collection cart where any item is placed on top of the lid;
- 8.2.6. yard waste that is not contained within a residential organic waste collection cart;
- 8.2.7. a residential organic waste collection cart that contains the following material:
 - 8.2.7.1. any materials that are not organic waste as approved by the CAO;
 - 8.2.7.2. yard waste that is not contained within the definition of yard waste as described in Section 2.52;
 - 8.2.7.3. garbage;
 - 8.2.7.4. dead animals that are not animal carcasses or bones from human consumption;
 - 8.2.7.5. personal hygiene and/or medical items; or
 - 8.2.7.6. materials that are unsafe for the collector to access or handle.
- 8.3. Notwithstanding the provisions of Section 8.2, the Town and/or a Town approved contractor may collect organic waste in excess of one residential organic waste collection cart per assigned collection day, provided that the owner of the eligible multi-family dwelling or residential household with a legal secondary suite has subscribed to an additional residential organic waste collection cart subject to a rate as established in the Fees, Rates, and Charges Bylaw.

9. Multi-Family Residential Waste Requirements

- 9.1. Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the storage, collection, transport, and disposal of waste, the owner(s) and/or property manager of an apartment building, condominium, or housing cooperative shall provide and service, unless otherwise specified by the CAO, at their own expense, a sufficient number of waste receptacles and/or commercial containers to hold:
 - 9.1.1. at minimum one (1) week's accumulation of garbage produced from all units contained within the premises; and
 - 9.1.2. at minimum one (1) week's accumulation of recyclable material as defined by the CAO and produced from all units contained within the premises; and
 - 9.1.3. at minimum one (1) week's accumulation of organic material as defined by the CAO and produced from all units contained within the premises.
- 9.2. All waste streams identified in Section 9.1 must be collected in separate waste receptacles and/or commercial containers to prevent cross contamination.
- 9.3. Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of waste, the owner(s) and/or property manager of any premises specified in Section 9.1, producing waste shall:
 - 9.3.1. provide and maintain on the premises in a clean and sanitary condition a sufficient number of waste receptacles or commercial containers to store the waste;
 - 9.3.2. not permit their premises or adjacent premises to become untidy and unsightly due to waste;

- 9.3.3. periodically have the garbage collected and disposed of at a regulated garbage disposal site;
 - 9.3.4. periodically have the recyclable material collected and disposed of at a regulated MRF;
 - 9.3.5. periodically have the organic waste collected and disposed of at an organic waste processing facility;
 - 9.3.6. not permit waste to blow off the premises, and immediately recapture any waste that does blow away and place it in a waste receptacle or commercial container;
 - 9.3.7. if necessary, pursuant to the direction of the CAO, fence all or part of the premises or construct any structure necessary to contain the building waste.
- 9.4. The owner(s) and/or property manager of any premises specified in Section 9.1, shall ensure that sufficient waste receptacles for the specific collection of waste are located throughout the premises and grounds at all times and are:
- 9.4.1. suitably weighted and anchored so that they are weatherproof and animal proof;
 - 9.4.2. of suitable size and number to contain all waste generated from the premises and users thereof;
 - 9.4.3. placed in locations convenient for the users or occupants of the premises to discourage the littering of waste; and
 - 9.4.4. emptied on a regular basis into the main waste receptacles or commercial containers.
- 9.5. The owner(s) and/or property manager of a premises who provides waste receptacles or commercial containers in accordance with the requirements of Section 9.1 shall limit the weight of the contents to the manufacturer's recommended specifications and shall maintain them in a clean and sanitary condition at all times.
- 9.6. If a premises generates waste and does not have the waste removed in a manner satisfactory to the CAO, the Town may proceed to remove the waste and the owner shall be responsible for the costs of such removal.
- 9.7. The owners and/or property manager of a multi-family residential premises shall at their own expense cause all waste material to be removed from the premises and disposed of at regular intervals not more than one (1) week apart.
- 9.8. The owners and/or property manager of a multi-family residential premises must make their own arrangements for collection of waste material, or they may contract with the Town for collection of the waste material. The terms and conditions of said contract shall be as determined by the CAO.

10. Non-Residential Waste Requirements

- 10.1. Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the storage, collection, transport, and disposal of waste, the owner(s) and/or property manager of a commercial premises, industrial premises, or institutional premises shall provide, unless otherwise specified by the CAO, at their own expense a sufficient number of waste receptacles and/or commercial containers to hold;

- 10.1.1. at minimum one (1) week's accumulation of garbage; and
 - 10.1.2. at minimum one (1) week's accumulation of recyclable material as defined by the CAO; and
 - 10.1.3. at a minimum one (1) week's accumulation of organic material as defined by the CAO.
- 10.2. The owner of a premises who provides waste receptacles or commercial containers in accordance with the requirements of Section 10.1 and other optional waste collection services such as the collection of recyclable material and/or organic waste, shall limit the weight of the contents to the manufacturer's recommended specifications.
- 10.3. The owner(s) and/or property manager of any premises specified in Section 10.1, producing waste shall:
- 10.3.1. provide and maintain on the premises in a clean and sanitary condition a sufficient number of waste receptacles or commercial containers to store the waste;
 - 10.3.2. not permit their premises or adjacent premises to become untidy and unsightly due to building waste;
 - 10.3.3. periodically have the waste collected and disposed of at a regulated disposal site;
 - 10.3.4. not permit waste to blow off the premises, and immediately recapture any waste that does blow away and place it in a waste receptacle or commercial container; and
 - 10.3.5. if necessary, pursuant to the direction of the CAO, fence all or part of the premises or construct any structure necessary to contain the building waste.
- 10.4. The owner(s) and/or property manager of any premises specified in Section 10.1, shall ensure that sufficient waste receptacles for the collection of waste are located throughout the premises at all times and are:
- 10.4.1. maintained in good condition;
 - 10.4.2. suitably weighted and anchored so that they are weatherproof and animal proof;
 - 10.4.3. of suitable size and number to contain all waste generated from the premises and users thereof;
 - 10.4.4. placed in locations convenient for the users or occupants of the premises so as to discourage the littering of waste; and
 - 10.4.5. emptied on a regular basis into a main waste receptacle or commercial container.
- 10.5. The owner(s) and/or property manager of the property, at their own expense, shall be responsible for collection and removal of trade waste generated from any premises specified in Section 10.1.
- 10.6. When an eligible residential household contains a commercial, industrial, institutional or any other service that requires a business license, the Town shall only be responsible for the collection and disposal of residential garbage.

- 10.7. If any premises generates trade waste and does not have the waste removed in a manner satisfactory to the CAO, then the Town may proceed to remove the waste and the owner shall be responsible for the costs of such removal.
- 10.8. An owner and/or property manager of a non-residential premises shall at their own expense cause all waste to be removed from the premises and disposed of at regular intervals not more than one (1) week apart.
- 10.9. The owners and/or property manager of a non- residential premises must make their own arrangements for collection of waste material, or they may contract with the Town for collection of the waste material. The terms and conditions of said contract shall be as determined by the CAO.

11. Levying and Collection of Fees and Charges

- 11.1. Any owner of a premises from which waste is collected and disposed of by the Town pursuant to this Bylaw shall be invoiced for and pay bi-monthly charges for the collection, removal, and disposal/processing of waste in accordance with the Fees, Rates, and Charges Bylaw.
- 11.2. Garbage, recycling, and organics collection service supplied by the Town or its agent cannot be suspended at the request of an owner.
- 11.3. Charges for garbage, recycling, and organics collection services will apply even when no material is set out for collection.
- 11.4. All charges levied and invoiced pursuant to this Bylaw shall become due and payable and collected as per the Fees, Rates, and Charges Bylaw.
- 11.5. An owner of a premises is liable for the payment of fees levied pursuant to this Bylaw until such time that they have given notice to the Town that they are vacating the premises, and they shall not be liable for any fees levied after the date they move out of the premises.

12. Recycling/Eco Centres

- 12.1. A person delivering recyclable material to a recycling/eco centre established by or operated on behalf of the Town shall deposit:
 - 12.1.1. only acceptable recyclable material, as determined by the CAO;
 - 12.1.2. such recyclable material in the place and manner directed by the CAO.

13. Authority of the CAO

- 13.1 The CAO has the authority to direct that waste be set out in a manner that varies from the provisions of this Bylaw, if in the opinion of the CAO, the exception or direction is reasonably required or necessary to promote:
 - 13.1.1 efficiency in collection of waste;

- 13.1.2 the safety of residents, motorists, pedestrians, and collectors;
- 13.1.3 the safe and efficient use of automated collection vehicles; or
- 13.1.4 the protection of the environment.

14. Enforcement

- 14.1. Wherever the CAO has reason to believe that an owner has contravened any section of this Bylaw, the Town may proceed to carry out the required activity, and the owner shall be liable to the Town for all costs incurred in doing so.
- 14.2. Any action taken by the Town under Section 13.1 does not absolve the owner of any liability for prosecution of an offence under the terms of this Bylaw.

15. Violation Tags and Violation Tickets

- 15.1. Any Peace Officer who has reasonable and probable grounds to believe that any person has contravened any provision of this Bylaw, may issue and serve:
 - 15.1.1. a violation tag allowing a payment of the specified penalty to the Town; or
 - 15.1.2. a violation ticket pursuant to the provisions of Part 2 or Part 3 of the *Provincial Offences Procedure Act*.
- 15.2. The violation tag referred to in Section 14.1 shall be in such form as the CAO may determine.
- 15.3. Service of a violation tag will be sufficient if it is:
 - 15.3.1. personally served upon the owner or occupant of the premises;
 - 15.3.2. served by regular mail upon the owner of the premises at the address shown on the Town's tax rolls; or
 - 15.3.3. placed on or attached in a conspicuous location on the premises.
- 15.4. A person who pays the amount specified on a violation tag in respect of a contravention of a provision of this Bylaw, within the time allowed for payment as specified on the violation tag, shall not be liable for prosecution for the contravention. A person who is issued a violation tag that does not pay the specified amount within the specified time is subject to further prosecution under this Bylaw.
- 15.5. If a violation ticket is issued in respect to an offence, the violation ticket may:
 - 15.5.1. specify the penalty established by this Bylaw for the offence; or
 - 15.5.2. require a person to appear in Court without the option of making a voluntary payment.
- 15.6. A person who wishes to plead guilty to an offence may:
 - 15.6.1. if a violation ticket is issued in respect of the offence; and
 - 15.6.2. if the violation ticket specifies the penalty amount established by this Bylaw for the offence;make a voluntary payment equal to the specified penalty by delivering the violation ticket and the specified penalty to the Provincial Courthouse specified on the violation ticket.

16. General Penalty Provision

- 16.1. Any person who violates any provision of this Bylaw is guilty of an offence and is liable upon conviction to a maximum fine of \$10,000 Dollars or in default of payment of the fine to imprisonment for a period not exceeding one (1) year, or to both a fine and imprisonment in such amounts.

17. Penalties

- 17.1. The specified penalty for a violation of any provision of this Bylaw is \$250 Dollars and the minimum penalty allowable for any such violation is \$250 Dollars.
- 17.2. Notwithstanding Section 16.1 of this Bylaw, if a person violates the same provision of this Bylaw two (2) or more times within a one-year period, the minimum specified penalty or penalty allowable for the second and subsequent such violation shall be a fine in the amount of \$500 Dollars.
- 17.3. It is the intention of Council that all offences created pursuant to this Bylaw be construed and considered as strict liability offences.

18. Severability

- 18.1. 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.

This Bylaw shall come into full force and effect upon third reading, and Bylaw 18-16, and any amendments thereto are hereby.

READ A FIRST TIME this day of 2025.

READ A SECOND TIME this day of 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer

~~ADMINISTRATIVE CONSOLIDATION OF BYLAW 18-16
AS OF FEBRUARY 11, 2019~~

BYLAW 21-25

**A BYLAW OF THE TOWN OF OKOTOKS
IN THE PROVINCE OF ALBERTA
REGARDING PROVISION OF A WASTE COLLECTION UTILITY
IN THE TOWN OF OKOTOKS**

~~(As amended by Bylaw 41-18)~~

WHEREAS under Section 7 of the *Municipal Government Act (MGA)*, ~~Revised Statutes of Alberta~~ RSA 2000, Chapter c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) may pass bylaws for municipal purposes respecting public utilities provided by or on behalf of the municipality; and

WHEREAS the ~~Council deems it necessary~~ purpose of this Bylaw is to establish a waste ~~management service~~ collection utility for the Town of Okotoks (Town).

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

1. SHORT TITLE

1.1 This Bylaw may be known as "The Waste Bylaw".

2. DEFINITIONS

In this Bylaw, unless the context otherwise requires, ~~the following means~~:

- 2.1 ~~alley means~~ a narrow ~~road intended primarily for access to the rear yard of adjacent premises;~~ highway providing and offering access to the rear of buildings and parcels of land.
- 2.2 **apartment means** a building designed and built to contain three (3) or more dwelling units with shared services, facilities, and outside entrances.
- 2.3 **ashes means** residue from burning of wood, coal, and other like materials.
- 2.4 **biomedical waste** has the meaning set out in the Waste Control Regulation (AR 192/96).
- 2.5 **building waste means** all waste produced in the process of constructing, demolishing, altering, or repairing a building or structure and shall include, but is not limited to:
 - a) soil, vegetation, and rock displaced during the process of building; and
 - b) construction materials and waste such as lumber, drywall, sawdust, insulation, and other such construction debris.
- ~~2.6 **cart means** a container provided by the Town, used to collect garbage, recyclable material, or organic waste for disposal.~~

- 2.7 **Chief Administrative Officer** ~~means the Chief Administrative Officer of the Town of Okotoks appointed by Council, hereinafter referred to as the CAO, or his designate.~~ the person appointed to the position of Chief Administrative Officer for the Town within the meaning of the *Municipal Government Act* and the Town's CAO Bylaw.
- 2.8 **collect/collection** ~~means~~ picking up and gathering waste material and includes its transport to a disposal or processing site.
- 2.9 **collector** ~~means~~ a person who collects waste within the Town as an agent, contractor, or employee of the Town.
- 2.10 **commercial container** ~~means~~ any container utilized for the storage and collection of waste by commercial, industrial, and public service sector premises and ~~either emptied on the premises is emptied at~~ or removed from said premises and transported for disposal of waste off-site by a private hauler.
- 2.11 **commercial premises** ~~means~~ any premises which is not an eligible residential household, unless otherwise authorized by the CAO, and includes:
- a) any premises engaged in commerce;
 - b) any premises which is an apartment building;
 - c) any premises which is part of a condominium; and
 - d) any premises or owner which is exempt in whole or in part from municipal assessment or taxation.
- 2.12 **condominium** ~~means~~ a residential property divided into individually owned units as described in the *Condominium Property Act*, RSA 2000, ~~C~~ c. 22.
- 2.13 **Council** ~~means the Council of the Town of Okotoks.~~ the Mayor and Councillors of the Town duly elected pursuant to the provisions of the *Local Authorities Election Act*.
- 2.14 **curbside** ~~means~~ a side of a street bordered by a curb.
- 2.15 **disposal site** ~~means~~ any premises designated by the CAO for the disposal of waste or any other premises which is approved by ~~Alberta Environment~~ the Alberta Ministry of Environment and Protected Areas for the disposal of waste.
- 2.16 **household** ~~means~~ a building in which people live.
- 2.17 **eligible single-family residential household** ~~means~~ a household eligible for residential waste collection, if:
- a) it is a single-family detached household;
 - b) it is a multi-unit dwelling that is not a condominium and is approved for pick up by the CAO; or
 - c) it is otherwise authorized by the CAO.
- 2.18 **garbage** ~~means~~ materials that are deposited in a landfill but does not include trade waste, building waste, biomedical waste, hazardous waste, recyclable material, and organic waste.
- 2.19 **hazardous waste** ~~means~~ any substance or item that falls within the

definition of hazardous waste under the Waste Control Regulation
(AR 192/96)

- 2.20 **industrial premises** ~~means~~ any premises which is not an eligible residential household and includes places that carry on one (1) or more of the following activities:
- a) manufacturing;
 - b) processing;
 - c) assembling;
 - d) cleaning;
 - e) repairing;
 - f) servicing;
 - g) testing;
 - h) storage;
 - i) warehousing; and
 - j) distribution of materials, goods, products, and/or equipment.
- 2.21 **institutional premises** ~~means~~ any premises which is not an industrial premises, a commercial premises, or an eligible residential household and includes, notwithstanding the foregoing, premises that consist of the following uses:
- a) community buildings and facilities;
 - b) federal, provincial, or municipal government buildings;
 - c) hospital and healthcare facilities;
 - d) religious institutions;
 - e) schools; and
 - f) senior citizen centres.
- 2.22 **material recovery facility (MRF)** ~~means~~ a specialized plant that receives, separates, and/or prepares recyclable material for marketing to end-user ~~manufactures manufacturers~~ or the open market for sale.
- 2.23 **multi-family residential** ~~means~~ a group of three (3) or more dwelling units including apartments, condominiums, and housing co-operatives.
- 2.24 **non-residential** ~~means~~ a commercial, industrial, or institutional premises.
- ~~2.25 **official branch tag** mean a tag, printed with the Town of Okotoks' logo, issues to the owner of an eligible residential household upon payment of the prescribed rate as set out in the Fees, Rates and Charges Bylaw.~~
- 2.26 **official excess garbage bag** ~~means~~ a garbage bag, printed with the Town of Okotoks' logo, issued to the owner of an eligible residential household upon payment of the prescribed rate as set out in the Fees, Rates, and Charges Bylaw.
- ~~2.27 **official excess yard waste bag** means a compostable bag, printed with the Town of Okotoks' logo, issued to the owner of an eligible residential household upon payment of the prescribed rate as set out in the Fees, Rates and Charges Bylaw.~~
- 2.28 **organic waste** ~~means~~ waste material of animal or plant origin that is

compostable, including yard waste.

2.29 **owner means:**

- a) a person who is registered under the *Land Titles Act* as the owner of a parcel of land; or
- b) a person who is recorded as the owner of a property on the tax assessment roll of the Town of Okotoks; or
- c) a person who has purchased or otherwise acquired a parcel of land, whether ~~he has~~ they have purchased or otherwise acquired the land directly from the owner or from another purchaser, and ~~has~~ have not yet become the registered owner thereof; or
- d) a person holding ~~himself themselves~~ out as the person having the powers and authority of ownership of a property or premises or who for the time being exercises the powers and authority of ownerships; or
- e) a person controlling a property or premises under construction; or
- f) a person who is the occupant of a property or premises pursuant to a rental or lease agreement, license, or permit.

2.30 **Peace Officer means** a person defined as a peace officer under the *Peace Officer Act* and includes:

- a) a member of the Royal Canadian Mounted Police;
- b) a ~~duly appointed~~ Community Peace Officer ~~employed by the Town appointed by the Solicitor General of Alberta; and or~~
- c) a Bylaw **Enforcement** Officer appointed by the Town of Okotoks to enforce bylaws of the Town.

2.31 **pet waste means** animal excrement generated by small domesticated household pets including cats, dogs, small rodents, other similar domesticated pets kept for companionship or enjoyment, ~~or~~ designated farm animals, ~~or livestock emotional support animals~~ allowed by the Town's ~~applicable Responsible Pet Ownership~~ Bylaws, however, excludes undesigned farm, wild, working, undomesticated, or commercial livestock animals.

2.32 **premises means** a building together with its grounds or other appurtenances.

2.33 **private hauler means** any person who transports or causes to be transported any waste within the Town of Okotoks other than collectors as defined in this Bylaw.

2.34 **property line means** the boundary line between two (2) pieces of property.

2.35 **recyclable material means** material or a mixture of materials approved by the CAO that can be recycled by the Town ~~or its contractors~~.

2.36 **recycling/eco centre means** a collection, sorting, and/or processing station approved by the CAO where recyclable material is collected, sorted, compacted, shredded, ground, and/or processed.

2.37 **residential garbage collection cart means** the official Town-owned and distributed automated residential garbage collection cart provided to an

- eligible residential household by the Town for the collection of garbage ~~as approved by Council~~.
- 2.38 **residential organic waste collection cart** ~~means~~ the official Town-owned and distributed automated residential organic waste collection cart provided to an eligible residential household by the Town for the collection of organic waste ~~as approved by Council~~.
- 2.39 **residential property** ~~means~~ land with improvements designated, intended, or used for residential occupancy.
- 2.40 **residential recycling collection cart** ~~means~~ the official Town owned and distributed automated residential recycling collection cart provided to an eligible residential household by the Town for the collection of recyclable material ~~as approved by Council~~.
- ~~2.41~~ **residential waste collection cart** ~~means~~ any of the three official Town-owned and distributed automated collection ~~carts containers~~ provided to an eligible residential household ~~by the Town~~ for the collection of garbage, recyclable material, and/or organic waste ~~as approved by Council~~.
- 2.42 **residential waste collection point** ~~means~~ the location where any of the three (3) official Town-owned and distributed automated waste collection carts and/or official excess garbage bag(s) are placed for collection.
- 2.43 **sharps** ~~means~~ needles or other instruments used to cut or pierce the skin in medical treatment or in the provision of a personal service, such as tattooing, piercing, electrolysis, or other such personal service, or any container designed to dispose of sharps.
- 2.44 **street** ~~means~~ a public thoroughfare within the Town and includes, without limitation, roads, alleys, boulevards, sidewalk(s), and the land within the right-of-way on each side of and contiguous to the prepared surface of the thoroughfare.
- 2.45 **Town** ~~means the Corporation of the~~ Town of Okotoks, ~~a municipal corporation~~ in the Province of Alberta, and where the context so requires, ~~means~~ the area of land within the corporate boundaries thereof.
- 2.46 **trade waste** ~~means and includes~~ every kind of waste material from a commercial or industrial establishment where the establishment occupies all or part of a building having mixed uses, and shall include material from the work ~~or of~~ constructing, repairing, renovating, demolishing, clearing, or grading of buildings or premises.
- 2.47 **violation tag** ~~means~~ a notice or tag in a form as approved by the CAO, issued by the Town ~~of Okotoks~~ allowing the inclusion of a fine established under this Bylaw.
- 2.48 **violation ticket** ~~means~~ a ticket issued pursuant to Part 2 or Part 3 of the *Provincial Offences Procedures Act*, RSA 2000, ~~G c.~~ P-34, as amended and any regulations thereto.

~~2.49 **Waste Control Regulation** means Alberta Regulation 192/1996 as amended or replaced from time to time.~~

2.50 **waste or waste material** ~~means~~ any unwanted materials or unusable items, remains, or by-products including materials that are land-filled, recycled, composted, or disposed of through other official means.

2.51 **waste receptacle** ~~means~~ a container that is not a commercial container and is designed to facilitate the disposal of waste and which is approved pursuant to the provisions of this Bylaw for the disposal of waste or any particular type of waste.

2.52 **yard waste** ~~means~~ waste from gardening or horticultural activities ~~that can be placed in the residential organic waste collection cart that and~~ includes grass, leaves, plants, tree and hedge clippings, but excludes tree trunks and limbs greater than 20cm in diameter or 75cm in length. ~~and, tree trunks, sod, whole shrubs, or whole bushes. It also excludes p~~Plants that are diseased or identified as invasive by the authorized ~~D~~designated ~~A~~agency, ~~which should be placed in the residential garbage collection cart or be delivered directly to an approved disposal site. Such plants are to be disposed of with regular garbage.~~

3. Prohibitions

3.1 Except where permitted under this Bylaw, no person shall store or deposit any waste on any property owned or occupied by the Town or on any street.

3.2 Section 3.1 shall not apply where:

- a) any waste is stored or deposited at any disposal site designated by the CAO;
- b) a waste receptacle or commercial container is placed on a street for use by the public with the consent of the CAO;
- c) a person is actively engaged in loading or unloading any waste receptacle or commercial container; or
- d) it is the eligible residential household's **Town-assigned** collection day and it is within the household's allowable collection hours as part of the Town's residential collection services as indicated in Section 5.2.

3.3 No person shall scavenge or interfere with waste from any premises within the Town.

3.4 No person shall deposit and/or remove waste in a waste receptacle or commercial container without the consent of:

- a) the owner of the receptacle or container; or
- b) the owner of the premises where the receptacle or container is located.

3.5 No person shall obstruct or interfere with the Town or any of its contractors, agents, employees, or officers in the exercise of its powers and duties under this Bylaw.

3.6 No person, other than the owner, a person authorized by the owner, or a collector, shall interfere with a waste receptacle or commercial container or with any contents therein.

- 3.7 No person shall:
- a) construct or commence to construct a building; or
 - b) demolish, reconstruct, alter, add to, or extend an existing building in the Town without first making adequate provision on the premises for the storage of waste in proper receptacles or containers under this Bylaw.
- 3.8 No owner shall permit or allow a waste receptacle or commercial container to be placed or left on a street or public property unless otherwise permitted by this Bylaw.
- 3.9 No person shall place in a waste receptacle or commercial container:
- a) ~~a mix of combustible and non-combustible materials matter in waste receptacles or commercial containers;~~
 - b) ~~deposit~~ any hazardous materials, including explosive or inflammable materials, ~~in any receptacle for collection;~~
 - c) ~~deposit~~ any biomedical waste ~~in any receptacle;~~ or
 - d) ~~deposit in a waste receptacle or commercial container~~ any ashes which have not been properly extinguished.
- 3.10 No owner shall allow the accumulation of waste of any kind:
- a) on their premises except in a building or a composter/digester;
 - b) inside a portion of the building to which the public have access; and
 - c) on any vacant land.
- 3.11 Where an owner fails to have waste removed and disposed of in accordance with the terms of this Bylaw, the Town may proceed to have the waste collected, removed, and disposed of at an approved disposal site and the owner shall be responsible for the costs of such removal or disposal.
- a) ~~proceed to have the waste collected, removed, and disposed of in an approved disposal site; and~~
 - b) ~~charge the owner for the costs of so doing.~~
- 3.12 No person disposing of waste shall dispose of it other than at an approved disposal site.
- 3.13 No person shall burn any waste in an open fire, outdoor fire pit, or any burning apparatus outdoors within the Town.
- 3.14 No person shall place any sharps in waste placed for collection by the Town, a collector, or by a private hauler.
- 3.15 Animal carcasses or parts thereof shall be treated as hazardous waste and managed in accordance with Section 3.18.
- 3.16 No person in charge of a deceased animal shall allow the animal carcass to remain on any street or highway within the Town for longer than four (4) hours after its death, or to obstruct the street or highway in any way. The person shall ensure the animal carcass is disposed of or otherwise dealt with in accordance with the terms of this Bylaw.
- 3.17 No person shall sweep or place dust, debris, or waste into the gutter or

onto a street.

- 3.18 All hazardous waste must be dealt with by the owner in accordance with the federal and provincial legislation and regulations regarding the handling of such waste, unless otherwise authorized by the CAO.
- 3.19 No person carrying out the construction or renovation of buildings shall deposit or allow the accumulation of earth or waste on any street or public property.
- 3.20 No person shall transport any waste from butcher shops, slaughter houses, or other like premises except in properly covered metal receptacles or in vehicles which are covered with canvas or tarpaulins constructed and arranged so as to prevent contents from falling on the streets, to protect the contents from flies, and to control the escape of any offensive odour, liquid, or material waste.
- 3.21 No person shall transport any waste material without properly covering or securing the load with ropes, tarpaulin,s or canvas to prevent any waste material from blowing out of or falling off a vehicle.

4. Provision of Single-Family Residential Waste Collection Services

- 4.1 The Town may enter into contracts:
 - a) for the collection ~~on behalf of the Town~~ of the whole or a portion of the waste to be collected by the Town pursuant to the provisions of this Bylaw; ~~and or~~
 - b) for the collection of waste that the Town is not otherwise obligated to collect pursuant to the provisions of this Bylaw.
- 4.2 The Town and/or a Town approved contractor may provide the necessary vehicles for the public collection and removal of waste within the limits of the Town and on all properties owned by the Town.
- 4.3 The Town and/or a Town approved contractor may provide, supervise, and operate the facilities necessary or desirable for the disposal and/or processing of waste collected or removed by the Town.
- 4.4 The Town ~~shall and/or a Town approved contractor may:~~
- 4.5 ~~a)~~ supervise the collection, removal, and disposal of waste; and
 - a) direct the days and times that collection shall be made in different areas of the Town; and
 - b) decide on the quantities and classes of waste that will be accepted by the Town for collection, disposal, and/or processing from eligible residential households.

5. Single-Family Residential Waste Collection Services

- 5.1 Unless otherwise authorized by the CAO, when placing residential waste collection cart(s) out for collection, the owner of an eligible residential household shall place ~~their residential waste collection cart(s)~~ them as follows:

- a) in a manner that automated collection may occur without collectors being required to manually move a residential waste collection cart to allow pick up;
 - b) in a manner that the front of the residential waste collection cart is facing into the street or alley;
 - c) where any household is served by an alley, all **residential** waste collection carts from such household units shall be placed within the alley adjacent to the property line with sufficient clearance to the rear **of and above** the residential waste **collection** cart, between residential waste collection carts, and from any obstacles such as cars, utility boxes etc.;
 - d) in cases where no alley exists, all residential waste collection carts shall be placed for collection within the street at the edge of the curb with sufficient clearance to the rear **of and above** the residential waste collection cart, between residential waste collection carts, and from any obstacles such as cars, utility boxes etc.;
 - e) in cases where official excess garbage bags are set out for collection, the bags must be placed to either side of any residential waste collection cart providing sufficient clearance for automated collection;
 - f) residential waste collection carts must not be placed on the sidewalk or in such locations as to interfere with vehicle and/or pedestrian traffic;
 - g) residential waste collection carts must be placed on a level surface no more than 15cm above the road elevation;
 - h) residential waste collection carts must be placed for collection in a way that they cannot easily be tipped over.
- 5.2 All eligible residential households must have their residential waste collection carts, additional residential waste collection carts, and official excess garbage bag(s) placed out for collection **no sooner than 18:00 hours (6pm) the day prior to their assigned collection day and no later than by 07:00 hours (7am)** on their Town-assigned collection day. All emptied residential waste collection carts must be cleared from any alley or road by 22:00 hours (10pm) on their Town-assigned collection day.
- 5.3 Outside of an eligible residential household's collection time on their Town-assigned collection day as detailed in Section 5.2, all residential waste collection carts and official excess garbage bag(s) must be stored on private property.
- 5.4 The Town will not collect waste from inside any building.
- 5.5 The Town shall not be obliged to collect waste from premises that are exempt from general taxation, unless the Town has entered into a contract for collection of waste from said premises.

6. Single-Family Residential Garbage Collection Requirements

- 6.1 Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of garbage, the Town and/or contractor of the Town:

- a) shall collect garbage from each eligible residential ~~household weekly~~ in accordance with ~~the rates and fees specified in the~~ Rates, Fees, Rates, and Charges Bylaw; and
 - b) may collect garbage from premises other than an eligible residential household upon approval by the CAO in accordance with ~~the rates and fees specified in the~~ Rates, Fees, Rates, and Charges Bylaw.
- 6.2 Unless special arrangements are authorized by the CAO, the Town and/or a Town approved contractor will not collect from any eligible residential household:
- a) garbage in excess of one (1) residential garbage collection cart per household per ~~Town-assigned collection day week~~;
 - b) garbage in any waste receptacle or container that is not an official residential garbage collection cart;
 - c) garbage in a residential garbage collection cart that is loose or not contained with a bag;
 - d) garbage in a residential garbage collection cart which together with the cart exceeds the manufacturer's weight limit of 102 kilograms (224 pounds):
 - i. ~~120 litre cart - fifty-nine (59) kilograms (130 pounds);~~
 - ii. ~~180 litre cart - seventy-six (76) kilograms (168 pounds);~~
 - e) garbage in a residential garbage collection cart where items exceed the upper rim causing the cart lid to not fully close;
 - f) garbage in a residential garbage collection cart where any item, including an official excess garbage bag, is placed on top of the lid.
 - g) any garbage bag that is not placed within the ~~Town's~~ residential garbage collection cart or is not an ~~Town of Okotoks~~ official excess garbage bag;
 - h) an official excess garbage bag that exceeds ~~fifteen (15)~~ kilograms (33 pounds) in weight;
 - i) a residential garbage collection cart and/or official excess garbage bag that contains the following material:
 - i. recyclable material that is accepted in the Town's residential recycling cart;
 - ii. organic waste that is accepted in the Town's organic waste cart;
 - iii. yard waste that is accepted in the Town's organic waste cart;
 - iv. trade waste;
 - v. engine oil or oil filters;
 - vi. tree trunks, tree limbs, sod, and whole shrubs or bushes;
 - vii. discarded furniture, automobile parts, tires, and other household appliances or equipment;
 - viii. fences, gates, or other such fixtures;
 - ix. building waste;
 - x. dead animals;
 - xi. liquid waste or grease;
 - xii. waste that is unsafe for the collector to access or handle; or
 - xiii. waste that could cause environmental impairment.

- 6.3 Notwithstanding the provisions of Section 6.2, the Town and/or a Town approved contractor may collect garbage in excess of one residential garbage collection cart per ~~week-assigned collection day~~, provided that the owner of the eligible ~~multi-family dwelling or~~ residential household ~~with a legal secondary suite~~ has ~~subscribed to an additional residential garbage collection cart subject to a rate as established in the Fees, Rates, and Charges Bylaw;~~ and/or purchased an official excess garbage bag(s) from the Town and/or approved location on behalf of the Town, as approved by the CAO, at a rate as established in the ~~Rates~~, Fees, ~~Rates~~, and Charges Bylaw.

7. Single-Family Residential Recycling Collection Requirements

- 7.1 Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of recyclable material, the Town and/or contractor of the Town:
- a) shall collect recyclable material from each eligible residential household ~~subscribed to the Town's recycling collection service~~ in accordance with ~~the rates and fees specified in the~~ ~~Rates~~, Fees, ~~Rates~~, and Charges Bylaw; and
 - b) may collect recyclable material from premises other than an eligible residential household upon approval by the CAO in accordance with ~~the rates and fees specified in the~~ ~~Rates~~, Fees, ~~Rates~~, and Charges Bylaw.
- 7.2 Unless special arrangements are authorized by the CAO, the Town and/or a Town approved contractor will not collect from any eligible residential household:
- a) recyclable material in excess of one (1) residential recycling collection cart per household per ~~week~~ ~~Town-assigned collection day~~;
 - b) recyclable material in any waste receptacle or container that is not an official residential recycling collection cart;
 - c) recyclable material in a residential recycling collection cart which together with the cart exceeds the manufacturer's weight limit of ~~one hundred and two (102)~~ kilograms (224 pounds);
 - d) recyclable material in a residential recycling collection cart where items ~~exceed~~ ~~extend beyond~~ the upper rim causing the cart lid to not fully close;
 - e) recyclable material in a residential recycling ~~garbage~~ collection cart where any item is placed on top of the lid.
 - f) a residential recycling collection cart that contains the following material:
 - i. any materials that are not recyclable material as approved by the CAO;
 - ii. any materials that are soiled;
 - iii. garbage;
 - iv. organic waste;
 - v. yard waste;
 - vi. trade waste;
 - vii. automobile parts;
 - viii. household appliances, electronics and equipment;
 - ix. pesticide containers;
 - x. personal hygiene and/or medical items; or
 - xi. materials that are unsafe for the collector to access or handle.

~~7.3 Notwithstanding the provisions of Section 7.2, the Town and/or a Town approved contractor may collect recyclable material in excess of one residential recycling collection cart per week, provided that the owner of the eligible residential household has subscribed to an additional residential recycling collection cart subject to a rate as established in the Rates, Fees, and Charges Bylaw.~~ Notwithstanding the provisions of Section 7.2, the Town and/or a Town approved contractor may collect recyclable material in excess of one residential recycling collection cart per assigned collection day, provided that the owner of the eligible multi-family dwelling or residential household with a legal secondary suite has subscribed to an additional residential recycling collection cart subject to a rate as established in the Fees, Rates, and Charges Bylaw.

7.4

~~7.5 All residents moving into their new homes will be required to subscribe to the Town's residential recycling collection cart service and will be subject to the rate as established in the Rates, Fees, and Charges Bylaw.~~

~~7.6 All residents will be required to transition to the universal residential recycling collection car service upon ninety (90) days' notice should:~~
~~a) a local Materials Recycling Facility (MRF) become operational; and/or~~
~~b) the blue cart collection ceases to be contracted out to a private operator.~~

8. Single-Family Residential Organic Waste Collection Requirements

8.1 Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of organic waste, the Town and/or contractor of the Town:

- a) according to the dates authorized by the CAO, shall collect organic waste from each eligible residential household weekly or bi-weekly in accordance with ~~the rates and fees specified in the~~ Rates, Fees, Rates, and Charges Bylaw;
- ~~b) shall collect excess yard waste curbside from each eligible residential household that has purchased an official excess yard waste bag in accordance with the rates and fees specified in the Rates, Fees, Rates, and Charges Bylaw; and~~
- c) may collect organic waste from premises other than an eligible residential household upon approval by the CAO in accordance with the ~~rates and fees specified in the~~ Rates, Fees, Rates, and Charges Bylaw.

8.2 Unless special arrangements are authorized by the CAO, the Town and/or a Town approved contractor will not collect from any eligible residential household:

- a) organic waste in excess of one (1) residential organic waste collection cart per household per ~~week~~ Town-assigned collection day;
- b) organic waste in any waste receptacle or container that is not an official residential organic waste collection cart;
- c) organic waste in a residential organic waste collection cart which together with the cart exceeds the manufacturer's weight limit:
 - i. 120 litre cart - ~~fifty-nine (59)~~ kilograms (130 pounds);
 - ii. 240 litre cart – 102 kilograms (224 pounds);
- d) organic waste in a residential organic waste collection cart where items ~~exceed~~ extend beyond the upper rim causing the cart lid to not fully

close;

- e) organic waste in a residential organic waste collection cart where any item is placed on top of the lid;
- f) yard waste that is not contained within a residential organic waste collection cart, ~~official yard waste bag or with an official branch tag~~;
- g) a residential organic waste collection cart ~~or official excess yard waste bag~~ that contains the following material:
 - i. any materials that are not organic waste as approved by the CAO;
 - ii. yard waste that is not contained within the definition of yard waste as described in Sections ~~2.25~~ and 2.52;
 - iii. garbage;
 - iv. ~~pet waste~~;
 - v. dead animals that are not animal carcasses or bones from human consumption;
 - vi. personal hygiene and/or medical items; or
 - vii. materials that are unsafe for the collector to access or handle.

~~8.3 Notwithstanding the provisions of Section 8.2, the Town and/or a Town approved contractor may collect organic waste in excess of one (1) residential organic waste collection cart per week and/or bi-weekly, provided that the owner of the eligible residential household has:~~

- ~~a) subscribed to an additional residential organic waste collection cart subject to a rate as established in the Rates, Fees, Rates, and Charges Bylaw; and/or~~
- ~~b) purchased an official excess yard waste bag(s) or official branch tag from the Town and/or approved location on behalf of the Town, as approved by the CAO, at a rate as established in the Rates, Fees, Rates and Charges Bylaw, for the disposal of yard waste only.~~

Notwithstanding the provisions of Section 8.2, the Town and/or a Town approved contractor may collect organic waste in excess of one residential organic waste collection cart per assigned collection day, provided that the owner of the eligible multi-family dwelling or residential household with a legal secondary suite has subscribed to an additional residential organic waste collection cart subject to a rate as established in the Fees, Rates, and Charges Bylaw.

~~8.4 The official excess yard waste bag or official branch tag will be offered for sale in locations approved by the CAO at the rate set out in the Fees, Rates and Charges Bylaw.~~

~~8.5 The Town and/or Town approved contractor will only collect an official excess yard waste bag(s) or official branch tag if placed at a household's front curb within the household's property line after the official excess yard waste bag(s) have been registered within the Town for pickup via phone or internet registration.~~

~~8.6 Frequency of collection and terms of collection pursuant to any excess yard waste collection service shall be as determined by the CAO.~~

9. Multi-Family Residential Waste Requirements

- 9.1 Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the storage, collection, transport, and disposal of waste, the owner(s) and/or property manager of an apartment building, condominium, or housing cooperative shall provide and service, unless otherwise specified by the CAO, at their own expense, a sufficient number of waste receptacles and/or commercial containers to hold;
- a) at minimum one (1) week's accumulation of garbage produced from all units contained within the premises; and
 - b) ~~as of July 1, 2017,~~ at minimum one (1) week's accumulation of recyclable material as defined by the CAO and produced from all units contained within the premises; and
 - c) ~~as of January 1, 2018,~~ at minimum one (1) week's accumulation of organic material as defined by the CAO and produced from all units contained within the premises.
- 9.2 All waste streams identified in Section 9.1 must be collected in separate waste receptacles and/or commercial containers to prevent cross contamination.
- 9.3 Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the collection, transport, and disposal of waste, the owner(s) and/or property manager of any premises specified in Section 9.1, producing waste shall:
- a) provide and maintain on the premises in a clean and sanitary condition a sufficient number of waste receptacles or commercial containers to store the waste;
 - b) not permit ~~his/her~~ their premises or adjacent premises to become untidy and unsightly due to waste;
 - c) periodically have the garbage collected and disposed of at a regulated garbage disposal site;
 - d) periodically have the recyclable material collected and disposed of at a regulated ~~material recovery facility (MRF);~~
 - e) periodically have the organic waste collected and disposed of at an organic waste processing facility;
 - f) not permit waste to blow off the premises, and immediately recapture any waste that does blow away and place ~~them~~ it in a waste receptacle or commercial container;
 - g) if necessary, pursuant to the direction of the CAO, fence all or part of the premises or construct any structure necessary to contain the building waste.
- 9.4 The owner(s) and/or property manager of any premises specified in Section 9.1, shall ensure that sufficient waste receptacles for the specific collection of waste are located throughout the premises and grounds at all times and are:
- a) suitably weighted and anchored so that they are weatherproof and animal proof;
 - b) of suitable size and number to contain all waste generated from the premises and users thereof;
 - c) placed in locations convenient for the users or occupants of the premises ~~so as~~ to discourage the littering of waste; and

- d) emptied on a regular basis into the main waste receptacles or commercial containers.
- 9.5 The owner(s) and/or property manager of a premises who provides waste receptacles or commercial containers in accordance with the requirements of Section 9.1 shall limit the weight of the contents to the manufacturer's recommended specifications and shall maintain them in a clean and sanitary condition at all times.
- 9.6 ~~Any~~ If a premises ~~that~~ generates waste and does not have the waste removed in a manner satisfactory to the CAO, the Town may proceed to remove the waste and the owner shall be responsible for the costs of such removal.
- 9.7 The owners and/or property manager of a multi-family residential premises shall at their own expense cause all waste material to be removed from the premises and disposed of at regular intervals not more than one (1) week apart.
- 9.8 The owners and/or property manager of a multi-family residential premises must make their own arrangements for collection of waste material, or they may contract with the Town for collection of the waste material. The terms and conditions of said contract shall be as determined by the CAO.

10. Non-Residential Waste Requirements

- 10.1 Subject to the provisions of this Bylaw, and subject to any federal or provincial statutes or regulations regarding the storage, collection, transport, and disposal of waste, the owner(s) and/or property manager of a commercial premises, industrial premises, or institutional premises shall provide, unless otherwise specified by the CAO, at their own expense a sufficient number of waste receptacles and/or commercial containers to hold;
- a) at minimum one (1) week's accumulation of garbage; and
 - b) ~~as of January 1, 2018,~~ at minimum one (1) week's accumulation of recyclable material as defined by the CAO; and
 - c) ~~as of January 1, 2019,~~ at a minimum one (1) week's accumulation of organic material as defined by the CAO.
- 10.2 The owner of a premises who provides waste receptacles or commercial containers in accordance with the requirements of Section 10.1 and other optional waste collection services such as the collection of recyclable material and/or organic waste, shall limit the weight of the contents to the manufacturer's recommended specifications.
- 10.3 The owner(s) and/or property manager of any premises specified in Section 10.1, producing waste shall:
- a) provide and maintain on the premises in a clean and sanitary condition a sufficient number of waste receptacles or commercial containers to store the waste;
 - b) not permit ~~his/her~~ their premises or adjacent premises to become untidy and unsightly due to building waste;

- c) periodically have the waste collected and disposed of at a regulated disposal site;
 - d) not permit waste to blow off the premises, and immediately recapture any waste that does blow away and place ~~them~~ it in a waste receptacle or commercial container; and
 - e) if necessary, pursuant to the direction of the CAO, fence all or part of the premises or construct any structure necessary to contain the building waste.
- 10.4 The owner(s) and/or property manager of any premises specified in Section 10.1, shall ensure that sufficient waste receptacles for the collection of waste are located throughout the premises at all times and are:
- a) maintained in good condition;
 - b) suitably weighted and anchored so that they are weatherproof and animal proof;
 - c) of suitable size and number to contain all waste generated from the premises and users thereof;
 - d) placed in locations convenient for the users or occupants of the premises so as to discourage the littering of waste; and
 - e) emptied on a regular basis into a main waste receptacle or commercial container.
- 10.5 The owner(s) and/or property manager of the property, at their own expense, shall be responsible for collection and removal of trade waste generated from any premises specified in Section 10.1.
- 10.6 When an eligible residential household contains a commercial, industrial, institutional or any other service that requires a business license, the Town shall only be responsible for the collection and disposal of residential garbage.
- 10.7 If any premises ~~that~~ generates trade waste and does not have the waste removed in a manner satisfactory to the CAO, ~~then~~ the Town may proceed to remove the waste and the owner shall be responsible for the costs of such removal.
- 10.8 An owner and/or property manager of a non-residential premises shall at their own expense cause all waste to be removed from the premises and disposed of at regular intervals not more than one (1) week apart.
- 10.9 The owners and/or property manager of a non- residential premises must make their own arrangements for collection of waste material, or they may contract with the Town for collection of the waste material. The terms and conditions of said contract shall be as determined by the CAO.

11. Levying and Collection of Fees and Charges

- 11.1 Any owner of a premises from which waste is collected and disposed of by the Town pursuant to this Bylaw shall be invoiced for and pay bi-monthly charges for the collection, removal, and disposal/processing of waste in accordance with the ~~rates and fees specified in the Rates~~, Fees, Rates, and Charges Bylaw.

- 11.2 Garbage, recycling, and organics collection service supplied by the Town or its agent cannot be suspended at the request of an owner.
- 11.3 Charges for garbage, recycling, and organics collection services will apply even when no material is set out for collection.
- 11.4 All charges levied and invoiced pursuant to this Bylaw shall become due and payable and collected as per the ~~Rates~~, Fees, ~~Rates~~, and Charges Bylaw.
- 11.5 An owner of a premises is liable for the payment of fees levied pursuant to this Bylaw until such time that they have given notice to the Town that they are vacating the premises, and they shall not be liable for any fees levied after the date they move out of the premises.

- ~~11.6 An owner of an eligible residential household shall pay the rates and charges levied pursuant to this Bylaw without an option for the use of the service.~~
- ~~11.7 The owners and/or property manager of a multi-family residential premises shall at their own expense cause all waste material to be removed from the premises and disposed of at regular intervals not more than one week apart.~~
- ~~11.8 An owner and/or property manager of a commercial, industrial, or public-sector premises shall at their own expense cause all waste to be removed from the premises and disposed of at regular intervals not more than one week apart.~~
- ~~11.9 The owners and/or property manager of a multi-family residential or non-residential premises may make their own arrangements for collection of waste material, or they may contract with the Town for collection of the waste material. The terms and conditions of said contract shall be as determined by the CAO.~~

12. Recycling/Eco Centres

- 12.1 A person delivering recyclable material to a recycling/eco centre established by or operated on behalf of the Town shall **deposit**:
- ~~deposit~~ only acceptable recyclable material, as determined by the CAO;
 - ~~deposit~~ such recyclable material in the place and manner directed by the CAO.

13. Authority of the CAO ~~(Bylaw 41-18)~~

- 13.1 The CAO has the authority to direct that waste be set out in a manner that varies from the provisions of this Bylaw, if in the opinion of the CAO, the exception or direction is reasonably required or necessary to promote:
- efficiency in collection of waste;
 - the safety of residents, motorists, pedestrians, and collectors;
 - the safe and efficient use of ~~A~~automated ~~C~~collection ~~trucks-vehicles~~; or
 - the protection of the environment.

14. Enforcement

- 14.1 Wherever the CAO has reason to believe that an owner has contravened any section of this Bylaw, the Town may proceed to carry out the required activity, and the owner shall be liable to the Town for all costs incurred in doing so.
- 14.2 Any action taken by the Town under Section 13.1 does not absolve the owner of any liability for prosecution of an offence under the terms of this Bylaw.

15. Violation Tags and Violation Tickets

- 15.1 Any Peace Officer who has reasonable and probable grounds to believe that any person has contravened any provision of this Bylaw, may issue and serve:
- a) a violation tag allowing a payment of the specified penalty to the Town; or
 - b) a violation ticket pursuant to the provisions of Part 2 or Part 3 of the *Provincial Offences Procedure*s Act.
- 15.2 The violation tag referred to in Section 14.1 shall be in such form as the CAO may determine.
- 15.3 Service of a violation tag will be sufficient if it is:
- a) personally served upon the owner or occupant of the premises;
 - b) served by regular mail upon the owner of the premises at the address shown on the Town's tax rolls; or
 - c) placed on or attached in a conspicuous location on the premises.
- 15.4 A person who pays the amount specified on a violation tag in respect of a contravention of a provision of this Bylaw, within the time allowed for payment as specified on the violation tag, shall not be liable for prosecution for the contravention. A person who is issued a violation tag that does not pay the specified amount within the specified time is subject to further prosecution under this Bylaw.
- 15.5 If a violation ticket is issued in respect to an offence, the violation ticket may:
- a) specify the penalty established by this Bylaw for the offence; or
 - b) require a person to appear in Court without the option of making a voluntary payment.
- 15.6 A person who wishes to plead guilty to an offence may:
- a) if a violation ticket is issued in respect of the offence; and
 - b) if the violation ticket specifies the penalty amount established by this Bylaw for the offence;
- make a voluntary payment equal to the specified penalty by delivering the violation ticket and the specified penalty to the Provincial Courthouse specified on the violation ticket.

16. General Penalty Provision

- 16.1 Any person who violates any provision of this Bylaw is guilty of an offence and is liable upon conviction to a maximum fine of ~~Ten Thousand~~ (\$10,000) Dollars or in default of payment of the fine to imprisonment for a period not

exceeding one (1) year, or to both a fine and imprisonment in such amounts.

17. ~~Minimum and Specified Penalties~~

- 17.1 The specified penalty for a violation of any provision of this Bylaw is ~~Two Hundred Fifty (\$250)~~ Dollars and the minimum penalty allowable for any such violation is ~~Two Hundred Fifty (\$250)~~ Dollars.
- 17.2 Notwithstanding Section 16.1 of this Bylaw, if a person violates the same provision of this Bylaw two (2) or more times within a one-year period, the minimum specified penalty or penalty allowable for the second and subsequent such violation shall be a fine in the amount of ~~Five Hundred (\$500)~~ Dollars.
- 17.3 It is the intention of ~~the~~ Council that all offences created pursuant to this Bylaw be construed and considered as strict liability offences.

18. Severability

- 18.1 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.

~~19. General~~

- 19.1 ~~Whenever the singular and masculine gender is used in the Bylaw, the same shall include the plural, feminine and gender neutral whenever the context so requires.~~

This Bylaw shall come into full force and effect upon third reading, and Bylaw ~~12-12, 18-16~~ and any amendments thereto are hereby repealed ~~upon this Bylaw coming into effect.~~


~~Bylaw 18-16 received third and final reading September 26, 2016.~~

~~ORIGINAL SIGNED BY
MAYOR AND MUNICIPAL SECRETARY~~

~~Bylaw 41-18 received third and final reading February 11, 2019.~~

~~ORIGINAL SIGNED BY
MAYOR AND CHIEF ADMINISTRATIVE OFFICER~~

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
B.3 Waste Management				
B.3.1 Solid Waste Collection	Collection, processing and disposal of garbage, organic waste and recyclable material for residents and Town facilities.	B.3.1.a Curbside Garbage Collection & Disposal	Curbside collection and disposal of landfill material for Okotoks residents and Town facilities.	<p>Residents are provided with a minimum of one Town owned 240L waste cart. An official Town excess garbage bag is available for any occasional excess.</p> <p>Additional garbage carts may be requested by multi-family residential and households with legal secondary suites.</p> <p>Garbage Carts are picked up bi-weekly.</p> <p>Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>
		B.3.1.b Curbside Organic Collection & Processing	Collection and processing of organic waste for residents and Town facilities.	<p>Residents are provided with a minimum of one Town owned 240L organic cart. available in three sizes (240L, 120L and 360L).</p> <p>Collection of organic carts:</p> <ul style="list-style-type: none">• April to October - weekly• November to March - every two weeks <p>Compliance with Okotoks Waste Management Bylaw, Okotoks Utility Policy, Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.</p>
		B.3.1.c Recycling Collection	Collection of recyclable material for residents, and Town facilities.	<p>Residents are provided with a minimum of one Town owned 240L recycling cart.</p> <p>Carts are picked up weekly from residences and Town facilities. Multi-family buildings pick-up available at some locations (service level in development).</p> <p>Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>

	Program and Service Review	
	Policy Type:	Governance Process
	Number:	GP-E-2.1
	To be Reviewed:	Once per term
	Approval Date:	May 27, 2024
	Motion Number:	<div>24.C.175</div> <div>24.C.193</div> <div>24.C.218</div> <div>24.C.248</div> <div>24.C.269</div> <div>24.C.289</div> <div>24.C.407</div> <div>24.C.412</div>
	Revised Date(s):	<div>June 10, 2024 (Appendix A)</div> <div>June 24, 2024 (Appendix A)</div> <div>July 15, 2024 (Appendix A)</div> <div>August 19, 2024 (Appendix A)</div> <div>September 9, 2024 (Appendix A)</div> <div>December 9, 2024 (Appendix A)</div>

Policy Statement

Under the *Municipal Government Act* one of the purposes of a municipality is “to provide services, facilities, or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality”. Service reviews are a regular and important part of Council’s role.

This policy sets out the framework for the ongoing review of Town of Okotoks (Town) programs, services, and associated service levels to respond to community needs and optimize program and service efficiencies.

Services and service levels are documented in Appendix A - Services and Service Level Inventory, which forms of this policy.

1. Definitions

- 1.1. Continuous improvement - the process of systematically analyzing and reducing redundancies, raising productivity, and adjusting practices to complement the changing organizational environment (needs of citizens and partners).
- 1.2. Review - an assessment of programs and services to evaluate the adequacy of resources, processes, and systems and the service offered by the Town for our citizens and partners. A review will vary depending on the type of program or service and findings of a review may inform strategic planning, budgeting decisions, policy changes, and/or service delivery changes. Reviews may utilize performance data and where comparable data exists, may include benchmarking.
Program and service reviews may include formally establishing service levels or existing services to ensure that Appendix A continues to evolve.
- 1.3. Program - refers to a collection of services that contribute to achievement of shared outcomes. Programs are external or citizen/community facing.

- 1.4. Sub-Program - further specializes the target group to provide more clarity around the program and who may need to be engaged on specific topics.
- 1.5. Service - the provision of specific outputs for external delivery that address the needs of clients (citizens/partners, etc.) and/or identified program goals.
- 1.6. Sub-Service - further specializes the target group to provide more clarity around the service and who may need to be engaged on specific topics.
- 1.7. Service level - the expected level of performance of a service to be delivered. It is a statement that tells clients (citizens/partners, etc.) what level (usually in measurable terms) of service they are receiving. It is a service promise to clients.
- 1.8. Service standard - the defined quality of service that a service user may expect.
- 1.9. Services and Service Levels Inventory - the Council approved document that contains an inventory of services delivered by the Town and documents the associated service levels as contained in Appendix A.

2. Responsibilities

Council shall:

- 2.1. Approve services and service levels.
- 2.2. Review annually Appendix A and identify priorities for review of external programs, services, and/or service levels by resolution at a time appropriate for inclusion into the business planning and budget processes.
- 2.3. Provide sufficient resources to support all Council approved reviews and service level changes.

The Chief Administrative Officer shall:

- 2.4. Foster a culture of continuous improvement within the Town and initiate the review of external programs/services to continually improve service delivery.
- 2.5. Assist Council in determining reviews of Appendix A and maintain a schedule in alignment with the approved budgeting cycle. This schedule will be used to inform the annual presentation of any proposed external program and/or service reviews to Council during the regular budget priority setting meeting/check-in.
- 2.6. Ensure that when deemed appropriate citizens, partners, and Administration have opportunities to provide input during the review process.

- 2.7. Identify resources required to implement recommendations based on review findings if within Administration's existing capacity or resources. When required, prepare a budget request for Council's consideration during the Town's regular budget process meeting if a Council approved review exceeds Administration's existing capacity or resources.
- 2.8. Present an updated Appendix A to Council for consideration and approval annually and is amended to include service and service level changes enacted by Council as required.
- 2.9. Provide updates on the progress and/or outcomes of reviews to Council.

Draft

Appendix A – Services and Service Level Inventory

Services	Description	Sub-Services	Description	Level of Service
Programs				
A. Community Life				
Sub – Programs				
A.1 Community Amenities				
A.1.1 Cemetery Management	Cemetery internment sales and service.	A.1.1.a Cemetery Sales and Service	Provide assistance, advice and resources to visitors and clients. Facilitate the sale of cemetery plots, columbarium niches and the memorial bench, tree, and plaque program at the cemetery and throughout the community. Manage on-site burial logistics. Keep records for plot purchase and burial deeds.	Cemetery requests provided by appointment from 8:00 am to 4:30 pm, Monday to Friday. Closed on holidays and weekends. Compliance with Okotoks Fees, Rates and Charges Bylaw. Maintain records and services in full compliance with the Alberta Cemetery Act.
A.1.2 Cultural Amenities	Provision of facilities or amenities for participation or engagement in cultural activities by members of the general public.	A.1.2.a Okotoks Art Gallery	Access to Art Gallery exhibits, bookable classroom/studio space, multi-craft equipment and supplies. Location of Okotoks Visitor Information Centre.	Free public admission for drop in viewing of art exhibits. Two gallery spaces for exhibitions. Hours of operation as outlined below. Closed annually the last week of December and the first week of January. Open during Downtown Community Events. Bookable classroom/studio space is available to guilds, schools, not-for-profit, and commercial use. A list of the appropriate facility booking types is available on the Town Website. Compliance with Okotoks Fees, Rates and Charges Bylaw. Gallery Memberships offered to community members to display and sell art.

Services	Description	Sub-Services	Description	Level of Service
		A.1.2.b Okotoks Museum and Archives	Access to historical information relevant to the Town of Okotoks and region.	<p>The Museum has a collection of historical archives and artifacts used for display and research. Virtual exhibits are also available.</p> <p>Free public admission for drop in viewing. Hours of operation as outlined below. Closed annually the last week of December and the first week of January. Children's Playhouse accessible during hours of operation on the third floor.</p>
		A.1.2.c Old Church Theatre	Access to entertainment, rehearsal and meeting venue offering a variety of live stage performances by amateur and professional performing artists.	<p>Facility is staffed and open only during events and rentals. Eligible facility booking types are listed on the Town Website. Liquor licence is available for paid ticketed events.</p> <p>Technical services including sound, light and video systems. A piano is also available.</p> <p>Contract technicians are supplied for events and rentals. Self-service for rental groups may be available upon inquiry. Ticketing services are provided for Town and some partner shows.</p>
		A.1.2.d Public Art Collection	The acquisition and display of artworks through purchases, commissions, donations, or loans. The Public Art Collection includes paintings, murals, sculpture, audio visual, and mixed media.	Okotoks Public Art Policy governs the public art collection. Public art is considered in the design objectives of all new municipal capital and building projects.
		A.1.2.e Heritage Building, Sites and Tours	Access to various buildings or sites of historic relevance to the Town and various tours. Some of these include: <ul style="list-style-type: none">• Sheep River• Salute to our Veterans Memorial• Downtown Historic Walking Tours	Access and interpretive features are provided through internal support or through partnership agreements.

Services	Description	Sub-Services	Description	Level of Service
A.1.3 Specialty Amenities	Provision of dedicated facilities or amenities for participation or engagement of specific groups.	A.1.3.a Okotoks Youth Centre	Provide a youth-friendly facility.	Access to youth aged 12-18 (teens aged eighteen are welcome until they graduate Grade 12). Amenities include a leisure activity lounge, homework area and multi-purpose area for games, programs, and activities. Supervision is provided by trained on-site staff during all operational hours.
		A.1.3.b Environmental Education Centre	Access to environmental education opportunities on water, biodiversity, waste and energy.	Open as per Hours below. Virtual Tour is also available through the Town Website. The classroom is available when environmentally focused events and multi-age lectures are provided. Tours and classroom programs are available to school and community groups.
		A.1.3.c Electric Vehicle (EV) Charger Access	Access to EV Chargers for electric vehicle owners.	Level 2 EV Chargers available as a pay per use service at various Municipal facilities. Compliance with Okotoks Fees, Rates and Charges Bylaw.
A.1.4 Parks, Open Spaces and Recreation Sites	Provision of recreation and park sites for community users in a safe and comfortable environment.	A.1.4.a Parks, Open Spaces and Pathway System	A dedicated park or open space that may include a collection of recreational amenities and natural features that provide opportunities for scheduled and spontaneous use.	Access to Parks, Open Spaces as per the Okotoks Open Spaces and Recreation Facilities Bylaw. Park access permits provided in compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.1.4.b Recreation Sites	A dedicated recreation site that may include a collection of recreation amenities that provides opportunities for scheduled and spontaneous use.	Campground facilities located on Sheep River inside Town of Okotoks town limits are leased to a third party to manage and maintain grounds. Trees and infrastructure maintenance are done by the Town. Site amenities include tent and trailer sites, access to sewer, water and electrical service, on-site dump station, washrooms, coin-operated showers, picnic tables, fire pits and playground facilities. Compliance with provincial and federal regulatory/legislative requirements.
		A.1.4.c Primary Function Site Amenities	Amenities that support the primary function(s) of recreation and park sites such as parking lots, bike racks, or benches.	Primary function amenities are in alignment with Okotoks Wayfinding Design Development guide, Okotoks General Design and Construction Specifications Landscape and Engineering Edition and provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
A.1.5 Recreation and Sport Amenities	Provision of scheduled and spontaneous use of recreation amenities for community users in a safe and comfortable environment.	A.1.5.a Indoor Aquatics Amenities	Provision of public access to indoor aquatics amenities for scheduled and spontaneous recreation and sport activity.	<p>Aquatics amenities are offered based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Lifeguarding and pool standards are provided in compliance with Lifesaving Society Alberta and Northwest Territories Policies and Procedures, the Lifesaving Society Alberta Northwest Territories Public Aquatic Facility Safety Standards and provincial and federal regulatory/legislative requirements.</p> <p>Indoor aquatics amenities are offered for scheduled and spontaneous use or a combination based on a balance of community and operational need.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.1.5.b Indoor Aquatics Amenities - Hot Tub	Provision of public access to a Hot Tub.	<p>Spontaneous use only based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		A.1.5.c Indoor Aquatics Amenities - Sauna	Provision of public access to a Sauna.	<p>Spontaneous use only based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		A.1.5.d Outdoor Spray Parks	Provision of public access to outdoor spray park amenities for spontaneous use.	<p>Outdoor aquatics amenities operate seasonally as weather permits within the guidelines and recommendations of Environment Canada for spontaneous use.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		A.1.5.e Indoor Fitness Amenities	Provision of indoor equipment for the purpose of physical exercise such as sport equipment and fitness centre.	<p>Fitness amenities are offered for spontaneous use, booked use or a combination based on a balance of community and operational need and are offered based on the Hours of Operations as outlined below and the Okotoks Open Spaces and Recreation Facilities Bylaw.</p> <p>On site staffing and amenities varies based on the site.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.1.5.f Indoor Walking Tracks	Provision of indoor walking tracks.	Indoor Walking Track for spontaneous use based on the hours of operations for Okotoks Recreation Centre as outlined below.
		A.1.5.g Park Amenities	Provision of spontaneous use amenities to enhance the overall experience in and use of park spaces such as dog waste bag dispensers, seating areas, picnic tables, recreational zones, waste bins.	<p>Park amenities are offered based on the Okotoks Open Spaces and Recreation Facilities Bylaw.</p> <p>Park amenities are offered for spontaneous use based on a balance of community and operational need.</p>
		A.1.5.h Playgrounds	Provision of recreational play structures for public use.	<p>Playgrounds are offered for spontaneous use based on a balance of community and operational needs.</p> <p>Daily, weekly and monthly inspections. Cleaning as required. Maintaining surface for fall protection.</p> <p>Compliance with the Okotoks Open Spaces and Recreation Facilities Bylaw and the Canadian Standards Association playground standards.</p>
		A.1.5.i Ice Surfaces	Provision of maintained indoor and outdoor ice dedicated to use for recreation and sport activities.	<p>Ice surfaces are offered for spontaneous, scheduled use or a combination based on a balance of community and operational need. Indoor arenas are available for use based on facility scheduling seven days a week.</p> <p>On site staffing and amenities varies based on the site. Renters must be 18 years old to book the ice.</p> <p>Ice surfaces are maintained to industry standards for public safety. The curling rink is operated through a lease partnership.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.1.5.j Sport Fields and Dry Pads	Provision of maintained dry pad and natural turf fields dedicated to recreation and sport activities.	<p>Outdoor Sport Fields and dry pads are offered based on the Hours of Operations in the Okotoks Open Spaces and Recreation Facilities Bylaw and the Joint Use Agreement. Spring natural turf field opening occurs when turf is suitable for sporting activity.</p> <p>Indoor sport fields and dry pads are offered for scheduled and spontaneous use, or a combination based on a balance of community and operational need, per facility hours.</p> <p>Outdoor Sport Fields are offered for spontaneous use, booked use or a combination based on a balance of community and operational need. Specific sports fields are operated through partnership agreement.</p> <p>Seaman and Tourmaline Stadiums are managed and maintained through partnership agreements. Town maintains infrastructure.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.1.5.k Indoor and Outdoor Sports Courts	Provision of dedicated maintained indoor and outdoor sport courts, dedicated to recreation and sport activities such as Pickleball, tennis, basketball, and beach volleyball.	<p>Outdoor Sports courts are offered based on the Hours of Operations in the Okotoks Open Spaces and Recreation Facilities Bylaw.</p> <p>Indoor Sports courts are available based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Sport courts are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Specific sports courts are operated through partnership agreements with provision for public drop in. Operational guidelines as per agreements. Hours of service provision as per agreements.</p> <p>Compliance with the Okotoks Fees, Rates and Charges Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.1.5.l Other Sport Amenities	A purpose-built recreational environment dedicated to recreation and sports activities.	<p>Outdoor Skate Park, Toboggan Hills, Cross Country Ski trails, and Natural Ice Rinks are offered for spontaneous use.</p> <p>BMX Bike Track is leased to third party to manage and maintain infrastructure with a provision for some public hours.</p> <p>Temporary seating and garbage receptacle provided at outdoor skate park and ski trail locations. Outdoor natural ice rinks and Skate Park are inspected weekly. Toboggan hills are inspected for hazards prior to snow fall and monthly thereafter.</p> <p>Amenities are offered based on the Hours of Operation in the Okotoks Open Spaces and Recreation Facilities Bylaw. Outdoor amenities are available seasonally as weather permits.</p>
		A.1.5.m Multi-purpose Spaces	Multi-purpose spaces used for a variety of programming and booked use. Includes various sites such as Foothills Centennial Centre, and Okotoks Recreation Centre.	<p>Multipurpose space offered for booked use.</p> <p>On-site staffing and amenities vary based on scheduled booking.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.1.5.n Off Leash Areas	Provision of designated parks or open space, or portion thereof, for dog off leash activities.	<p>Dogs are permitted off leash at designed off leash areas only.</p> <p>Designated Off Leash Areas:</p> <p>1. 229 Don Seaman Way - 38 Acres fully fenced including two parking lots (1 at 229 Don Seaman Way, the other at 132 Drake Landing Loop), one toilet building, garbage receptacles, seating, natural surface trails, and rules for use signage.</p> <p>Off leash area(s) may or may not be fenced and have supporting amenities such as parking lot, toilet building, seating, shade areas, pathways, garbage receptacles, dog bag dispensers, dog training areas/equipment, and water stations. Compliance with Okotoks Responsible Pet Ownership and Open Spaces and Recreation Facilities Bylaws.</p>

Services	Description	Sub-Services	Description	Level of Service
A.1.6 Management of Facility and Amenity Partnerships	Provision of management services related to facility and/or amenity partnerships.	A.1.6.a Facilities and Amenities Partnerships	Develop and manage commercial and non-commercial space opportunities through agreements between the Town and external organizations for Town owned and operated amenities and Town owned partner operated amenities.	Partner agreements with non-profit organizations and community groups are developed within six months prior to the agreement's expiry date or as needs are identified. Community group's capital project inquiries related to capital applications, project statements, or business cases. The signing of capital development/funding agreements with non-profit organizations and community groups is developed and facilitated prior to the execution phase of a project.
		A.1.6.b Joint Use and Planning Agreement	Agreement management between Town of Okotoks and Okotoks school divisions for collaborative use of Town recreation facilities and school facilities.	Requirements are fulfilled within the parameters of the Joint Use and Planning Agreement.
Sub - Programs				
A.2 User Experience				
A.2.1 Client Services	Provision of assistance, advice, resources and transactional support to users of municipal services.	A.2.1.a Front-Line Information and Referrals	First point of contact, responding to general inquiries and directing clients to the appropriate resource from the Municipal Centre.	Provide access by phone, email, or in-person based on Municipal Centre hours as below. All clients are directed to the appropriate resource within one business day as required. Main phone line after hours and on the weekends - emergency contact information is provided through automated response. Emergency numbers are also listed on the Town website.
		A.2.1.b Social Media Inquiries	First point of contact, responding to general inquiries and directing clients to the appropriate resource.	Social media monitored 8:30 a.m. to 4 p.m. Inquiries acknowledged within one business day. All requests are directed to the appropriate resource within one business day as required.
		A.2.1.c Inquiries, Issues and Service Requests	Respond to inquiries, issues and service requests.	Depending on the service, inquiries, issues and service requests may be submitted by phone, email, in-person and where possible, online.

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.d Bookings and Sales	Provide transactional support to the community for purchases, bookings, reservations, program registrations, and access to recreation facilities, community facilities and parks.	Bookings and sales are available in person, phone, email and if possible, online. All Okotoks Recreation Centre Facility passes include admission for drop-in arena, pool & gymnasium activities. The pass also includes membership to Natural High Fitness centre and all dryland and aquatic fitness classes. A daily, monthly or annual All Facility Pass for recreation is available. Compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.2.1.f Regional Bookings and Sales, Payments and Collection	Provide transactional support to Diamond Valley for access to the swimming pool.	As per contract.
		A.2.1.g Facility Service Assistance	Provision of assistance, advice and resources to visitors and users at municipally owned, community and recreation facilities.	On site staffing and services vary based on the site.
		A.2.1.h File Search and Environmental Site Assessment Information (non FOIP)	Provide documentation or copies of documentation for external use only such as a Letter of Zoning, Real Property Report, Property Tax Information to Lending Institutions, GIS and mapping etc.	Requests may be submitted by phone, email, in-person and where possible, online. Compliance with Okotoks Fees, Rates and Charges Bylaw and all other related provincial and federal regulatory/legislative standards.
		A.2.1.i Freedom of Information and Protection of Privacy (FOIP) Requests	Processing formal requests to access records based on the FOIP Act.	Request service levels are managed in accordance with the Freedom of Information and Protection of Privacy Act (FOIP).

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.j Payment and Collection: Non-Tax Revenues	Excluding Utilities, provide billing and collection for non-tax revenues and payments of goods and services for Town services, fees and fines including vendor payments and coordination of cash collection.	Depending on the goods, service and or the facility, payments can be made online (online banking or through Okotoks online services) or in person by cash, cheque, debit or credit.
		A.2.1.k Visitor Information	Provision of comprehensive information on tourist attractions in and around the Town of Okotoks.	Act as a visitor information provider. Services are provided following Alberta Visitor Services Provider guidelines as applicable.
		A.2.1.m Responsible Animal Ownership	Services provided to residents related to purchase and renewal of animal licences for over limit dogs and a one-time inspection fee for urban hens.	Over limit dogs' renewal invoices are mailed out in December (for the upcoming year) and payment for the licence is due by the end of January of each year. A one-time inspection fee is charged upon an application for urban hens. Compliance with the Okotoks Fees, Rates and Charges Bylaw and Responsible Pet Owner Bylaw.
A.2.2 Provision of Commercial and Retail Services	Provision of food, beverage, professional and retail services in Town facilities, amenities and spaces to enhance the customer experience at Town sites.	A.2.2.a Food and Beverage Services	Services provided to the public within Town owned facilities to enhance the client/visitor experience.	Direct and third-party provision of food and beverage services at select cultural and recreation facilities and amenities. Compliance with Okotoks Fees, Rates and Charges Bylaw, all related Okotoks Bylaws and Policies and provincial and federal regulatory/legislative standards.
		A.2.2.b Retail and Professional Services	Provision of retail and professional services at select Town sites.	Service is provided through third party operation and Town staff. Operational guidelines as per agreements. Hours of service provision as per agreements and facility hours. Compliance with Okotoks Fees, Rates and Charges Bylaw.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
A.3 Recreation Development				
A.3.1 Recreation Programming	The provision of recreation programming for registered and drop-in participants at parks, open spaces and recreation facilities.	A.3.1.a Aquatics Programming	The direct provision of aquatics registered and drop-in programs.	All programs are open for registration for Town of Okotoks and Foothills County residents are eligible to register 7 days prior to open registration. Programs offered in alignment with the Lifesaving Society Alberta and Northwest Territories Policies and Procedures, Red Cross Program Standards and/or Fitness Alberta. Compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.3.1.b Fitness Programming	The direct provision of fitness registered and drop-in programs.	All programs are open for registration for Town of Okotoks and Foothills County residents seven days prior to open registration. Programs offered in alignment with Lifesaving Society of Alberta Policy and Procedures. Compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.3.1.c Recreation Programming	The direct provision of recreation registered and drop-in programs.	All programs are open for registration for Town of Okotoks and Foothills County residents seven days prior to open registration. Programs offered in alignment with Lifesaving Society of Alberta Policy and Procedures. Compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.3.1.d Regional Aquatic Programming	The direct provision of aquatics registered and drop-in programs for Dr. Lander Memorial Pool in Diamond Valley.	As per the contract.
Sub - Programs				
A.4 Cultural Development				
A.4.1 Cultural Programming	The provision of cultural programming for participants.	A.4.1.a Community Cultural Programming	Access to cultural experiences, artistic development and performance opportunities. A range of diverse and relevant arts is provided to the community.	Activities hosted throughout the Town annually to support, connect and cultivate artists and creative industries. Programming selection is based on demand and community needs. Programs are available for all age groups at the levels of ability. Classes are provided by internal and external experts. Classes are eligible for fee assistance through Okotoks Recreation Fee Assistance Policy. Compliance with Okotoks Fees, Rates and Charges Bylaw.

Services	Description	Sub-Services	Description	Level of Service
		A.4.1.b Art Collection Displays	Display Town of Okotoks Public Art Collection.	Artworks are displayed at Town owned properties in accessible and visible public spaces as well as offices on a rotating basis.
A.4.2 Municipal Heritage Designation	Support for the preservation and maintenance of privately-owned, municipally designated Heritage resources. Eligible rehabilitation work must conform to the Standards and Guidelines for the Conservation of Historic Places in Canada.	N/A	N/A	Assist with inquiries and facilitate contact with the Province of Alberta toward designation. Municipally designated properties are eligible for provincial funding to assist in the maintenance of the property. Municipally Designated Properties are protected by a Municipal Bylaw.
Sub - Programs				
A.5 Community Organizations and Groups Support				
A.5.1 Community Organization Supports	Facilitation and support to non-profit organizations and community groups to provide advice, educate, communicate, inform and build capacity and support to program delivery in the community.	A.5.1.a Leadership Development	Support community groups to create and maintain healthy, self-sustaining community groups that effectively meet identified goals and objectives.	Facilitate networking opportunities for nonprofit organizations and community groups with similar service objectives to connect regularly (at least once a year) Networking groups such as the Foothills Region Interagency and Volunteer Managers Partnership.
A.5.2 Housing Investment and Development Facilitation	Liaise between external housing providers and the municipality to help expedite and simplify development within the Town of Okotoks to meet community needs.	A.5.2.a Housing Application Supports	Assist housing providers with navigating the Town's regulatory processes, including facilitation of meetings, problem solving, and interpretation of statutory documents and Town guidelines. Provide supporting documents to support grant applications from external funders.	Host or facilitate requests or meetings between internal Town staff and prospective housing developers as required.

Services	Description	Sub-Services	Description	Level of Service
		A.5.2.b Housing Networking and Partnerships	Foster a housing ecosystem in the Town of Okotoks that helps create opportunities for additional housing including creation of partnerships; and identifying and working to remove housing barriers.	Create or host opportunities for networking and partnerships. Facilitate ad hoc meetings with housing providers to understand community needs. Celebrate housing success stories throughout the year.
Sub - Programs				
A.6. Social Development				
A.6.1 Individual and Family Support Services	Assist individuals and families with resources, support and individualized services.	A.6.1.a Licenced Child Care	The direct provision of licenced childcare for school aged children - kindergarten to grade six.	Registered out of school care programming providing before and after school care to school age children in addition to full day care to kindergarten children on days that they are not scheduled to attend school. Schools serviced are those that are within walking distance of the Okotoks Recreation Centre and include Percy Pegler, Dr. Morris Gibson and Good Shepherd. Services include activities and programs supervised by trained staff. A walking bus keeps children active. Children interact with nature on the way to and from school and participate in a variety of weekly crafts, sports, and games.
		A.6.1.b Community Resource Support	Assist individuals and families with information, referrals, help with forms and/or connections to other supports.	This service is provided to residents from Okotoks and surrounding areas, including Diamond Valley and Foothills County. Hours of operation of the Okotoks Family Resource Centre as outlined below.

Services	Description	Sub-Services	Description	Level of Service
A.6.2 Community Capacity Building	The development of skills and competencies to enable all Town residents to achieve their greatest potential and strengthen the community. Promote positive social and neighbourhood connections.	A.6.2.a Enhance Community Well-Being	Town residents are supported through community led initiatives to enhance neighbour to neighbour connections aimed at positive social interactions.	Initiatives are reviewed annually and updated to meet community needs.
		A.6.2.b Education and Training	Social programs that are preventative in nature that promote and enhance well-being among individuals, families, and communities. Examples include mental health and/or suicide intervention.	Annually host or partner presentations facilitate workshops on social based topics relevant to the community to educate and support residents. Initiatives are reviewed annually and updated to meet community needs.
		A.6.2.c Volunteer Services	Service offered to the community to sign up for volunteer opportunities with the Town of Okotoks.	Recruit, hire, develop policies, place applicants in appropriate volunteer positions and track volunteer hours to support Town volunteer activities.
Sub - Programs				
A.7 Grants, Loans, Incentives and Support				
A.7.1 Civic Grants and Loans	Provision of loans, funding or in-kind support to eligible applicants in the areas of special events, sport and culture development, environmental initiatives, renovations, operational funding and capital renovations and development.	A.7.1.a Affordable Housing Incentives	Provide financial incentives to support non-profit organizations in their efforts to construct, redevelop or purchase affordable rental, supportive or transitional housing in Okotoks.	Offers financial incentives in the form of building permit fee rebates and capital grants for projects that have been approved by a federal or provincial affordability focused program. Compliance with Okotoks Affordable Housing Incentives Policy.
		A.7.1.b Secondary Suite and Accessory Dwelling Unit Grant	Provide funds for the development of secondary suites or accessory dwelling units that meet Safety Codes requirements.	Offers grants on a first-come first-served basis, subject to funding availability. Applications will be accepted at the beginning of each calendar year, with funds for eligible expenses payable upon successful completion of the project in the same calendar year. Available grant funding is determined annually through the Council budget. Compliance with Okotoks Secondary Suites and Accessory Dwelling Unit Grant Program Policy.

Services	Description	Sub-Services	Description	Level of Service
		A.7.1.c Arts Activation Grant	Provide funds for the creation of new artistic events in Okotoks.	Compliance with Okotoks Arts Activation Grant Policy.
		A.7.1.d Water Conservation Rebate	An incentive / rebate program for residential and commercial water efficiency upgrades.	Accepts applications between March and December each year on a first-come, first-served basis or until the fund is fully depleted.
		A.7.1.e LEED® Building Incentive	An incentive / rebate program for the construction of environmentally sustainable commercial and institutional buildings.	Incentive programs that provide a percentage return to project's building permit fee when specific levels of LEED® Certification (Leadership in Energy and Environmental Design) are achieved.
		A.7.1.f Clean Energy Improvement Program (CEIP)	Provision of loans and grant support to approved eligible residential property owners for implementation of energy efficiency projects.	Project approval timelines with CEIP program administrator from Alberta Municipalities (ABmunis). Complete development of agreements for property owners within three days of approval from ABmunis. Provide annual reporting to Federal Canadian Municipalities (FCM). Compliance with Okotoks Clean Energy Improvement Tax Bylaw.
		A.7.1.g Targeted Industrial Tax Incentive	A property tax incentive program to incentivize the development of new industrial buildings in Okotoks.	Compliance with Okotoks Targeted Industrial Tax Incentive Policy.
		A.7.1.h Sports Tourism Grant	Supports events that contribute to the local economy outside of the normal sporting activities of the community. The grant provides a stimulus to assist with extraordinary sporting events that have economic spin-offs.	Compliance with the Okotoks Sport Tourism Grant Policy.

Services	Description	Sub-Services	Description	Level of Service
		A.7.1.i Ancillary Facility Fee Waiver	Supports non-profit, not-for-profit charitable organization events serving Okotoks residents when renting a Town primary facility such as an ice surface.	Provide an annual report to Council on use. Compliance with Okotoks Fee Waiver Policy.
		A.7.1.j Youth Services Recreation Access	Offer fun, free ways to learn and experience the activities available at the Okotoks Recreation Centre.	Free Okotoks Recreation Centre access pass for Grade 5 and Grade 8 students. A Grade 5 Gets Active or Active8 pass holder can participate in all drop-in public swims, skate and gym times.
A.7.2 Individual and Family Support Services	Financial support or subsidy programs for eligible applicants.	A.7.2.a Recreation Fee Assistance	Recreation fee assistance supports provided for low-income individuals and families to participate in the Town's recreation programs and facilities.	Fee Assistance applications are accepted year-round and subsidy is valid for one year from date of approval. Compliance with the Okotoks Recreation Fee Assistance Policy.
		A.7.2.b Subsidized Transportation	A subsidized taxi and volunteer driver programs to provide transportation for eligible participants.	Provided to Okotoks residents who are seniors or persons with permanent disabilities are able to remain active participants in the community. Subsidized Taxi Program: A subsidy is provided to a contracted taxi company for each trip taken and provides users with a reduced taxi fare. Volunteer Driver Program: Provide free transportation to medical appointments outside of Okotoks through a pool of volunteer drivers. Compensation paid to volunteer drivers at established rates. Compliance with the Okotoks Subsidized Transportation Policy.
		A.7.2.c Emergency Funds	Provide emergency financial assistance to Individuals or families.	This service is provided to residents from Okotoks and surrounding areas, including Diamond Valley and Foothills County. Hours of operation of the Okotoks Family Resource Centre as outlined below. Emergency financial support from donated funds/grants.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
A.8 Funding Partnerships				
A.8.1 Management of Partnerships for Delivery of Social Services	Provision of funding to deliver preventive social services in the community.	A.8.1.a Community Program Funding	Provide a framework for the delivery of funding to eligible community organizations for the provision of preventive social programs.	Annually identify funding support through United Way and Family and Community Support Services requirements. Provide support to potential applicants and funded agencies.
A.8.2 Institutional Partnerships	Provision of funding or in-kind support to provincially regulated organizations to provide services to the community.	A.8.2.a Town of Okotoks Public Library	Ensuring adherence and implementation of lease. Municipal support is provided as required by Marigold Library System that provides progressive library services to Okotoks.	The appointed Member of Council and the dedicated Library Liaison attend monthly meetings and provide community updates as required. Provide year-round support for library programs and initiatives.
Sub - Programs				
A.9 Truth and Reconciliation				
A.9.1 Calls to Action Implementation	Management and oversight of Calls to Action efforts.	N/A	N/A	To Be Determined.
Sub - Programs				
A.10 Public Education				
A.10.2 Indigenous Awareness	Review and identify resources, awareness information, and learning opportunities to share with the community.	A.10.2.a Indigenous Ceremonies and Annual Days of Recognition	Provide Indigenous ceremonies and annual days of recognition. Includes collaboration with Indigenous peoples, Administration and Council. Including but not limited to Missing and Murdered Indigenous Women Day, National Indigenous Peoples Day, National Day for Truth and Reconciliation, Métis Week, etc.	To Be Determined.

Services	Description	Sub-Services	Description	Level of Service
		A.10.2.b Indigenous Culture and Educational Opportunities	Provide opportunities to learn about Indigenous Culture through events created for the Okotoks community. Further the community's understanding of the Truths of the land they now live on. Including but not limited to: Tipi Camp, Indigenous Artisan Market, Dream Catcher and Hand Drum Workshops, School presentations, etc.	To Be Determined.
		A.10.2.c Painted Lodge (Tipi)	Set up and provide access to Mayor Thorn's Tipi.	Weather permitting, Mayor Thorn's Tipi will be raised at a minimum of four events per year including, but not limited to: Tipi transfer anniversary, first Saturday in June, Missing and Murdered Indigenous Women Day, National Indigenous Day, Truth and Reconciliation Day.
Compliance with the Okotoks Tipi Administrative Guidelines.				
Sub - Programs				
A.11 Public Safety				
A.11.1 Fire and Rescue Response	Response to all types of emergency events including fire, rescue, medical first response, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.	A.11.1.a Public Hydrant Inspection & Maintenance	Maintain public hydrants to provide a readily accessible and pressurized source of water for firefighting purposes.	Inspection and maintenance completed as per industry standards.
		A.11.1.b Fire and Rescue Dispatch	Receive and evaluate calls for fire/rescue response.	Compliance with provincial and federal regulatory/legislative requirements.
				Third party contracted service available 24/7/365.

Services	Description	Sub-Services	Description	Level of Service
		A.11.1.c Alarm Investigation	Investigation to determine cause of alarm and paperwork is issued to require a repair thereby assuring public reliance on the alarm system.	<p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time - (Alberta Building Codes).</p> <p>Service availability 24/7/365.</p> <p>Investigations are started immediately. Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.d Fire Suppression	Respond to reported fire, explosion, smoke or activated alarms in structures, vehicles, or wildland areas. Removing people from the affected area to prevent loss of life or additional injury. Determining origin, suppressing fire to extinguishment, and limiting spread to adjacent property. Activities to prevent or mitigate loss of value to property from water or smoke. Firefighters and public safety are the number one priority.	<p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time - (Alberta Building Codes).</p> <p>Service availability 24/7/365. Shelters are set up if required.</p> <p>Fire-caused investigation is initiated immediately. Property is released within 48 hours, with more complex fires requiring more time. Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.e Medical First Response	Provide medical care to ill and injured person(s) within Town of Okotoks Boundaries until EMS arrival, and to augment EMS crews during treatment and transport for life threatening emergencies.	<p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time for delta/echo severity.</p> <p>Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.1.f Confined Space Rescue	Response to person(s) trapped in enclosed areas with limited access and egress, and potentially hazardous atmospheres. Utilizes specialized equipment to access, assess, treat, package, and remove patients safely.	<p>Perform basic techniques in uncomplicated confined spaces. Limited atmospheric monitoring.</p> <p>Follow Alberta occupational health and safety provincial firefighting guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time.</p> <p>Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.g Dangerous Goods	On-scene environmental risk assessment and management in addition to dangerous goods incident response and recovery of hazardous materials.	<p>Clean up is determined according to complexity and severity of the spill and/or release. Service availability 24/7/365.</p> <p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.h Low Angle/Elevated Rescue	Response to person(s) entrapped on buildings, towers, pylons, antennas, or cliffs. Utilizes specialized techniques to access, assess, package, treat and remove patients safely.	<p>Access simple terrain and perform basic extrication techniques. Service availability 24/7/365</p> <p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time..</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.1.i Urban Rescue	Response to person(s) entrapped in structurally unstable buildings and collapsed or unstable excavations. Utilizes specialized techniques and equipment to access, assess, package, treat and remove patients safely.	Access simple terrain and perform basic extrication techniques. Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019). Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time. Service availability 24/7/365. Compliance with Okotoks Fire Services Bylaw.
		A.11.1.j Water/Ice Rescue	Response to person(s) in distress who are located near, or on a body of water. Utilizes specialized techniques and equipment to access, assess, package, treat and remove safely.	Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019). Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time. Service availability 24/7/365. Compliance with Okotoks Fire Services Bylaw.

Services	Description	Sub-Services	Description	Level of Service
A.11.2 Mutual Aid	<p>Negotiate and maintain contracted partnerships with partner municipalities to provide and receive emergency services where and when required.</p> <p>Two types of partnership agreements:</p> <ul style="list-style-type: none">- Contract - Fire services are provided by a contractor within a defined service area.- Mutual aid - Fire service apparatus may be provided, upon request, if resources are available.	N/A	N/A	<p>The Town's mutual aid partnership agreements are renewed as required.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
A.11.3 Fire Prevention	As an accredited municipality under the Safety Code Act, Okotoks Fire Services assesses risk and provides services oriented to minimizing fire and explosion risk and addressing injury prevention.	A.11.3.a Fire Investigation	All fires with damaged or destroyed property, and injury, or fatality, are investigated for cause, origin, and circumstances.	<p>All fires with any dollar amount of loss are investigated and reported to the Province of Alberta.</p> <p>Investigations are conducted by certified Fire Investigators through the Safety Codes Council of Alberta.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.3.b Fire Prevention and Risk Education	Provide fire prevention and risk education and information to the public using a variety of channels (social media, website, in person etc.) on request.	<p>Respond to requests for information and education within two business days.</p> <p>By Appointment only:</p> <ul style="list-style-type: none">Business and Home Fire Risk AssessmentsSchool safety presentations.Fire truck tours at both fire stations.Car Seat Check. <p>Compliance with Okotoks Fire Services Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.3.c Fire Inspection and Compliance	Provide industrial, commercial and institutional fire safety inspections. Occupancies are inspected for compliance with Fire Code requirements on a risk assigned basis for type of occupancy and frequency of inspections. As required by the Town of Okotoks Fire and Rescue Quality Management Plan, all occupancies are inspected based on their assigned frequency of inspections using certified and qualified personnel. Inspections may also be carried out upon request or complaint on any property as permitted by the Safety Codes Act.	<p>Frequency is based upon the potential risk of the property use and function and as per Okotoks Fire Quality Management Plan as filed with Municipal Affairs Safety Code Council.</p> <p>Required inspections are completed on a risk based rotation Low < every three years, medium, every two years and high risks, every year, also as part of business licensing or prior to final occupancy approval. Home inspection on request.</p> <p>Compliance with related provincial regulatory/legislative standards.</p>
		A.11.3.d Burn Permit	Provide a permit to have large fires such as bonfires, thawing fires, or fires required for other reasons on rural property in annexed areas of the Town of Okotoks.	<p>Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial legislation and requirements.</p> <p>The Town may ban all fires if conditions become dry enough.</p>
		A.11.3.e Community Relations - Fire & Rescue	Foster a culture of safety and collaboration through active participation with the community.	Participation at community events such as the Santa's Christmas Eve Parade and school spray downs.
A.11.4 Building Permit Application Review and Compliance	Review and processing of applications for approval and compliance with Safety Codes Act.	A.11.4.a Building Permits Issuance	Issuance of Building, Electrical, Plumbing, HVAC and Gas permits in accordance with the Alberta Safety Codes Act. This includes the review of drawings and documents before every building permit application is made to ensure compliance.	<p>Time required to fulfill the request will be based on the scope and detail of the work required.</p> <p>Compliance with the Town of Okotoks Safety Codes Council Quality Management Plan and Safety Codes Municipal accreditation. Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.4.b Building Inspections	Inspection of buildings to ensure compliance with the Alberta Safety Codes Act. Re-inspections may be required based on outcomes.	Requests for inspections are scheduled upon receiving request. Time required to fulfill the request will be based on the scope and detail of the work required. Compliance with the Town of Okotoks Safety Codes Council Quality Management Plan and Safety Codes Municipal accreditation. Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.
		A.11.4.c Technical Advice	Provision of technical advice related to the Alberta Safety Codes Act in the following disciplines: Building, Electrical, Plumbing, HVAC and Gas.	Time required to fulfill the request will be based on the scope and detail of the work required. Compliance with Town of Okotoks Safety Codes Council Quality Management Plan - Building Permits, Safety Codes Municipal accreditation, Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.
A.11.5 Emergency Management	Provincial legislation and regulation require the Town of Okotoks to maintain Emergency Management plans and programs. This service addresses preparation, approval, maintenance and coordination of local authority emergency plans and programs required by the province.	A.11.5.a Incident Command Post (ICP)	Coordinate effective response and recovery outside of normal operations. Emergency Management legislation identifies training requirements needed for staff to participate in the ICP.	Once it is determined that the ICP is needed, the setup begins within an hour. Compliance with provincial Emergency Management legislation and regulations.

Services	Description	Sub-Services	Description	Level of Service
		A.11.5.b Emergency Management Planning	The Town of Okotoks municipal Community Emergency Management Program (CEMP) provides a framework for how the Town conducts its comprehensive Emergency Management program. Planning involves: Hazard, Risk and Vulnerability Assessment; Incident Command Post Plan; Training and Exercise Plans; Emergency Social Services Plan; Emergency Preparedness Plans; Crisis Communication Plan; and Flood Action Plan etc.	The Town of Okotoks' CEMP is reviewed and approved annually or after activations to ensure compliance with provincial Emergency Management legislation and regulations.
		A.11.5.c Emergency Management Public Education and Preparedness	Education and awareness are provided to residents for both preparing for and recovering from a disaster.	Online resources and information sessions on Emergency Preparedness and recovery are provided for residents before and after disasters. Once a year an Emergency Preparedness Open House is provided.
A.11.6 Policing	Response by RCMP and Municipal Enforcement as an integrated policing service with a model that focuses on public safety, community relationships and community wellness.	A.11.6.a Municipal Enforcement Dispatch	Receive and evaluate calls for bylaw and traffic safety.	Third party contracted service available 24/7/365.

Services	Description	Sub-Services	Description	Level of Service
		A.11.6.b Policing Support	Services provided to the public such as responding to general inquiries, filing reports, Criminal record and Vulnerable Sector checks, collision reporting, fine payments, parking ticket processing/inquiries.	<p>Inquiries and requests received in-person, phone, or by email. The Municipal complaint line is a contracted call-in service provided 24/7/365.</p> <p>Criminal Record and Vulnerable Sector checks for local residents (Okotoks and De Winton).</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw, Municipal Police Services Agreement between the Town Okotoks and Public Safety Canada and provincial and federal regulatory/legislative standards.</p>
		A.11.6.c Bylaw Compliance	Responding to public complaints and enforcing Municipal Bylaws including but not limited to community standards and animal safety. Also provide call response and enforcement of select Provincial Statutes including but not limited to Traffic Safety Act, Trespass to Premises Act, Dangerous Dog, etc.	<p>Hours of Service Mon - Thursday: 7 a.m. to 10 a.m. Friday - Saturday: 9 a.m. to Midnight Sunday: 9 a.m. to 9 p.m.</p> <p>Calls for service are prioritized as available resources allow.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative standards.</p>
		A.11.6.d Community Peace Officer - Traffic Safety Services	Community Peace Officers provide traffic enforcement including but not limited to speeding, distracted driving, and seatbelt offenses and sections of the Alberta Gaming, Liquor and Cannabis Act.	<p>Hours of Service Mon - Thursday: 7 a.m. to 10 a.m. Friday - Saturday: 9 a.m. to Midnight Sunday: 9 a.m. to 9 p.m.</p> <p>Calls for service are prioritized as available resources allow.</p> <p>Compliance with provincial and federal regulatory/legislative standards.</p>
		A.11.6.e Youth Centre Supports	Support a safe and active recreation centre.	<p>One dedicated officer during Okotoks Recreation Centre weekend hours as outlined below.</p> <p>Compliance with Okotoks Open Spaces and Rec Facilities bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.6.f Community Relations - Municipal Enforcement	Foster a culture of safety and collaboration through active participation with the community.	Participation at community events such as the Okotoks Soap Box Derby, positive ticketing and charity check stop. Ad hoc issues management with the Foothills school division on school safety initiatives.
		A.11.6.g RCMP Police Services	As per the Municipal Police Service Agreement (MPSA), the RCMP provides services necessary to preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and Alberta. The RCMP determines appropriate policing responses in accordance with the MPSA. Various RCMP units are included in this service such as community policing and victim services, crime reduction, general duty policing, traffic enforcement, and general investigation.	Availability 24/7/365.
A.11.7 Law Enforcement Training	Services to support people starting a career in law enforcement.	A.11.7.a Physical Ability Requirement Evaluation (PARE) Testing	Provide PARE testing to meet the physical demands of law enforcement promoting a culture of fitness and wellness within law enforcement agencies.	Testing is provided monthly. Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial standards.
		A.11.7.b Municipal Enforcement Practicum Students	Municipal Enforcement provides students with the opportunity to apply learnings from the Criminal Justice Degree program to municipal bylaws and build experience towards a career in law enforcement.	During the four-month practicum, students work alongside peace officers to educate and enforce bylaws, preserve and maintain public peace and support community safety activities.

Services	Description	Sub-Services	Description	Level of Service
A.11.8 Traffic Management	Review traffic concerns, perform inspections, set up and evaluate traffic count data, determine eligibility and produce options. Includes management of traffic signals and systems, traffic signs and markings to support safe and efficient integrated transportation.	N/A	N/A	Concerns received through Engineering, Okotoks Municipal Enforcement and Transportation are reviewed and addressed on a priority basis. Emergency issues are the top priority for public safety. Compliance with Okotoks Fees, Rates and Charges Bylaw.
Sub - Programs				
A.12 Community Events				
A.12.1 Town Delivered Events	The coordination and delivery of events to the community.	A.12.1.a Town Delivered Events - Street Activation & Community Building	Designed and hosted to provide maximum access for local businesses, service providers, residents, and visitors depending on the event. Events include Okotoks Parade, Children's Festival, Spring into Summerfest, Canada Day, Taste of Okotoks, Summer Roundup, Alberta Culture Days, Light Up Okotoks.	Participation is supported by the Town of Okotoks for low cost - no cost. Compliance with Okotoks Fees, Rates and Charges Bylaw.
A.12.2 Community Event Support	Advice and support provided to community groups hosting public events.	A.12.2.a Events Liaison	Support to third party organizers with event administration/application. Advise event organizers regarding available civic support and requirements. Annual Events such as Show and Shine, Pride, the Rolling Barrage, etc.	Formal approval is granted to the event organizer through the Special Permit application process. Support and service is dependent on location and availability of Town support, taking into consideration other competing priorities. Provide event organizers with the opportunity to list events on various Town communication mediums.

Services	Description	Sub-Services	Description	Level of Service
		A.12.2.b Event Supports	Provision of logistical support and resources to community organized events. Provide support as required for event locations and layouts, road closures, emergency management plan development, ticketing, access to town resources, etc.	Support and service is dependent on location and availability of Town support, taking into consideration other competing priorities.
Programs				
B. Sustainable Okotoks				
Sub - Programs				
B.1 Environmental Protection				
B.1.1 Tree Planting and Maintenance	Maintenance of tree canopy, including tree planting, maintenance and inspections.	B.1.1.a Tree Planting	Plant trees to ensure the health of the urban forest.	Use design standards for planting including planting practices and acceptable species. Maintain the Tree Canopy at 6%.
		B.1.1.b Tree Care and Maintenance (Urban Forest)	Routine maintenance to ensure the health of the urban forest.	Parks, open spaces and boulevard trees are inspected and pruned for tree health and encroachments blocking signage and sidewalks for safety. Tree inspections are conducted cyclically based on priorities as per Okotoks Asset Management Policy.
		B.1.1.c Tree Care and Maintenance (Natural Areas)	Routine maintenance to ensure the health of the natural forest.	Trees in natural and naturalized areas are not pruned for structure or pest and disease management. Clearance for trail system and open space is maintained with public safety being the primary concern. Wildlife trees are retained where practical. Tree inspections are conducted cyclically based on priorities as per Okotoks Asset Management Policy.

Services	Description	Sub-Services	Description	Level of Service
B.1.2 Vegetation and Pest Control	Maintenance of healthy turf and urban forests and public safety.	N/A	N/A	<p>Remove or control of vegetation and pests as governed by legislation and as outlined in the Town's Integrated Pest Management Plan and Traditional Knowledge and Land Use Assessment Report.</p> <p>Compliance with provincial and federal legislative/regulatory standards. Note: The Town has the right, but not the obligation, to control additional invasive species not required for control by the Alberta Weed Control Act & Regulation.</p> <p>Thresholds for Broadleaf Weed Control: Parks, Pathways and Roadways - 15%</p> <p>- Mowed park areas, parkways, pathway connectors, boulevards and medians, except within 15m of playgrounds.</p> <p>Sports Fields - 5% - Includes irrigated and non-irrigated ball diamonds and rectangular fields.</p> <p>Commercial Sites - 5% - Town owned and operated building sites not associated with designated parks.</p> <p>School Grounds - 15% - The Town may contribute to integrated pest management measures on School Reserve (SR) and Municipal School Reserve (MSR).</p> <p>Industrial Areas - 15% - Town owned parking lots and storage compounds.</p> <p>Undeveloped - 15% - Lands that may come under Town ownership.</p> <p>Non-manicured areas - Control noxious and prohibited noxious weeds - Roadsides, boulevards, medians, and some steep slopes that don't receive regular mowing.</p> <p>Natural Areas - Control noxious and prohibited noxious weeds - Riverbanks, gullies, escarpments, islands, and wetlands that don't receive regular mowing.</p>

Services	Description	Sub-Services	Description	Level of Service
B.1.3 Decommissioned Site Management	Post closure care of decommissioned sites that includes monitoring and addressing any regulatory or environmental issues that may arise. This service manages decommissioned sites such as landfills and brownfields.	N/A	N/A	Compliance with Alberta Environmental Protection and Enhancement Act and all related provincial and federal legislation and requirements.
B.1.4 Release Reporting and Response	Direct release or spill response, support and reporting and maintenance of the spills and release database. The service includes corporate wide environmental risk and opportunities assessment and management in addition to on-scene spill response and mitigation of hazardous materials.	B.1.4.a Release Reporting	Reporting all environmental releases to the provincial regulatory authorities.	All releases and spills are reported and documented immediately upon discovery. Report all releases as required by the Environmental Protection and Enhancement Act (2000). Comply with any additional reporting requirements that may be requested by the province.
		B.1.4.b Release Response Management	Activities required to respond to an environmental release. Collaborate with Fire Services or Utilities depending on nature of release. Procure third-party contractor(s) should the release response require specialized materials or support.	Immediately respond to environmental releases upon notification or discovery and engage Town supports or Contractor depending on the nature of the release. Compliance with Alberta Environmental Protection and Enhancement Act and all related provincial and federal legislation and requirements.
Sub - Programs				
B.2 Environmental Stewardship				
B.2.1 Environmental Awareness	Provision of public education campaigns and programs to support conservation of environment.	B.2.1.a Environmental Activities	Annual activities and events designed to encourage community involvement in environmental protection and conservation.	Deliver or support activities and events encouraging community involvement including Repair Cafes four times a year, Okotoks Clean Up annually and several swap events to support the circular economy.

Services	Description	Sub-Services	Description	Level of Service
		B.2.1.b Education and Outreach	Environmental resources, information, and learning opportunities shared with the public. Attend events to provide information about and promotion of waste and recycling services and other areas including water, biodiversity, energy.	<p>Deliver or support activities and programs that encourage community involvement. Examples include - Nature Friday and school programs. Presentations and tours of the Eco Centre are provided to schools, residents and interest groups on enhanced waste management practices.</p> <p>Special emphasis is given each summer to water conservation and helping the community reduce water consumption to stay within outdoor water use targets set by the Town.</p> <p>Attendance at Town delivered events such as a bike valet available at: Okotoks Parade, Spring into Summer, Canada Day, Taste of Okotoks, Summer Round Up.</p>
		B.1.1.c Environmental Resources	Environmental resources shared with the public.	Do-It-Yourself Home Energy Audit Kits and radon monitors are loaned out for one week to Okotoks Residents and Businesses. Various publications are produced and provided on a yearly basis to educate and encourage community involvement.
		B.1.1.d Presentations/ Speaking Engagements	Provide presentations to external organizations to share information about Okotoks' successes in environmental initiatives and programs.	Provided upon request.
B.2.2 Environmental Strategy, Planning and Policies	The curation of environmental data and consultation to help inform the development of strategies, plans, and policies related to environmental stewardship.	B.2.2.a Environmental Data	Curation and provision of environmental data for decision-making.	Data is updated annually or as needed and shared annually through a Council report.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
B.3 Waste Management				
B.3.1 Solid Waste Collection	Collection, processing and disposal of garbage, organic waste and recyclable material for residents and Town facilities.	B.3.1.a Curbside Garbage Collection & Disposal	Curbside collection and disposal of landfill material for Okotoks residents and Town facilities.	<p>Residents are provided with one Town-owned waste cart 240L. An official Town excess garbage bag is available for any occasional excess.</p> <p>Additional garbage carts may be requested by multi-family residential and households with legal secondary suites.</p> <p>Garbage Carts are picked up bi-weekly.</p> <p>Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>
		B.3.1.b Curbside Organic Collection & Processing	Collection and processing of organic waste for residents and Town facilities.	<p>Residents are provided with one Town-owned organic cart.</p> <p>Collection of organic carts:</p> <ul style="list-style-type: none">• April to October - weekly• November to March - every two weeks <p>Compliance with Okotoks Waste Management Bylaw, Okotoks Utility Policy, Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.</p>
		B.3.1.c Recycling Collection	Collection of recyclable material for residents, and Town facilities.	<p>Residents are provided with one Town-owned 240L recycling cart.</p> <p>Carts are picked up weekly from residences and Town facilities. Multi-family buildings pick-up available at some locations (service level in development).</p> <p>Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>

Services	Description	Sub-Services	Description	Level of Service
		B.3.1.d Recycling Depot	A centralized site where residents can bring recycling, hazardous waste and electronics for proper disposal.	The Eco Centre is a staffed depot. Hours of Operation as outlined below. Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.
		B.3.1.e General Waste Collection	Collection of waste from manicured parks and open spaces (including civic buildings and boulevards), and sport fields.	Manicured parks and open spaces - Litter picking and single stream waste bins collected up to 18 times per year. Sports Fields: single stream waste bin collected up to 27 times per year. Beverage recycling bins provided in select locations.
B.3.2 Solid Waste Programming	Targeted annual or seasonal community events designed to encourage appropriate disposal of solid waste.	B.3.2.a Compost Giveaway	Compost distributed to residents for household use.	Organized two months a year; spring and fall for residents to pick up for household use.
		B.3.2.b Christmas Tree Drop Off	Real Christmas tree drop-off for use at the landfill as amendment in their composting process.	Provide drop-off locations for real Christmas trees and chip at drop-off sites annually.
		B.3.2.c Reduction of Solid Waste Generation	Provide an environment to improve waste diversion efforts.	Audit of waste carts regularly scheduled. Compliance with Okotoks Waste Management Bylaw and provincial and federal regulatory/legislative requirements.
B.3.3 Regional Solid Waste Collection	Collection, processing and disposal of garbage, organic waste and recyclable material for residents and Town facilities.	B.3.3.a Regional Curbside Garbage Collection & Disposal	Curbside collection, processing and disposal of landfill material for Diamond Valley.	As per contract. Compliance with provincial and federal regulatory/legislative requirements.
		B.3.3.b Curbside Organic Collection	Collection, processing and disposal of organic waste for Diamond Valley.	As per contract. Compliance with provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		B.3.3.c Curbside Recycling Collection	Collection and disposal of recyclable material for Diamond Valley.	As per contract. Compliance with provincial and federal regulatory/legislative requirements.
Sub - Programs B.4 Water Services				
B.4.1 Meter Operations	Operation and maintenance of Town utility water meters.	N/A	N/A	Standard meter readings are done automatically through a 'remote reading device' and reflect real-time water consumption. Residents can access their consumption information through the online customer water portal. Upon request, a manual meter reading service is provided. New customer meters are installed upon request. Compliance with Okotoks Water Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy and provincial and federal regulatory/legislative requirements.
B.4.2 Utility Locates	Location and marking of underground Water, Sanitary and Storm Utilities.	N/A	N/A	Marking locations of underground Town-owned utility infrastructure as requested through the Alberta One Call system and requirements. Emergency locate requests are given priority.
B.4.3 Water Supply, Treatment and Distribution	Supply, operation and maintenance of the treatment and distribution of drinking water within the Town of Okotoks.	B.4.3.a Potable Water	Provide safe and reliable access to potable water to all residents and businesses connected to the water distribution system.	Annual water usage report to Council including seasonal and annual trends. Potable water is provided 24/7/365 for essential use to all residents and businesses who are connected to a Town water service. Potable water is provided for non-essential use in accordance with water conservation stages as outlined in the Okotoks Water Bylaw. Compliance with Okotoks Water Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		B.4.3.b Non-potable Bulk Water	Supply, operation and maintenance of non-potable bulk water stations to commercial and industrial customers for non-potable irrigation & construction needs.	Non-Potable bulk water is provided to account holders. New account holders must be Industrial or Commercial users within Town limits. Compliance with Okotoks Water Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, Okotoks and provincial and federal regulatory/legislative requirements.
		B.4.3.c Potable Water Treatment	Treatment of water to remove impurities and make the water safe for human consumption before being distributed to the client.	Testing of water completed as mandated through Alberta Environment & Protected Areas (AEPA). 7,156 water quality tests are completed annually as per AEPA approval to operate. Compliance with Okotoks Water Management Bylaw, Okotoks Utility Policy, Okotoks and provincial and federal regulatory/legislative requirements.
B.4.4 Stormwater Drainage Service	Stormwater Drainage manages the flow of rainfall, snowfall and surface water runoff from properties and roadways through the Town of Okotoks to mitigate the possibility of flooding, erosion, property damage and other unintended impacts.	B.4.4.a Stormwater Diversion	Respond to and mitigate the impact of stormwater after a weather event.	Provide service to customers connected to the stormwater drainage system 24/7/365. Compliance with Okotoks Storm Drainage Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.
B.4.5 Wastewater Collection and Treatment	Wastewater Collection and Treatment provides safe and effective collection, treatment and disposal of wastewater from all properties within the Town of Okotoks that are connected to the municipal wastewater system.	B.4.5.a Wastewater Collection	Provide a reliable wastewater conveyance service through the operation and maintenance of underground collection systems.	Provide 24/7/365 service to customers connected to the wastewater collection system. Compliance with Okotoks Sanitary Sewer Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		B.4.5.b Wastewater Treatment	Treatment of wastewater collected before being discharged to the receiving environment.	<p>Testing of wastewater completed as mandated through Alberta Environment & Protected Areas (AEPA). 2,454 wastewater quality tests are completed annually as per AEPA approval to operate.</p> <p>Compliance with Okotoks Sanitary Sewer Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>
Sub - Programs				
B.5 Land Use Planning and Development				
B.5.1 Current Planning - Application Processing	Processing and coordination of the approval of statutory plans and amendments, and development, subdivision and condominium applications.	B.5.1.a Development Permit Application Review	The review and processing of development applications as per the Alberta Municipal Government Act (MGA).	<p>Respond to applicants within 20 days to verify the completeness of the application or with agreed upon extensions as per the MGA.</p> <p>Applications processing time is 40 days following the formal acceptance of the application or with agreed upon extensions as per the MGA.</p> <p>Compliance with Okotoks Land Use Bylaw, the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.</p>
		B.5.1.b Compliance Certificate Applications	The review and processing of compliance certificate applications.	Compliance with the Okotoks Fees, Rates and Charges, and Land Use Bylaws, Okotoks Encroachment Policy and all other related provincial and federal regulatory/legislative standards.
		B.5.1.c Subdivision Applications	The review and processing of subdivision applications as per the Alberta Municipal Government Act (MGA).	<p>Respond to applicants within 20 days to verify the completeness of the application or with agreed upon extensions as per the MGA.</p> <p>A decision on a subdivision is made within 60 days or with agreed upon extensions as per the MGA.</p> <p>Compliance with the Okotoks Fees, Rates and Charges, and Land Use Bylaws and the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.</p>

Services	Description	Sub-Services	Description	Level of Service
		B.5.1.d Condominium Certificates	The review and processing of condominium certificate applications as per the Alberta Municipal Government Act (MGA).	Compliance with the Okotoks Fees, Rates and Charges, and Land Use Bylaws, the MGA and Condominium Property Act and all other related provincial and federal regulatory/legislative standards.
		B.5.1.e Land Use Bylaw Amendments	The review and processing of applications for changes to the Land Use Bylaw.	Compliance with the Okotoks Land Use Bylaw, Okotoks statutory plans and the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.
		B.5.1.f Statutory Plan Amendments	The review and processing of applications for changes to Statutory Plans including Area Structure Plans and Neighbourhood Area Structure Plans, and the Municipal Development Plan.	Compliance with Okotoks statutory plans, Calgary Region Metropolitan Board (CMRB) Regional Growth Plan and the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.
		B.5.1.g Telecommunicati on Towers - reviewing and issuing concurrence and non-concurrence	Provide a letter of concurrence and non-concurrence based on the application process that is required by Okotoks Telecommunication Antenna Structures Siting Protocols.	Compliance with Okotoks Telecommunication Antenna Structures Siting Protocols and the Innovation, Science and Economic Development (ISED) Canada under the Radio Communication Act.
		B.5.1.h Permanent Road Closure	Review and process applications for permanent road closures.	Compliance with Okotoks Disposal of Roadway, PUL Lots and Walkways Policy, and the Municipal Government Act and all related regulations.
		B.5.1.i Reserve Land Disposal	Review and process applications for disposal of municipal, school or community reserves, or a combination of.	Compliance with Municipal Government Act and all related regulations.

Services	Description	Sub-Services	Description	Level of Service
		B.5.1.j Assignment and Changes to Addressing	Assignment of addresses for properties in Okotoks.	<p>A property owner can apply to have their address changed. If the Town determines the change can be accommodated without violating sequence or parity, the change is permitted.</p> <p>Compliance with Okotoks Naming of Roadways, Parks, Neighbourhoods and Facilities Policy, Okotoks Assigning or Revising Addresses for Parcels and Structures Policy, Okotoks Addressing Bylaw and the Municipal Government Act and all related regulations.</p>
		B.5.1.k Technical Reviews	Review drawings of related infrastructure required to service lands in subdivisions.	Review and provide comments back to the applicant within six to eight weeks subject to complexity and volume of requests.
		B.5.1.l Development and Site Servicing Plans	Processing and coordination of Development Site Servicing Plans and supporting technical information.	Review and provide comments back to the applicant within four to six weeks subject to complexity and volume of requests.
		B.5.1.m On-Street Construction Applications	Review and provide approval of on-street construction and associated traffic accommodation plans.	Review and provide comments back to the applicant within one to two weeks subject to complexity and volume of requests.
		B.5.1.n Water Allocation System	Manage the water allocation system including issuing of the Water Verification and Assignment Process Certificates.	Compliance with the Okotoks Water Allocation Policy and Administrative Guidelines and the Okotoks Fees, Rates and Charges Bylaw.
		B.5.1.o Shallow Utility Line Assignment	Review and approve applications for installation of shallow utilities.	Review and provide comments back to the applicant within four weeks subject to complexity and volume of requests.
B.5.2 Development Permit Inspections	Review and inspect developer infrastructure as per approved Development Agreements and engineering standards.	N/A	N/A	An inspection will be scheduled upon request subject to the terms of the Development Agreement.

Services	Description	Sub-Services	Description	Level of Service
B.5.3 Lot Grading Certificates	Review and approval of lot grading certificates.	N/A	N/A	Compliance with Grading and Landscaping Bylaw.
B.5.4 Long Range Land Use Planning	Management of long-range land use plans such as the Municipal Development Plan (MDP), statutory and regulatory planning.	B.5.4.a Development, Management and Implementation of Long-Range Statutory Plans	Planning for future municipal growth. This work includes long range planning, statutory and regulatory planning, creation and management of guidelines and procedures, infill planning, etc.	Plans, policies and strategies are reviewed as set out in each plan, policy or strategy or as required. Compliance with provincial and federal regulatory/legislative standards.
B.5.5 Business Licensing	Processing of business licence applications and provision of industry specific requirements and regulations for businesses looking to operate in Okotoks.	B.5.5.a Business Licence Issuance	Inform applicants of the required municipal approvals for a business to legally operate. This includes informing and assisting businesses in applying for required permits and licences, directing them to other resources/services when applicable, processing applications/renewals and issuing business licences.	January 1, 2025 – Acknowledge submission of business licence application in one business day. Compliance with Okotoks Business Licensing Bylaw. Further service levels are under review with the new process implementation in 2025.
		B.5.5.b Business Licensing Bylaw Stewardship	Research and monitor new industry trends and business innovations. Recommend bylaw/policy updates to address new issues arising from new trends/innovations. Inform relevant parties of new bylaw/policy updates.	Bylaw reviewed as required.
B.5.6 Compliance and Complaint Investigations	Respond to, investigate, and follow up with complaints regarding activity that does not comply with the Business Licence and Land Use Bylaws.	B.5.6.a Business Licensing Compliance	Respond to, investigate, and follow up with complaints regarding business activity that does not comply with the Business Licence Bylaw.	Determine response and escalate as required. Compliance with Okotoks Business Licensing Bylaw.

Services	Description	Sub-Services	Description	Level of Service
		B.5.6.b Land Use Bylaw Compliance	Respond to, investigate, and follow up with complaints regarding activity that does not comply with the Land Use Bylaw.	Determine response and escalate as required. Compliance with Okotoks Land Use Bylaw.
B.5.7 Intermunicipal and Regional Relations	Consultation, coordination, and collaboration with regional partners.	B.5.7.a Intermunicipal and Regional Planning	Regular coordination, collaboration, and consultation with the Calgary Metropolitan Region Board (CMRB) related to regional economic development and planning initiatives.	Attend CMRB Meetings including working groups. Participation as required within the timelines provided. Review and respond to regional Intermunicipal circulations within the required timelines. Provide updates and information to Council as required. Complete required studies and planning documents in alignment with CMRB Growth Plan deadlines such as joint area planning. Compliance with the CMRB Growth Plan.
B.5.8 Property Administration	Maintain an inventory of all municipally owned buildings, land and land rights/interests. Create and manage occupancy agreements (e.g. land and facility space lease agreements). Purchase or lease of land/building or interests to provide space to Town activities including special projects, public and / or operational needs. Dispose of building or land holdings.	N/A	N/A	Monitor compliance with lease agreements as required. Lease agreements are reviewed as per renewal dates. Purchase, sales and leasing managed through a third-party vendor as required.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
B.5 Infrastructure Planning				
B.6.1 Off-Site Levy Program	Administration of off-site levy policy on all development and planning applications including calculation of levies.	B.6.1.a Off-site Levy Program Administration	Administration of off-site levy bylaw on all development and planning applications including calculation of levies and providing an annual report.	Compliance with Okotoks Off-Site Levy Bylaw.
		B.6.1.b Off-site Levy Bylaw Update	Updates to the Offsite Levy Bylaw such as calculation of new levies and any changes to off-site levy requirements.	Update frequency as required by the Okotoks Off-Site Levy Bylaw.
Programs				
C. Economic Development				
Sub - Programs				
C.1 Economic Development				
C.1.1 Economic and Market Data	Curation and provision of local economic and market data for business decision-making.	N/A	N/A	Data is shared regularly on the Town website, through the business newsletter, in public presentations, and directly with businesses.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
C.2 Business Retention and Expansion				
C.2.1 Business Support Programs	<p>Offer programs that support business growth, provide business revitalization within key business districts such as the downtown and recognize Okotoks business achievements.</p> <p>This includes encouraging and driving local business tourism efforts through the creation of local shopping campaigns and providing a reliable source of information to visitors and residents.</p>	N/A	N/A	<p>Shop local marketing campaigns are conducted annually.</p> <p>Okotoks Visitor Guide and Destination Okotoks website updated as required.</p> <p>Advertise throughout the year through various mediums, (newspaper, external tourism websites and publications)</p>
C.2.2 One on One Business Support	<p>Provide direct contact to help businesses navigate challenges that come with starting a new business, relocating or expanding their business in Okotoks.</p> <p>Develop, manage and maintain relationships with local businesses through formal and informal liaising opportunities.</p>	N/A	N/A	<p>Response times may vary due to the complexity of the request or the volume of requests.</p>

Services	Description	Sub-Services	Description	Level of Service
C.2.3 Business Education and Information Sharing	Offer timely and valuable information and learning opportunities that strengthen and support the growth of local businesses such as referrals and connections.	N/A	N/A	Offer a monthly newsletter to the business community.
C.2.4 Business Supports	Offer timely and valuable information and learning opportunities that strengthen and support the growth of local businesses such as referrals and connections.	N/A	N/A	Offer a monthly newsletter to the business community.
Sub - Programs				
C.3 Investment and Attraction				
C.3.1 Economic Opportunities	Provide assistance to external economic opportunities to promote the Town of Okotoks and local business.	C.3.1.a Film Permitting	Facilitation of film permits for filming in Town streets, recreational and cultural spaces.	Response and level of support are dependent on the type of request, complexity of work and requested timelines.
		C.3.1.b Government Referred Economic Opportunities	Review viability of government referred economic opportunities with potential private partners and internal business areas and complete an application if required.	Respond to opportunities within required timelines.
		C.3.1.c Investment Opportunities	Liaison between developers, realtors, investors and other interested parties to identify new opportunities.	Represent the Town at regular association meetings such as the Okotoks Chamber of Commerce, and public events such as Small Business Month. Attend trade shows or conferences as deemed necessary. Response times may vary due to the complexity of the opportunity.

Services	Description	Sub-Services	Description	Level of Service
C.3.2 Investment and Attraction Facilitation	Assist new businesses, developers, and investors in navigating the Town's regulatory processes, including facilitation of meetings, problem solving, and interpretation of statutory documents and Town guidelines.	N/A	N/A	Doing Business in Okotoks publication available online and print copies available throughout the community and the Municipal Centre. Host or facilitate meetings between internal Town staff and prospective businesses/developers as required.
C.3.3 Economic Development Relations	Consultation, coordination and collaboration with external business and economic development organizations.	C.3.3.a Consultation with Business	Provide regular consultation and liaison services to improve the Town's understanding of local business interests and perspectives. This includes consultation and meetings with businesses, groups, and conducting surveys.	A Business Survey is conducted every two years. Meet monthly with the Chamber Board of Directors Meet regularly with support network (OEE) that includes Community Futures, Attend regular conferences with Industry Associations such as the Economic Development Association.
		C.3.3.b Regional Economic Development	Regular coordination, collaboration and consultation with regional economic development organizations related to regional economic development.	Coordinating, collaborating and consulting where there is an organizational requirement or strategic alignment. Meet monthly with Calgary Regional Economic Development, (a branch of the Calgary Regional Metropolitan Board).

Services	Description	Sub-Services	Description	Level of Service
Programs				
D. Integrated and Accessible Transportation				
Sub – Programs				
D.1 Public Transportation				
D.1.1 Transit	Provision of convenient, affordable and effective public transit services within Okotoks	D.1.1.a On-Demand Transit	Direct door-to-door pick up and drop off service to all destinations within Okotoks.	<p>Vehicles owned by the Town, Service provided by a contracted third party.</p> <p>Only available within the developed Okotoks boundary. Operating Hours: Monday - Friday 5:30 am - 11:30 pm, Saturday, Sunday & holidays 6:00 am - 11:30 pm. Cashless system. Riders can create accounts, book trips, bike racks and purchase bulk ride credits in advance using the Okotoks Transit application. All owned vehicles are wheelchair accessible.</p> <p>Books of ten paper tickets are available at the following locations only: Okotoks Municipal & Recreation Centres, Medicine Shoppe, Save-On-Foods, Safeway and Sobeys using cash, debit, or credit cards. Domestic animals are permitted on vehicles either on-leash or in a travel kennel and must be under the care and control of the owner.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative standards.</p>
		D.1.1.b Public Transit Inquiries and Assistance	Providing information and resources related to transit including general inquiries and lost and found.	Contracted service through a third party. Operating Hours: Monday - Friday 5:30 am - 11:30 pm, Saturday, Sunday & holidays 6:00 am - 11:30 pm.
		N/A	N/A	<p>Contracted service through a third party available within the developed Okotoks boundary.</p> <p>A typical e-Scooter season runs from April to October, weather permitting. Cashless system. Riders can create accounts and book trips.</p>
D.1.2 Shared Micromobility - E-scooters	Provision of convenient, affordable and effective e-scooters within Okotoks to encourage people to walk more often and reduce impact on the environment. They bridge gaps in travel that personal vehicles, transit, or infrastructure may not cover.			

Services	Description	Sub-Services	Description	Level of Service
Sub – Programs				
D.2. Snow Clearing and Ice Control				
D.2.1 Snow Clearing and Ice Control	Snow clearing and ice control of Town priority one pedestrian crossings, parking lots, roads, pathways and sidewalks. Except for emergency conditions, snow and ice control operations may be modified or adjusted when the daily high temperature including wind chill factor is lower than minus thirty-five degrees Celsius (35°C). When storms are continuous or follow closely one after the other, operations will be repeated or continued on the highest priority until completed before moving on to the next priority route. The snow and ice control program will “reset” when continuous snow events are experienced.	D.2.1.a Priority 1: Arterial Roads and Downtown	<p>Snow and ice control of major roadways that expedite the movement of vehicles between communities and major destinations, carries the highest traffic volume, and serves as essential to providing access to neighbourhood entrances.</p> <p>Downtown includes Elizabeth Street, McRae Street, and North Railway Street between Northridge Drive and Lineham Avenue and Veterans Way between South Railway Street and Mountain Street. See the Okotoks Snow Clearing Routes map on the Town Website for details.</p>	<p>Sanding operations shall commence within four (4) hours when snowfall accumulation under approximately 4cm has occurred.</p> <p>Snow clearing will commence within four (4) hours when approximately 4cm or more has accumulated.</p> <p>Snow removal may be initiated when compacted snow on the road is sufficient to impede the flow of traffic, causes drainage concerns, or when windrows along the side of the road become excessive as determined by the Chief Administrative Officer.</p> <p>Once snow clearing / plowing of Priority 1 routes commences, all routes within this category within twenty-four (24) hours after the snow event has ceased shall be cleared of snow and ice generally from the edge of road to edge of road (curb to curb) or around parked vehicles and other objects to ensure that the largest extent of the road has been reasonably cleared.</p> <p>Additional snow clearing (widening) along these routes may occur once all other priority and secondary routes have received an initial snow clearing response.</p> <p>This service level and associated Snow Clearing Routes map located on the Town website are reviewed annually.</p>

Services	Description	Sub-Services	Description	Level of Service
		D.2.1.b Priority 2: Collector Roads	Snow and ice control on roadways that connect local streets to arterial roads; carry moderate volumes of traffic; this type of roadway carries vehicles between arterial and residential roadways. See the Okotoks Snow Clearing Routes map on the Town Website for details.	<p>Sanding operations shall commence within twenty-four (24) hours when snowfall accumulation under approximately 4cm has occurred.</p> <p>Snow clearing will commence within twenty-four (24) hours when approximately 4cm or more has accumulated.</p> <p>Snow removal may be initiated when compacted snow on the road is sufficient to impede the flow of traffic, causes drainage concerns, or when windrows along the side of the road become excessive as determined by the Chief Administrative Officer.</p> <p>Once snow clearing / plowing of Priority 2 routes commences, all routes within this category within forty-eight (48) hours after the snow event has ceased shall be cleared of snow and ice generally from the edge of road to edge of road (curb to curb) or around parked vehicles and other objects to ensure that the largest extent of the road is reasonably cleared.</p> <p>This service level and associated Snow Clearing Routes map located on the Town website are reviewed annually.</p>
		D.2.1.c Priority 3: Residential Roads and Alleys	Snow and ice control of undivided roadways that provide direct access and collect traffic from abutting residential properties and distributes this traffic to collector roads. Alleys are a narrow road rights-of-way also referred to as a lane that provide access to the rear of buildings and parcels of land. See the Okotoks Snow Clearing Routes map on the Town Website for details.	<p>Snow and ice control operations are activated when the road is rendered impassable, extenuating circumstances exist, or as required.</p> <p>Routes in this category are sanded and bladed flat to minimize rutting when identified but snowpack of varying depths may be left in accordance with what is required to minimize driving difficulty and when extenuating circumstances exist.</p> <p>Snow removal and / or snow storage operations may be implemented when the road is rendered impassable, poses significant safety concerns, drainage is impacted, other extenuating circumstances as determined, or when compacted snow exceeds 25cm.</p> <p>This service level and associated Snow Clearing Routes map located on the Town website are reviewed annually.</p>

Services	Description	Sub-Services	Description	Level of Service
		D.2.1.d Sidewalk and Primary Pathway	Snow clearing on asphalt pathway or concrete walk located on or adjacent to public lands that is interconnected to the greater pathway/sidewalk system and is typically 2.5-4m in width. See Okotoks Snow Clearing Pathways & Sidewalks map for details.	<p>To facilitate active transportation, primary pathways and sidewalks are cleared once snowfall accumulation of approximately 2cm or greater has occurred and is completed within twenty-four (24) hours after the snow event has ceased.</p> <p>Pathway and sidewalk snow clearing commences as a 7-day service from November 1 through March 31, except December 25, 26 and January 1.</p> <p>Pathway sanding operations commence on an as-needed basis after snow-clearing activities are completed on normal operational weekdays.</p> <p>This service level and associated Snow Clearing Pathways & Sidewalks map located on the Town website are reviewed annually.</p>
		D.2.1.e Pedestrian Crossings	Snow clearing on concrete or asphalt sloped ramps, which enables a safe and accessible transition for pedestrians and pathway vehicles between sidewalks/pathways and a roadway.	<p>To facilitate active transportation, pedestrian crossings are cleared once snowfall accumulation of approximately 4cm or greater has occurred and is completed within twenty-four (24) hours of the completion of Priority 1: Arterial Roads and Downtown.</p> <p>Priority 1 Pedestrian Crossings snow clearing commences as a 5-day service on normal operational weekdays from November 1 through to March 31.</p> <p>Priority 1 Pedestrian Crossings will be cleared of snow to a sufficient width to accommodate crossing by people with accessibility needs (e.g., wheelchair or stroller).</p> <p>This service level and associated Priority 1 Pedestrian Crossings map located on the Town website are reviewed annually.</p>
D.2.2 Street Cleaning	Street cleaning to all paved roadways and town parking lots.	N/A	N/A	Street Cleaning to all paved roadways and town parking lots once annually to a swept standard. Higher priority locations cleaned first, in spring with additional summer and fall debris cleaning as required.

Services	Description	Sub-Services	Description	Level of Service
Programs				
E. Business and Financial Management				
Sub – Programs				
E.1 Asset Management				
E.1.1 Recreation Asset Management and Maintenance	Maintenance of the Town's recreation assets including indoor and outdoor facilities and amenities.	E.1.1.a Recreation Facility and Amenities Maintenance	Maintenance and asset renewal of recreation facilities and amenities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs. Compliance with provincial and federal legislative/regulatory standards.
E.1.2 Parks Asset Management and Maintenance	Maintenance of the Town's Park assets including healthy turf.	E.1.2.a Maintenance of Cemetery Grounds, Sport Fields, Parks and Manicured Areas	Grass cutting, fertilizing, aerating, sweeping, sports fields, parks and manicured Areas.	Firebreak strips provided adjacent private property line where topography permits. Mowing strips along primary pathways. Cemetery grounds, manicured parks and open spaces (including civic buildings and boulevards adjacent public parcels) - includes regular mowing/trimming up to eighteen times per year. Sports Fields: Regular mowing/trimming up to twenty-seven times per year. Cutting levels at 2 1/2" length. Spring sweeping and fertilizing. Aerating, sod replacement, over seeding, verti-cutting, topdressing as needed. Standard and Premier fields are irrigated.
		E.1.2.b Park Facility and Amenities Maintenance	Maintenance and upgrade asset renewal of park facilities and amenities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs. Compliance with provincial and federal legislative/regulatory standards.
E.1.3 Building Asset Management and Maintenance	Maintenance of the Town's building assets.	E.1.3.a Emergent Building Repair	Emergent repairs to provide environmentally responsible, safe and efficient building sites for client enjoyment.	Emergent repairs to maintain minimum industry standards. Compliance with provincial and federal legislation/regulatory standards.

Services	Description	Sub-Services	Description	Level of Service
		E.1.3.b Building Maintenance	Planning, budgeting and scheduling appropriate preservation and maintenance activities to meet service levels and standards. Actual materials and processes are dependent on asset type and "need".	Maintenance according to manufacturer's specifications and industry standards, within approved budgets. Compliance with provincial and federal legislation/regulatory standards, codes & best practices.
E.1.4 Transportation Network Asset Management and Maintenance	Management and stewardship of the Town's Transportation Network. This includes the establishment of strategic asset management plans, and the operational processes required to maintain existing assets.	E.1.4.a Emergent Sidewalk Repair and Maintenance	Emergent repairs to provide safe surfaces for pedestrian travel. Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	The sidewalk network is evaluated on a three-year cycle. Repair on a priority basis in accordance with Town standards, within an approved annual operating budget. Compliance with provincial and federal regulatory/legislative requirements.
		E.1.4.b Maintenance of Bridge Structures	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Bridge structures inspections are scheduled and evaluated as per Alberta Transportation Regulations and Standards. Maintenance work is prioritized based on evaluation results. Compliance with provincial and federal regulatory/legislative requirements.
		E.1.4.c Maintenance of Roadways	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition Assessment of Priority roadways is assessed on a four-year basis and an overall condition index is assigned. Maintenance activities are scheduled to maintain road condition and extend service life based upon priority of roadway, condition and visual inspection within the approved maintenance budget.

Services	Description	Sub-Services	Description	Level of Service
		E.1.4.d Maintenance of Traffic Signs, Traffic Signals and Road Markings for Road Safety	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Annual formal inspection and repair of all traffic signals including all lights and push buttons. Ongoing condition review of traffic signs and signals for repair or replacement. Road markings are repainted on an annual basis, as required. Emergent repairs and maintenance on an as required basis.
E.1.5 Public and Permanent Art Collection	Facilitate procurement and maintenance of the Town's public and permanent art collection.	E.1.5.a Management of Public and Permanent Art Collection	Plan, commission, project manage, record, inspect, assess and maintain the Town of Okotoks public and permanent art collection.	Provide service in accordance with Alberta Museums Association and CARFAC (Canadian Artists Representation) standards.
E.1.6 Transit Fixed Asset Management and Maintenance	Maintenance and upgrade of transit fixed assets to ensure safe, well-maintained, well-functioning assets for residents' enjoyment.	N/A	N/A	Preventative maintenance and repairs as required.
E.1.7 Water Distribution System Asset Management	Management and stewardship of the Town's water supply, treatment and distribution assets.	E.1.7.a Water Source & Transmission Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water source and transmission assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
		E.1.7.b Water Treatment Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water treatment assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		E.1.7.c Water Distribution Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water distribution assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
E.1.8 Wastewater Collection and Treatment Asset Management	Management and stewardship of the Town's wastewater collection and treatment assets.	E.1.8.a Wastewater Collection Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water source and transmission assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
		E.1.8.b Wastewater Treatment Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of wastewater treatment assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
E.1.9 Stormwater Drainage Assets	Management and stewardship of the Town's stormwater drainage assets.	E.1.9.a Stormwater Drainage Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of stormwater drainage assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
E.2 Business Development				
E.2.1 Fund Development	Raising funds to support the delivery of Town of Okotoks services to the community.	E.2.1.a Advertising Opportunities	Provide businesses with advertising opportunities through agreements for Town of Okotoks physical spaces.	Inventory varies based on availability and market demand and promotes the purchaser's brand, product or service. Terms and conditions are as identified in the Town of Okotoks Sponsorship and Naming Rights Policy.
		E.2.1.b Sponsorship Opportunities	Provide businesses with sponsorship opportunities through agreements for Town of Okotoks naming rights, physical spaces, programs, services and events.	Partnerships will be ongoing continuation of funds or in-kind. Inventory varies based on availability and market demand and provides opportunities for activation with specific use of branding/advertising. Opportunities will leverage the commercial benefit of a program, service, performance, event or facility. Sponsorship opportunities are available for various events. Terms and conditions are as identified in the Town of Okotoks Sponsorship and Naming Rights Policy.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
E.3 Strategic and Business Planning				
E.3.1 Corporate Alignment and Business Planning	Align the Town's short, medium and long-term efforts to the Town's Strategic Plan and Municipal Development Plan.	E.3.1.a Strategic Planning	<p>Town of Okotoks Strategic Plan is the primary directional plan that establishes Council's strategic priorities and expected outcomes. The Plan guides Town administration's corporate, business and financial planning activities.</p> <p>The Okotoks Council Strategic Plan priorities will be informed by the Town's Vision, Mission, Values, Municipal Development Plan, Long-Range Strategies, Council's knowledge of the community and community consultation through various community engagement methods.</p>	<p>Council develops the Town's four-year Strategic Plan within 13 to 15 months following the municipal election. (Example Election October 2025 the Strategy is developed January to March 2027).</p> <p>Council meets every two years to formally review progress towards the achievement of expected strategic outcomes (priorities), to discuss emergent items and re-prioritize outcomes if required.</p>
E.3.1 Corporate Alignment and Business Planning	Align the Town's short, medium and long-term efforts to the Town's Strategic Plan and Municipal Development Plan.	E.3.1.b Corporate Business Plan	Development and monitoring of a four-year plan that contains the priority initiatives the organization is working on from the Council's Strategic Plan, the Municipal Development Plan, internal long term and medium plans, and organizational improvement initiatives.	<p>The Corporate Business Plan is a rolling four-year plan that is updated annually or as required.</p> <p>It is posted on the Town website within one week of Council approval.</p>

Services	Description	Sub-Services	Description	Level of Service
		E.3.1.c Non-Statutory Plans	Development, management and implementation of medium and long-range plans such as master plans, technical service plans, strategies, frameworks and Business Centre Plans. This includes development of studies as needed. Examples include the Sanitary Servicing Master Plan, Environmental Master Plan and the Recreation, Parks and Leisure Master Plan.	Plans, strategies and frameworks are reviewed as required. Where applicable progress reporting is completed through the Corporate Progress Report biannually.
E.3.2 Inter-governmental Relations and Advocacy	Administrative liaise with other orders of government, other municipalities, and municipal partners to promote and progress the Town's advocacy strategy and priorities.	N/A	N/A	<p>Items are addressed on a priority and impact basis.</p> <p>Quarterly Okotoks/Foothills County Intermunicipal committee meetings with representatives from Town of Okotoks and Foothills County.</p> <p>Attendance at Alberta Municipalities and other municipal partnership committees as required.</p> <p>Compliance with Okotoks Mayor and Deputy Mayor's Roles Policy GP-B-2.1.</p>
Sub - Programs E.4 Financial Operations and Management				
E.4.1 Utility Account Management	Management of utility accounts for water, wastewater, stormwater and solid waste (garbage, organics and recycling).	E.4.1.a Utility Account Set up and Closure	Management of set up and closure of utility accounts.	<p>Utility accounts are set up with confirmed notification of change.</p> <p>Accounts are set up and closed within five business days. Service is provided in-person, by phone and online.</p>

Services	Description	Sub-Services	Description	Level of Service
		E.4.1.b Utility Customer Billing Issuance and Payment Collection	Management of billing and payment of utility accounts.	<p>Bills are processed and issued every two months. Paper and electronic options are available. Payment must be received by the Town on or before the payment due date to avoid late fees, and transfers to property tax accounts.</p> <p>When closing accounts, final bills are processed upon request. Payments are collected through pre-authorized withdrawals, online, by mail and in person at the Okotoks Municipal Centre as per hours below.</p>
E.4.2 Accounts Payable	Provision of accurate, timely processing of all vendor invoices and staff expense claims while ensuring policies and procedures are followed.	N/A	N/A	<p>Acknowledge response to vendor inquiries within two business days.</p> <p>Provide cheque runs once a month, Electronic Funds Transfer (EFT) runs bi-weekly.</p>
E.4.3 Procurement	Acquisition of goods and/or services, including the development and execution of contracts and managing the competitive bid process.	E.4.3.a Procurement - Contracts	Offering support to the Corporation in terms of the acquisition of goods and/or services, including the development and execution of contracts and managing the competitive bid process.	Ensure the integrity of the competitive bid process through process control, transparency and competition in compliance with relevant Trade Agreements.
Sub - Programs				
E.5 Community, Business and Financial Reporting				
E.5.1 Corporate Budgeting and Reporting	Provide transparency and accountability through corporate budgeting and reporting to Council and the community. It also helps monitor and report on results against plans, including strategic plans, long-term plans, business centre plans and budgets.	E.5.1.a Town's Annual Report	An Annual Business and Financial Report that includes progress towards the City's Strategic Plan and the City's Audited Financials, in accordance with the Government Finance Officer Association (GFOA) criteria and timelines.	<p>Audited financial statements are provided annually by an external auditor. The Town's Annual Report is available online by June 30th of each year.</p> <p>Compliance with GFOA criteria and timelines.</p>

Services	Description	Sub-Services	Description	Level of Service
		E.5.1.b Corporate Progress Report	Provide progress and organizational performance reporting on initiatives listed in the Corporate Business Plan.	Reports are provided to Council twice a year to meet the needs for regular and formal communication. The Corporate Progress Report is posted on the Town website within one week of presenting to Council.
		E.5.1.c Town Budget	Okotoks Proposed Budget is the coordination of the operating and capital budgets and forecasts. This provides information on the Strategic Plan and MDP of the Corporation and proposed budget for the upcoming year. The report is used by Council when approving the budget.	Four-year budget with amendments annually or as required. Operating and Capital budget amendments are processed as required. Proposed budget for the next year provided in October-November to be deliberated and approved by Council by end of November. The Budget document is updated with Council's approved budget by the second week of January of the following year.
		E.5.1.d Quarterly Variance Reports	Financial Reports outline the Town's financial performance for a quarter. Corporate reports are provided to Council and Strategic Leadership Team on a quarterly basis to meet the needs of regular and formal communication.	Reports are provided within two months of the quarter being completed to Council.
Sub - Programs				
E.6 Municipal Assessment and Taxation				
E.6.1 Property Assessment	The delivery of accurate and equitable property assessments that are essential for the distribution of the annual tax levy.	E.6.1.a Assessment Notice Roll Development	Development of the annual assessment and taxation roll used internally for forecasting purposes and for the preparation of the annual tax levy process as per the Municipal Government Act requirements.	Completed by February 28th of the year following the valuation year. Annual tax roll is completed by June 1st of the year in which the taxes are imposed. Ensure compliance in the provision of assessment values to the general public, the Town, and legislative bodies as per requirements of the Municipal Government Act and all associated regulations, guidelines and Ministerial orders.

Services	Description	Sub-Services	Description	Level of Service
E.6.2 Tax Account Management	Administration of the annual and supplementary tax levy, pre-authorized payment system, school support declarations, property tax collection process and land title changes.	E.6.1.b Assessment Inquiries	Response to assessment inquiries. 60 days after Combined Assessment and Tax Notices are mailed, property owners can review and appeal the assessed value.	Compliance with Municipal Government Act and all associated regulations, guidelines and Ministerial orders.
		E.6.1.c Maintenance of the Assessment Roll	Re-inspection of existing property to help maintain accurate and up-to-date property data. This includes a Request for Information mail-out and updating building permit data.	Re-inspection of all improved residential properties is done within provincial audit standards. Permits are responded to on a quarterly basis, with all new construction permits reviewed prior to Dec 31st of the current year.
		E.6.2.a Annual and Supplemental Tax Levy Administration	Collection of levies from property owners. Includes administration of property tax billing, school support declarations.	Property Tax Notices are issued as per the Municipal Government Act by May 30th of each year.
		E.6.2.b Annual Property Tax Levy	Prepare tax rates for review and approval by Council. The municipal property tax rates are set by Council annually through the Okotoks Property and Supplemental Tax Rates Bylaw.	Okotoks Property and Supplemental Tax Rates Bylaw updated annually. Compliance with the Municipal Government Act.
		E.6.2.c Climate Energy Improvement Projects (CEIP) Tax Levy	Prepare tax rates for climate energy improvement projects (CEIP).	Added to the Property Tax Notice, provided by May 30th of each year.

Services	Description	Sub-Services	Description	Level of Service
		E.6.2.d Tax Payment and Collections	Provide access to payment systems and conduct collections for tax accounts.	Tax Installment Payment Plan (TIPP) accounts are administered semi-monthly, on an as-required basis. Pay taxes: Monthly by automatic bank withdrawals or post-dated cheques using TIPP. By cheque, money through the mail or in our 24-Hour Drop Off Box at the Municipal Centre. By debit card at the Municipal Centre as per hours below or through a bank or credit union. Taxes cannot be paid by credit card or e-transfer. Payment must be received by the Town on or before the payment due date to avoid late fees.
		E.6.2.e Registered Land Title Updates	Bi-monthly updates from the Province to the Town for property owner title changes.	Process on the 2nd and 16th of each month.

Sub - Programs

E.7 Communications

E.7.1 External Communications and Marketing	Distribution of information externally with the intent to inform and educate the public or to promote and encourage the public to take certain action.	E.7.1.a Marketing	Create and distribute material with the intent to promote and encourage the public to purchase memberships; sign up for classes; buy tickets to shows; visit amenities; attend events; and promote the town as a place to invest, shop, live and visit.	Information will be provided through various channels including: <ul style="list-style-type: none"> • Website • Social media • Publications • Advertising and Promotion • Video, Photography and Multimedia
		E.7.1.b Communications and Public Relations	Create and distribute information externally with the intent to inform and educate the public on various matters related to the Town's and Council's business, programs, services, projects, and amenities.	Information will be provided through various channels including: <ul style="list-style-type: none"> • Website • Social Media • Publications • Advertising and Promotion • Video, Photography and Multimedia Newspaper ads - biweekly full-page Town Page ad plus business centre ads.

Services	Description	Sub-Services	Description	Level of Service
		E.7.1.c Media Relations	All media relations activities are arranged including management of media relations, contacts and interviews, preparation of key messages, monitoring Town related media coverage, preparation and distribution of news releases, public service announcements and media advisories and media training. Also includes acting as a media liaison of the mayor, and upon request for Council.	Media services are available 24/7/365. Provide notice to the media at least 24 hours prior to an event. For an emergent event, notice is immediate. Media inquiries are acknowledged within two hours whenever possible and always within one business day from the time of contact. Town responds to media inquiries and/or accommodates interview requests within requested or negotiated timelines. News releases are posted on the Town website and emailed to each media outlet.
E.7.2 Brand Management	Oversee and preserve integrity of the brand internally and externally (logo, typeface, messaging and tone). Application includes advertising, printed and digital materials, signage, and social media to ensure the brand is consistently applied and protected.	N/A	N/A	Requests for usage of the Town of Okotoks logo by a third party will be reviewed to meet Okotoks Brand Style Guide.
E.7.3 Digital Communications and Publications	Develop, advise, and oversee standards for corporate external and internal websites, electronic communications, including advertisements and social media presence. Develop and maintain digital assets such as video and images. Develop and maintain content on Websites.	N/A	N/A	The Town's internal and external websites are available 24/7/365 outside of regular scheduled maintenance.

Services	Description	Sub-Services	Description	Level of Service
E.7.4 Special Communication Events	Provide planning, support and implementation of special communication events such as park and facility renaming and funding announcements.	N/A	N/A	Communication of event within two weeks' notice where possible.
Programs				
F. Local and Regional Governance				
Sub - Programs				
F.1 Local Governance				
F.1.1 Council Representation	Provide governance and financial oversight through legislated activities of Council including setting policy and priorities, and by determining appropriate service levels provided by the Town of Okotoks.	N/A	N/A	Compliance with Municipal Government Act, Okotoks Governing Principles Policy GP-A-1.0 and Okotoks Council's Roles and Responsibilities Policy GP-B-2.0.
Sub - Programs				
F.2 Municipal Elections and Democratic Processes				
F.2.1 Administrative Tribunals	Provision of advice regarding legislative and procedural processes and processing of required information for Subdivision and Development Appeal Board (SDAB) and Assessment Review Boards (ARB).	F.2.1.a Assessment Review Boards (Local, Composite and Preliminary)	Statutorily mandated administrative tribunals to hear appeals of tax and assessment matters.	<p>Appeals are received, and hearings are scheduled within legislated timelines. One provincially trained Legislative Affairs Officer attends all ARB hearings to facilitate the orderly flow of the hearing and provide procedural advice.</p> <p>Local appeals must be submitted 21 days (complainant), seven days (assessor), and three days (complainant) prior to the hearing. Composite appeals must be submitted 42 days (complainant), 14 days (assessor) and seven days (complainant) prior to the hearing. All proceedings are recorded. Decisions must be written and distributed within 30 days.</p>

Services	Description	Sub-Services	Description	Level of Service
		F.2.1.b Subdivision and Development Appeal Board	Statutorily mandated administrative tribunals to hear appeals of subdivision and development decisions of Planning and Development.	<p>Appeals are received, and hearings are scheduled within 30 days of receipt of the appeal. Applicants, appellants, business centres and Board members receive notices and agendas at least five days prior to the hearing.</p> <p>All proceedings are recorded. One provincially trained Legislative Affairs Officer attends all appeal hearings to facilitate the orderly flow of appeals and provide procedural advice.</p> <p>Decisions are provided to the parties of the appeal within 15 days of the hearing.</p>
F.2.2 Council Committees	Provision of advice regarding legislative and procedural processes for various Council committees.	F.2.2.a Governance Committees	Provision of support for the Committees as listed in the Okotoks Governance Committees of council Bylaw. Committee support includes procedural advice and other support as required.	Compliance with the Okotoks Governance Committees of Council Bylaw.
		F.2.2.b Committee Administrative Liaison	Provide administrative support to Family and Community Support Services Committee and United Way/Okotoks Partnership Committees.	Compliance with Okotoks Governance Committees of Council Bylaw.
		F.2.2.c Council Member(s) Appointments	The appointment of Council members to committees/boards is at the mayor's discretion.	Done annually at the organizational meeting.
		F.2.2.d Council Member(s) Appointments	The appointment of Council members to committees/boards is at the mayor's discretion.	Done annually at the organizational meeting.

Services	Description	Sub-Services	Description	Level of Service
		F.2.2.e Recruitment of Public Members	Council committee Nomination Panel review applications and makes recommendations to Council on who to who to who to appoint.	Advertising for the recruitment of public members is done annually or when vacancies occur. Postings are advertised for three weeks or as required. Selected candidates are interviewed and recommended to Council at a regular meeting. Letters are sent to successful and unsuccessful applicants to inform them of the decision after the Council meeting.
F.2.3 Council Meetings	Management of Council Meetings including development of agendas, drafting minutes, and circulating agenda packages, and other services as required.	F.2.3.a Council Meeting Streaming	The online streaming of all public Council and Council Committee meetings.	All Town Council meetings will be streamed live. One Legislative Officer manages this service during each meeting.
		F.2.3.b Council Meeting Management	Management of Council Meetings including development of agendas, drafting minutes, and circulating agenda packages, assignment of action items after the Council meeting, and other Services as required.	Two Legislative Affairs Officers attend all Council meetings (one for streaming of meeting management). The agenda is published the Thursday before a regular Council meeting. Provision of advice regarding legislative and procedural processes as required.
F.2.4 Municipal Elections	Organization, coordination and delivery of municipal elections.	F.2.4.a Election Voting Opportunities	Facilitate the process of collecting and counting ballots cast by eligible voting residents to determine which candidates are elected to serve as councilors or school trustees.	The general election is organized and conducted every four years as per legislation. Compliance with the Alberta Local Authorities Election Act, Municipal Government Act, School Act and Okotoks Election Procedures Bylaw.
		F.2.4.b Election Candidates Nominations	Management of established election standards and processes to election candidates.	The general election is organized and conducted every four years as per legislation. Compliance with the Alberta Local Authorities Election Act, Municipal Government Act, School Act. Additional services provided include a candidate's information handbook, education session, daily candidate Q & A's and posting of the same to the Town website.

Services	Description	Sub-Services	Description	Level of Service
F.2.5 Public Notices and Advertisements	Notices are developed and advertised to inform the public of hearings, meetings and workshops.	N/A	N/A	Compliance with the Alberta Municipal Government Act.
F.2.6 Municipal Census	Organization and coordination of municipal census.	N/A	N/A	<p>The Census is open for at least six weeks to allow residents time to provide information.</p> <p>Census information can be completed in person (at the door) or online. Census results are submitted to the provincial government by September 1 in the year the census was conducted.</p>
F.2.7 Community Engagement	Planning, development of methods, coordination and guidance based on the Community Engagement Strategy and Toolkit. Lead the corporate level community engagement process related to informing; gauging; and increasing awareness of residents' and business' perceptions and opinions of the community, Council priorities, Town services and budget.	F.2.7.a Community Engagement Stewardship	Stewardship of the Town's Community Engagement Practice to ensure the Town's Community Engagement Policy meets the Municipal Government Act requirements and follows the practice established by the International Association for Public Participation.	Compliance with the Okotoks' Community Engagement Policy, and Administrative Guidelines.
		F.2.7.b Budget Consultation	Community engagement conducted to inform Town budget decision-making.	<p>Provide decision-making information to create the approved budget as required.</p> <p>Results are shared with Council and available to the public within 14 days following the presentation to Council.</p>
		F.2.7.c Community Survey	Opportunity for households/businesses to provide their opinion, perceptions and levels of satisfaction with services, quality of life and governance tax strategies.	<p>A community survey is conducted every four years. Survey is offered online or by phone with a target of a minimum of 400 households.</p> <p>Results are shared with Council and available to the public within 14 days following the presentation to Council.</p>

Services	Description	Sub-Services	Description	Level of Service
		F.2.7.d Shape Our Town Okotoks	An online platform provides residents with an opportunity to inform various Town issues, projects, initiatives and plans from across the organization. A range of engagement activities is provided, such as discussion forums, idea-generation boards, polls and surveys.	Content monitoring occurs 24/7/365 to address any challenges/issues that arise through a third-party provider.
		F.2.7.e MGA Community Engagement Opportunities	Provide opportunities for residents to provide input into various community opportunities as required by the Alberta Municipal Government Act (MGA).	<p>Compliance with the Municipal Government Act.</p> <p>Community engagement activities are developed to adhere to principles within Okotoks Community Engagement Policy and Administrative Guidelines.</p> <p>The Town provides at least one week's notice prior to community engagement activity taking place.</p> <p>Formal reports on community engagement input are shared with the public.</p>
		F.2.7.f Other Community Engagement Opportunities	Town offers opportunities for residents to provide input into community design, capital projects, customer client satisfaction and other items that have an impact on the community.	<p>Community engagement activities are developed to adhere to principles within Okotoks Community Engagement Policy and Administrative Guidelines.</p> <p>The Town provides at least one week's notice prior to community engagement activity taking place.</p> <p>Formal reports on community engagement input are shared with the public.</p>

Town Facility Operating Hours

Okotoks Eco Centre

Tuesday to Saturday 9:00am - 5:00pm

Okotoks Recreation Centre

Monday to Friday 5:30 a.m. – 10:00 p.m.
Saturday 5:30 a.m. – 10:00 p.m.
Sunday 8:00 a.m. – 6:00 p.m.

Okotoks Family Resource Centre

Monday – Friday
9:00 am - 12:00 p.m., 1p.m. - 4:00p.m. closed holidays

Okotoks Museum and Archives

Monday – Saturday 10:00 am - 5:00 pm

Okotoks Arts Gallery

Monday - Saturday 10:00 am - 5:00 pm

Okotoks Municipal Centre

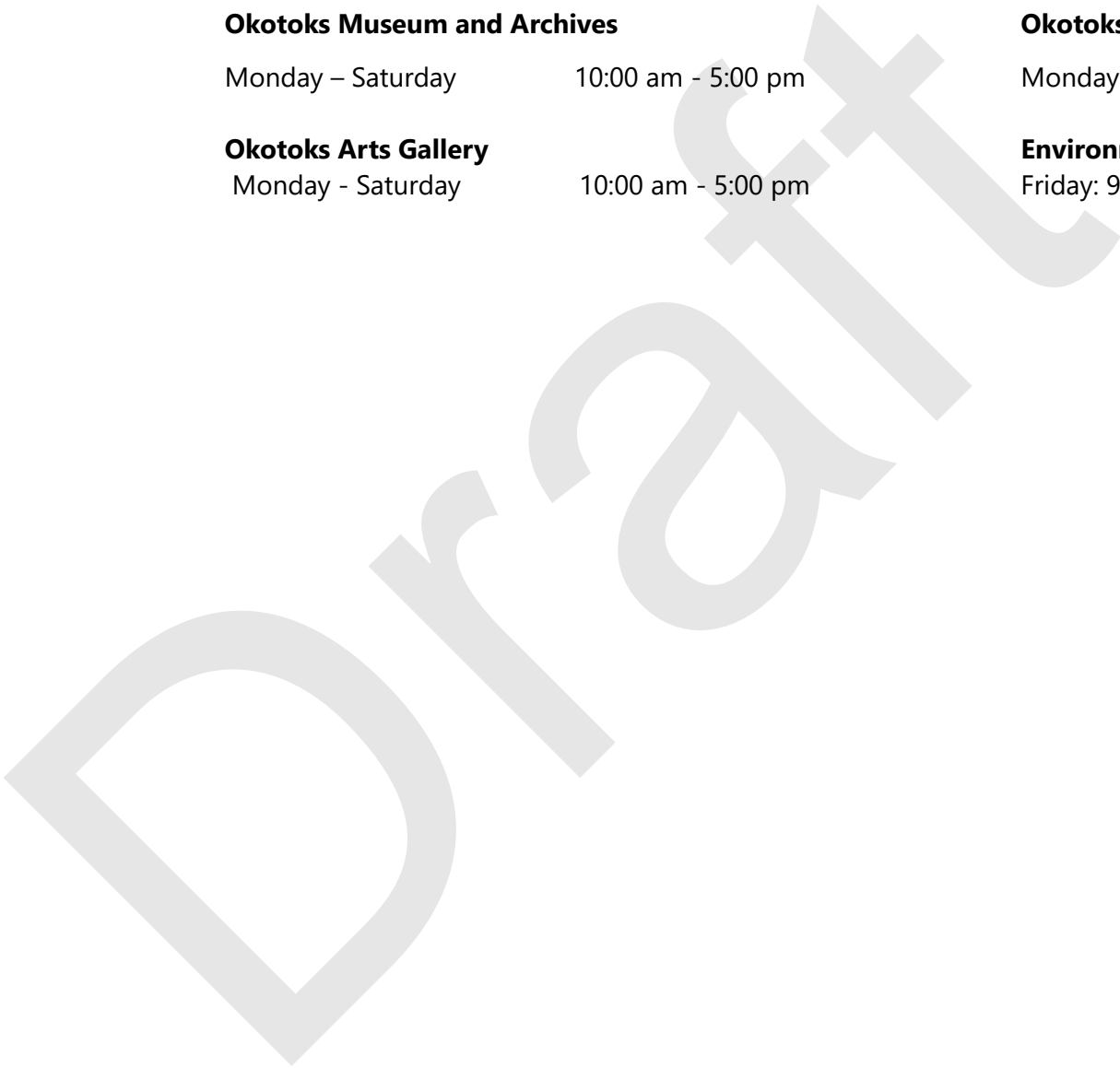
Monday - Friday
8:00 am - 4:00p.m. closed holidays

Okotoks Southridge Centre

Monday - Friday: 8:00 am - 4:00p.m. closed holidays

Environmental Education Centre

Friday: 9:00 am - 4:00 pm and/or prebooked programs





BYLAW 22-25 to AMEND PROCEDURE BYLAW 06-25

Purpose

The purpose of Bylaw 22-25 is to amend Procedure Bylaw 06-25 to ensure compliance with conducting public hearings, Council and Committee meetings via electronic means under the *Municipal Government Act (MGA)*.

Readings

This Bylaw is ready for three readings.

Report, Analysis and Financial Implications

At the January 27, 2025 Regular Council meeting, Procedure Bylaw 06-25 was passed to update public hearing processes including the removal of the 15 minute public hearing break, and clarify the meeting procedures for electronic meeting participation.

At that time, Administration drafted new provisions to the Procedure Bylaw based on best practices implemented by some of the larger municipalities in the province and the review of the Bill 20 changes in the MGA for Council meetings.

Training held by Alberta Municipal Affairs in mid-April clarified the electronic requirements for Council meetings and public hearings required under Part 17 (planning) provisions of the *MGA*. As required under the *MGA*, these meeting changes must be completed by April 30, 2025. Municipal Affairs strongly advised at that training session that a legal review be conducted by every municipality to ensure explicit compliance.

The legal review of Procedure Bylaw 06-25 recommended amendments to sections 6.6 and 6.7 including:

- explicitly stating that Part 17 (planning) public hearings are provided for in the Procedure Bylaw as required under section 199 of the *MGA*;
- clarifying that the public "must" be given notice, allowed to participate and be given the ability to observe meetings and public hearings;
- clarifying that Council members when attending remotely for a closed session must be visible at all times;
- ensuring that roll call is taken to ensure accurate meeting and public hearing attendance; and
- clarifying that the video or audio of meetings will be posted on the website for a minimum of five (5) years and align with the Town's records retention policies.

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"/>	Organizational Excellence	<input type="checkbox"/>	Enhanced Culture & Community Health

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

These proposed amendments are required to ensure compliance with legislation. It is important that they are completed prior to the next scheduled public hearings in May.

Attachment(s)

1. Draft Procedure Amending Bylaw 22-25
2. Redlined Procedure Bylaw 06-25

Prepared by:
Cathy Duplessis
Legislative Affairs Manager
April 17, 2025

BYLAW 22-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO AMEND PROCEDURE BYLAW 06-25

WHEREAS pursuant to the provisions of the *Municipal Government Act*, RSA 2000, c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) passed Bylaw 06-25 for the purpose of regulating meeting procedures of Council and its Committees; and

WHEREAS Council deems it desirable to amend Bylaw 06-25 to provide clarity for electronic means for public hearings and Council and Committee meetings.

NOW THEREFORE Council enacts as follows:

That Bylaw 06-25 be amended by:

1. Deleting section 6.6 Electronic Meetings in its entirety and inserting the following:

6.6 Electronic Meetings

- 6.6.1 Meetings will be livestreamed.
- 6.6.2 Meetings will be conducted using the electronic participation platform if any Members are attending remotely as set out in this Bylaw, if they are public hearings under Part 17 of the *MGA*, or where otherwise required by law. Meetings may be conducted using the electronic participation platform as determined by the CAO.
- 6.6.3 If a meeting is being conducted using the electronic participation platform:
 - 6.6.3.1 notice must be given to the public on the Town's website of the meeting, including the way in which it is to be conducted;
 - 6.6.3.2 the public must be able to participate, watch, and listen to the meeting at the place or by the means specified in that notice; and
 - 6.6.3.3 all the meetings' participants must be able to hear and (if applicable) watch each other.
- 6.6.4 Members may participate in Council and committee meetings using the electronic participation platform if:
 - 6.6.4.1 the Member is in a location outside of Okotoks for any reason;
 - 6.6.4.2 the Member is located in Okotoks but is unable to attend a meeting for medical reasons of the Member or for the care of a family member or a person in that Member's household; or
 - 6.6.4.3 there are other exceptional circumstances and Council has approved electronic participation..
- 6.6.5 A Member intending to attend a meeting using the electronic participation platform shall notify the CAO in advance of the start of the meeting.

- 6.6.6 Members may attend Council and committee meetings using the electronic participation platform up to six (6) times per year after which Council approval will be required.
- 6.6.7 Members attending closed session meetings using the electronic participation platform must use a platform that allows for video participation and be visible at all times to ensure attendance accuracy.
- 6.6.8 If any Members are participating in a meeting using the electronic participation platform, the Chair will conduct a roll call immediately after the meeting is called to order to confirm the identity of such Members and may do so again from time to time during the meeting.
- 6.6.9 Members participating in a meeting conducted using the electronic participation platform are deemed to be present at the meeting.
- 6.6.10 When the Mayor attends a meeting using the electronic participation platform, the role and duties of chair may be reassigned to the Deputy Mayor.

2. Deleting section 6.7 Recordings in its entirety and inserting the following:

6.7 Recordings

- 6.7.1 Regular Council Meetings, Governance and Priorities Committee Budget Meetings, and Annual Budget Meetings will be recorded through video or audio services and be available for at least five (5) years on the Town's website. Such recordings shall thereafter be managed in accordance with the Town's records retention policies.

This Bylaw shall come into full force and effect upon third and final reading and Bylaw 06-25 and any amendments thereto are hereby amended.

READ A FIRST TIME this day of 2025.

READ A SECOND TIME this day of 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer

BYLAW 06-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO REGULATE MEETING PROCEDURES OF COUNCIL AND ITS COMMITTEES

WHEREAS by virtue of the power conferred on it by the *Municipal Government Act (MGA)*, RSA 2000, c. M-26 and amendments thereto, the Council of the Town of Okotoks duly assembled, enacts as follows:

1. SHORT TITLE

- 1.1. This Bylaw may be known as the "Procedure Bylaw".

2. DEFINITIONS

In this Bylaw, unless the context otherwise requires, the following means:

- 2.1. **Administration** - the Chief Administrative Officer and through the Chief Administrative Officer, the directors, managers, and employees of the Town of Okotoks.
- 2.2. **Acting Mayor** - the Councillor appointed if the Mayor's office becomes vacant.
- 2.3. **Acting Deputy Mayor** - the Councillor appointed by Council at the Inaugural Meeting to preside at any meeting of Council in the absence, ineligibility, or incapacity of both the Mayor and the Deputy Mayor. The Acting Deputy Mayor is the next Councillor in the current Deputy Mayor Rotation schedule.
- 2.4. **agenda** - the list of items and order of business for any meeting of Council or its committees.
- 2.5. **chair** - the person who has been given authority to direct the conduct of a meeting including the appointed head of a committee.
- 2.6. **challenge** - an appeal of a ruling of the chair.
- 2.7. **Chief Administrative Officer (CAO)** - the person appointed to the position of the Chief Administrative Officer for the Town of Okotoks, within the meaning of the *MGA* and the Town of Okotoks' CAO Bylaw.
- 2.8. **closed session** - when the assembly has closed that portion of the meeting to the public in accordance with one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* to discuss an item privately.

- 2.9. **committee** - any board, committee, commission, task force, or other body to which Council may appoint members.
- 2.10. **consent agenda** - a list of items which may include reports presented for information, items recommended from a committee, first reading of bylaws, minute adoption, and other items as outlined in Schedule "A".
- 2.11. **Council** - the Mayor and Councillors of the Town of Okotoks duly elected pursuant to the provisions of the *Local Authorities Election Act*, as amended, or any legislation in replacement or substitution thereof.
- 2.12. **Councillor** - a member of Council, including the Mayor, duly elected and continuing to hold office.
- 2.13. **Deputy Mayor** - the Councillor appointed by Council at the Inaugural Meeting to preside at any meeting of Council in the absence, ineligibility, or incapacity of the Mayor, as per the current Deputy Mayor Rotation schedule.
- 2.14. **electronic participation platform** - any electronic or digital technology, including but not limited to telephone, video conferencing, or other internet-based applications, that enable remote attendance and participation in Council or committee meetings, as approved by the CAO.
- 2.15. **ex-officio** - membership by virtue of one's office and/or where appointed by Council; ex-officio members do not form part of the quorum when not present and when present, do form part of the quorum and may vote unless specifically excluded from voting by resolution or bylaw.
- 2.16. **general municipal election** - an election held in the Town of Okotoks to elect the Councillors as described in the *Local Authorities Election Act*, as amended, or any legislation in replacement or substitution thereof.
- 2.17. **Inaugural Meeting** - the Organizational Meeting immediately following a general municipal election as described in subsection 4.1 of this Bylaw.
- 2.18. **Mayor** - the Councillor duly elected as the Chief Elected Official and continuing to hold office, and is the chair at all meetings of Council.
- 2.19. **Member** - a Councillor, including the Mayor, or an appointed member of a committee.
- 2.20. **Organizational Meeting** - the meeting held as described in subsection 4.2 of this Bylaw, including the Inaugural Meeting.

- 2.21. **parliamentary inquiry** - a request for information from the chair about parliamentary procedure that does not require a formal ruling.
- 2.22. **point of order** - a demand that the chair enforce the rules of procedure.
- 2.23. **point (or question) of privilege** - a request made to the chair or Council on any matter related to the rights and privileges of Council, individual Councillors, or Administration which include the:
- 2.23.1. organization or existence of Council;
 - 2.23.2. comfort of Councillors;
 - 2.23.3. conduct of Administration or members of the public in attendance at the meeting;
 - 2.23.4. accuracy of the reports of Council's proceedings;
 - 2.23.5. reputation of Councillors or Council; and
 - 2.23.6. reputation of Administration.
- 2.24. **postpone** - to delay the consideration of any matter either to a definite time (for example when further information is likely to be obtained), or indefinitely.
- 2.25. **Public Hearing Meeting** - a meeting of Council, which is convened to hear representations on matters in accordance with section 230 of the *MGA* and the procedures under section 17 of this Bylaw.
- 2.26. **put** - when the chair calls for a vote or puts the question to vote, the chair asks: "Are you ready for the question?".
- 2.27. **quorum** - a majority of members appointed and serving on Council or a committee, including the Mayor.
- 2.28. **second** - a Councillor who makes a formal statement of support for a suggestion made by another Councillor during a meeting to allow a discussion or vote.
- 2.29. **special resolution** - a resolution passed by a two-thirds majority of all Councillors or two-thirds of all members of a committee.
- 2.30. **table** - a motion to delay consideration of any matter indefinitely in order to deal with more pressing matters, which does not set a specific time to resume consideration of a matter.
- 2.31. **Town** - the Corporation of the Town of Okotoks in the Province of Alberta and where the context so requires, the area of land within the corporate boundaries thereof.

- 2.32. **two-thirds (2/3) vote** - a vote by 2/3 of Members present at the Council or committee meeting and entitled to vote on the motion.
- 2.33. **Vice Chair** - the Member elected annually after the Organizational Meeting, or as required, from among the voting membership, who presides over and is responsible for the conduct of a committee meeting in the absence, ineligibility, or incapacity of the chair.

3. INTERPRETATION AND APPLICATION

3.1. Rules for Interpretation

- 3.1.1. The headings in this Bylaw are for reference purposes only.

3.2. Suspension of Rules

- 3.2.1. Council may suspend any provision of this Bylaw by special resolution except:
- 3.2.1.1. the provisions about statutory hearings; and
 - 3.2.1.2. the provisions for amending or repealing this Bylaw.

3.3. Council Proceedings

- 3.3.1. When any matter relating to proceedings in Council or in the committees arises which is not covered by a provision in this Bylaw, the matter shall be decided by reference to Robert's Rules of Order Newly Revised.

3.4. Paramount Rules

- 3.4.1. If the provision in any other bylaw conflicts with the rules in this Bylaw, this Bylaw will prevail.

4. ORGANIZATION OF COUNCIL

4.1. Inaugural Meetings

- 4.1.1. Council must hold its Inaugural Meeting no later than two (2) weeks after each general municipal election at the time and place fixed by the CAO. At this meeting:
- 4.1.1.1. all Councillors must sign the Code of Conduct Bylaw;
 - 4.1.1.2. all Councillors must take the oath of office;
 - 4.1.1.3. the seating of the Councillors excepting that of the Mayor shall be determined by lot for a term through to a following Organizational Meeting of Council;
 - 4.1.1.4. rotation schedules for the position of Deputy Mayor shall be determined by the Mayor for the term of the Council; and

- 4.1.1.5. all other matters required under section 4.2 must be dealt with.

4.2. **Organizational Meetings**

- 4.2.1. An Organizational Meeting of Council must be held annually, according to section 192 of the *MGA*. At this meeting, Council must establish:
 - 4.2.1.1. Regular Council Meeting dates;
 - 4.2.1.2. the appointment of Councillors to committees (preferences which are established through submissions to the Mayor for consideration) as per the established Governance Committees of Council Bylaw and the recommendations of the Mayor shall be put before the full Council for ratification;
 - 4.2.1.3. the appointment of citizen and youth Members as per the established Governance Committees of Council and Tribunal Boards Bylaws and the recommendations of the Nomination Committee shall be put before the full Council for ratification; and
 - 4.2.1.4. the seating of Councillors, excepting that of the Mayor, shall be determined by lot for a term through to a following Organizational Meeting of Council; and
- will deal with any other business described in the notice of the meeting.
- 4.2.2. In case the seat of any Councillor becomes vacant by reason of death, resignation, or otherwise, the Councillor elected to fill the place shall occupy that seat in the Council Chamber.

5. **MEETINGS OF COUNCIL**

5.1. **Meetings**

- 5.1.1. Regular Council Meetings shall be held on the second (2nd) and fourth (4th) Monday of each month, except for one (1) meeting in July, August, and December. Where a Regular Council Meeting falls on a holiday, the meeting shall be held the next day. All Regular Council Meetings will commence at 2:00 p.m. beginning immediately with a closed session until 3:00 p.m., at which time the public portion of the meeting will commence. Meetings will be held in the Council Chamber or other location as determined by the CAO, and by electronic participation platform as required.
- 5.1.2. Public Hearing Meetings will begin at 6:30 p.m. on the same days as Regular Council Meetings and will be held in the Council Chamber or other location as determined by the CAO, and by electronic participation platform as required.

- 5.1.3. The date and time of the Regular Council Meeting may be changed provided changes are made and posted by the Thursday (or four (4) days) prior to the Regular Council Meeting.
- 5.1.4. Any scheduled Regular Council Meeting may be cancelled by 2/3 vote of all Councillors.
- 5.1.5. When it is necessary to continue the meeting beyond the relevant day the meeting will be continued at 6:00 p.m. on the day following the said day, unless otherwise determined by a 2/3 vote of all Councillors.

5.2. **Meetings Prior to a General Election**

- 5.2.1. When Council establishes the annual schedule of meetings, Council will not schedule Regular Council Meetings between the close of the nomination period and the Inaugural Meeting.

5.3. **Adjournment**

- 5.3.1. On the day of a Regular Council Meeting, Council shall adjourn at 9:45 p.m. if in session at that hour, unless otherwise determined by a 2/3 vote of all Councillors present. A motion to extend the time of the meeting beyond 9:45 p.m. may be made and passed while in Council.

5.4. **Quorum**

- 5.4.1. As soon after the appointed hour of the meeting as there is a quorum present, the Mayor shall take the chair and the Councillors shall be called to order.
- 5.4.2. In case the Mayor or Deputy Mayor is not in attendance within 15 minutes after the hour appointed, the Acting Deputy Mayor shall preside during the meeting until the arrival of the Mayor or Deputy Mayor.
- 5.4.3. Whenever a vote on any matter before Council or a committee cannot be taken because of loss of quorum, resulting from the disqualification of a Member or Members from voting, the matter shall be the first business to be proceeded with and disposed of at the next Regular Council Meeting or committee meeting. If quorum is lost for any reason other than the aforementioned reason, the meeting is adjourned.

5.5. **Permission to Leave**

- 5.5.1. When a Councillor wishes to leave the meeting while a meeting of Council is in progress, they shall rise or raise their hand or verbally indicate if attending using the electronic participation platform, and await the permission of the chair before leaving their place.

5.6. Special Meetings

- 5.6.1. The Mayor may call a Special Meeting at any time and must do so if a majority of Councillors so request in writing in accordance with the *MGA*.
- 5.6.2. Notice in writing specifying the time, date, location, and general nature of the business to be transacted must be provided to each Councillor at least 24 hours prior to the Special Meeting.
- 5.6.3. If 24 hours notice cannot be given, 2/3 of all Council must agree to hold the Special Meeting.

5.7. Order of Business

- 5.7.1. The general order of business at a meeting is the order of the items on the agenda except:
 - 5.7.1.1. when a previous meeting has been adjourned for lack of quorum and no Special Meeting has been called to deal with the business of the adjourned meeting, the agenda items from the adjourned meeting must be dealt with before any items on the current agenda; or
 - 5.7.1.2. when Council alters the order of business for the convenience of the meeting by a majority vote; or
 - 5.7.1.3. when the same subject matter appears in more than one (1) place on an agenda and Council decides, by a majority vote, to deal with all the items related to the matter at the same time.

6. AGENDAS AND RECORDS OF MEETINGS**6.1. Agenda Format**

- 6.1.1. The agenda shall list the items or order of business to be conducted at a meeting as set out in Schedule "A".

6.2. Agenda Package Distribution

- 6.2.1. The CAO will make copies of the agenda, reports, and supplementary materials for distribution to Council and the public in electronic format on the Town's website no later than the Thursday before each Regular Council Meeting.
- 6.2.2. The CAO shall ensure that a revised Council agenda package is provided and clearly marked for public viewing on the Town's website no later than 72 hours after each meeting of Council should any revisions to the documents originally provided be required or if there were any additions or deletions to the agenda.

6.3. Adoption of Agenda

- 6.3.1. Council must vote to adopt the agenda prior to transacting other business and may:
 - 6.3.1.1. add new items to the agenda by majority vote of Council; or
 - 6.3.1.2. delete any matter from the agenda by unanimous vote.

6.4. Recording of Minutes

- 6.4.1. The CAO must ensure that all Council minutes are recorded which will include:
 - 6.4.1.1. all decisions and other proceedings;
 - 6.4.1.2. the names of the Councillors present and absent from the meeting;
 - 6.4.1.3. the names of the Councillors present using the electronic participation platform;
 - 6.4.1.4. the names of Councillors, Administration, and other persons present during closed sessions;
 - 6.4.1.5. any declarations of pecuniary interest made under the *MGA* by any Councillor; and
 - 6.4.1.6. the signatures of the chair and CAO.

6.5. Adoption of Minutes

- 6.5.1. The CAO shall ensure the minutes of each Regular Council Meeting are prepared and shall include a copy in the agenda package for the next Regular Council Meeting.
- 6.5.2. The chair shall present the minutes to Council with a request for a motion to adopt the minutes.
- 6.5.3. The minutes of a previous meeting shall not be read aloud unless requested by a majority of Councillors.
- 6.5.4. Any Councillor may make a motion requesting that the minutes be amended to correct any inaccuracy or omission.
- 6.5.5. Only minor changes may be made to correct errors in grammar, spelling, and punctuation or to correct the omission of a word necessary to the meaning or continuity of a sentence; but no change shall be allowed which would alter or affect in a material way the actual decision made by Council.
- 6.5.6. No Councillor may introduce any extraneous evidence to support a challenge to the accuracy of the minutes unless the evidence has been compiled or made under the direction or control of the CAO.
- 6.5.7. If a Councillor wishes to challenge the accuracy of the minutes of a previous meeting, the Councillor must make the challenge known to the CAO before Council has officially confirmed the minutes.

6.6. **Electronic Meetings**

- 6.6.1. Meetings will be livestreamed. ~~and may be conducted using the electronic participation platform if:~~
- 6.6.2. Meetings will be conducted using the electronic participation platform if any Members are attending remotely as set out in this Bylaw, if they are public hearings under Part 17 of the *MGA*, or where otherwise required by law. Meetings may be conducted using the electronic participation platform as determined by the CAO.
- 6.6.3. If a meeting is being conducted using the electronic participation platform:
 - 6.6.3.1. notice ~~is~~ **must be** given to the public on the Town's website of the meeting, including the way in which it is to be conducted;
 - 6.6.3.2. the public ~~is~~ **must be** able to participate, watch, and listen to the meeting at the place or by the means specified in that notice; and
 - 6.6.3.3. all the meetings' participants ~~are~~ **must be** able to ~~watch and hear~~ **and (if applicable) watch** each other.
- 6.6.4. ~~Councillors~~ **Members** may participate in Council and committee meetings using the electronic participation platform if:
 - 6.6.4.1. the Member is in a location outside of Okotoks for any reason; or
 - 6.6.4.2. the Member is located in Okotoks but is unable to attend a meeting for medical reasons of the Member or for the care of ~~an immediate~~ **a** family member ~~or a person in that Member's household; or~~
 - 6.6.4.3. **there are other exceptional circumstances and Council has approved electronic participation**
- 6.6.5. A Member intending to attend a meeting using the electronic participation platform shall notify the CAO in advance of the start of the meeting.
- 6.6.6. Members may attend Council and committee meetings using the electronic participation platform up to six (6) times per year after which Council approval will be required.
- 6.6.7. Members attending closed session meetings using the electronic participation platform must **use a platform that allows for video participation and** be visible at all times to ensure attendance accuracy.
- 6.6.8. **If any Members are participating in a meeting using the electronic participation platform, the Chair will conduct a roll call immediately after the meeting is called to order to confirm the**

identity of such Members and may do so again from time to time during the meeting.

- 6.6.9. ~~Councillors~~ Members participating in a meeting conducted using the electronic participation platform are deemed to be present at the meeting.
- 6.6.10. When the Mayor attends a meeting using the electronic participation platform, the role and duties of chair may be reassigned to the Deputy Mayor.

6.7. **Recordings**

- 6.7.1. Regular Council Meetings, Governance and Priorities Committee Budget Meetings, and Annual Budget Meetings will be recorded through video or audio services and be available ~~in perpetuity~~ for at least five (5) years on the Town's website. Such recordings shall thereafter be managed in accordance with the Town's records retention policies.

7. **INQUIRIES AND RESPONSES**

7.1. **Inquiries**

- 7.1.1. Councillor inquiries may be presented with a maximum of two (2) inquiries per Councillor, per meeting, by verbal inquiry.
- 7.1.2. Administration may respond verbally and immediately following an inquiry; or
- 7.1.3. Administration may provide a written response at the next Regular Council Meeting; or
- 7.1.4. Administration may request that a response be provided at a future time.
- 7.2. Should a response to an inquiry require more than four (4) hours of administrative time, a Council resolution to proceed must be provided at the next Regular Council Meeting.

8. **MOTIONS**

8.1. **Notice of Motion**

- 8.1.1. A Councillor may make a motion introducing any new matter only if:
 - 8.1.1.1. notice is given at a Regular Council Meeting held at least seven (7) days before the Regular Council Meeting at which the motion is proposed to be made and a written copy of the content of the notice is made available to the CAO; or
 - 8.1.1.2. Council passes a special resolution waiving notice.

8.2. **Detailed Notice of Motion**

- 8.2.1. A notice of motion must give sufficient detail so that the subject of the motion and any proposed action can be determined and it must state the date of the meeting at which the notice of motion is proposed to be made. A notice must be given without discussion of the matter, but any written copies distributed may include explanatory paragraphs and must have a seconder prior to the meeting at which it is proposed to be discussed.

8.3. **Delay in Presenting Motion**

- 8.3.1. If a motion is not made at the meeting indicated in the notice, it will appear on the agenda for, and may be made at any of, the next two (2) Regular Council Meetings. After the third (3rd) Regular Council Meeting it will be removed from the agenda and may only be made by a new notice of motion.

8.4. **Style and Presentation of Motions**

- 8.4.1. All motions must be concise and unambiguous.
8.4.2. No motion bringing a new matter before Council may be made while any other motion is in the possession of Council.

8.5. **Recommendations are not Motions**

- 8.5.1. A motion must be made on any agenda item before it is debated. A recommendation in a report does not constitute a motion until a Councillor has expressly moved it.

8.6. **Withdrawal**

- 8.6.1. Once a motion has been moved and stated by the chair, it is in the possession of Council and may not be withdrawn without unanimous consent of Council Members present at the meeting.

8.7. **Urgent Business**

- 8.7.1. A Councillor may move to discuss a matter of urgent public importance without prior notice.
8.7.2. A motion to discuss a matter of urgent public importance must have a seconder.
8.7.3. A motion to bring a matter before Council as urgent business is subject to the following conditions:
8.7.3.1. the matter proposed for discussion must relate to a genuine emergency, calling for immediate and urgent consideration;
8.7.3.2. the motion must not involve discussion of a matter which has been discussed previously in the same meeting, excepting questions raised during Public Delegations; and
8.7.3.3. the motion must not raise a question of privilege.

- 8.7.4. When a Councillor has made a motion to waive notice to bring a matter before Council as urgent business, the chair shall rule upon the admissibility of the matter.

8.8. **Put by the Chair**

- 8.8.1. The chair must put all motions before a vote is taken.

8.9. **Motions to Postpone**

- 8.9.1. Motions to postpone are debateable and debate may deal with the merits of the motion being postponed.
- 8.9.2. Motions to postpone may only be brought back or reconsidered at a Regular Council Meeting held six (6) months or more from the date of postponement; or
- 8.9.3. A special resolution is passed allowing it to be brought back.

8.10. **Amendments**

- 8.10.1. An amendment proposed to a motion must be relevant to its subject matter and must not propose a direct negative of the motion.

8.11. **Friendly Amendments**

- 8.11.1. After debate on a main motion has begun, the Councillor making the motion may, with general consent, make minor changes to the wording or agree to a minor change proposed by another Councillor.

8.12. **Amendments to Amendments**

- 8.12.1. Only one (1) amendment to a motion may be before the meeting at any time, but an amendment to the amendment may be before the meeting at the same time. The amendment to the amendment must be voted on before the amendment.
- 8.12.2. An amendment to an amendment must be relevant to the amendment. When an amendment is to make a change to numbers, the longest time, largest sum, or largest quantity must be put first.

8.13. **Debatability of Amendments**

- 8.13.1. Councillors may debate the merits only of the amendment, not the merits of the motion it is applied to.

8.14. **Cannot Amend Own Motion**

- 8.14.1. A Councillor may not amend their own motion.

8.15. **Referral Motions**

- 8.15.1. A Councillor may move to refer any motion to a committee, Administration, or for investigation and report, and the referral motion:
- 8.15.1.1. will preclude all further amendments to the motion;

- 8.15.1.2. is debatable; and
- 8.15.1.3. may be amended only as to the body of membership to which the motion is referred and the instructions on the referral.

8.16. **Report from Referral**

- 8.16.1. When a response to a referral is before Council, the motion under consideration will be the motion that was referred, including any amendments made prior to the referral.

8.17. **Referrals Refused by the Chair**

- 8.17.1. The chair may refuse to accept a referral motion that would have the effect of defeating the motion to which it applies (for example, due to time constraints).

8.18. **Limiting or Ending Debate**

- 8.18.1. Any motion to limit or end debate:
 - 8.18.1.1. cannot be debated;
 - 8.18.1.2. must be passed by a 2/3 vote; and
 - 8.18.1.3. unless a motion to postpone is made, when a motion limiting or ending debate is carried, the motion to which it applies must be put without further debate or amendment.

8.19. **Take from the Table**

- 8.19.1. Any Councillor may move to take a motion from the table, provided no other motion is on the floor.
- 8.19.2. A tabled motion is brought back with all of the motions connected with it, exactly as it was when laid on the table.
- 8.19.3. A motion to take from the table is not debatable or amendable and requires only a majority vote.
- 8.19.4. If a motion to take a motion from the table is defeated, it may only be made again after other business has intervened.
- 8.19.5. A motion may be taken from the table at any Regular Council Meeting, but not at a Special Meeting unless prior notice was given.
- 8.19.6. If a question is not taken from the table:
 - 8.19.6.1. within six (6) months after the date that it was tabled; or
 - 8.19.6.2. prior to the general municipal election held after it was tabled;
 it may not be taken from the table but may be made only as a new motion.

8.20. **Motions Disallowed**

- 8.20.1. If a motion is contrary to the rules and privileges of Council, the chair may refuse to accept it and must cite the rule or authority applicable without other comment.

8.21. **Privileged Motions**

- 8.21.1. The following motions are privileged motions and may, if the chair determines that they are of overriding importance, interrupt the debate on another motion:
- 8.21.1.1. a point of privilege;
 - 8.21.1.2. a motion to recess;
 - 8.21.1.3. a motion to adjourn; and
 - 8.21.1.4. a motion to fix the time to adjourn.

8.22. **Point of Privilege**

- 8.22.1. A Councillor may raise a point of privilege to remedy any pressing situation at any time. The chair must immediately decide whether to accept the point of privilege. If accepted, it must be dealt with immediately.

8.23. **Motion on Point of Privilege**

- 8.23.1. If a motion is made resulting from an accepted point of privilege, it is not debatable or amendable.

8.24. **Point of Order**

- 8.24.1. A point of order, which requires immediate attention, may interrupt a speaker and is not debatable or amendable. The chair must rule on a point of order and no vote will be taken unless there is a challenge.

8.25. **Motion to Challenge**

- 8.25.1. Any ruling of the chair may be challenged.
- 8.25.2. A motion to challenge may be made only at the time of the ruling, whether or not another speaker has the floor.
- 8.25.3. A motion to challenge must have a seconder.
- 8.25.4. A motion to challenge is debatable unless it relates to decorum, the priority of business, or an undebatable pending motion.
- 8.25.5. If a motion is made to challenge, the chair must state the question: "Is the ruling of the chair upheld?" and may participate in debate on the challenge without leaving the chair.
- 8.25.6. If the chair refuses to put the question on a challenge, the person who would preside if the individual occupying the chair were absent must put the question to Council.

8.25.7. Unless there is a 2/3 vote against it, the ruling of the chair will be upheld.

8.26. **Recess**

8.26.1. Any Councillor may call for a recess at the discretion of the chair. After the recess, business will be resumed at the point when it was interrupted. A recess may not be used to interrupt a speaker.

8.27. **Adjournment**

8.27.1. A motion to adjourn is not debatable or amendable.

8.27.2. Council will take up a motion pending at the time of adjournment as the first item under unfinished business at the next Regular Council Meeting.

8.28. **Notices of Motion Given Prior to Adjournment**

8.28.1. Before putting the motion for adjournment, the chair must allow an opportunity for any notices of motion to be given.

8.29. **Adjournment of Regular Meeting**

8.29.1. A motion to adjourn a Regular Council Meeting or a Public Hearing Meeting requires a majority vote.

8.30. **Objection of Consideration of a Motion**

8.30.1. The purpose of an "objection to the consideration of a motion" is to enable Council to avoid a particular original main motion when it would be undesirable for the motion to come before them, and may be dealt with in the following manner:

8.30.1.1. a Councillor may move to object to the consideration of the main motion prior to any debate on the motion and the chair must state the question: "Will the motion be considered?";

8.30.1.2. a motion to object to the consideration of a motion is not debatable or amendable. The motion objected to will be heard unless there is a 2/3 vote against hearing it; and

8.30.1.3. if Council passes a motion to object to the consideration of a motion, the motion objected to may be brought before Council only by renewal in accordance with subsection 8.36 of this Bylaw.

8.31. **Dividing Motions into Parts**

8.31.1. A Councillor may request that a motion be divided if it contains parts, which stand as complete propositions. Council must then vote separately on each proposition.

8.32. Motions Previously Considered

- 8.32.1. Subject to subsections 8.33 and 8.38 of this Bylaw, once Council has dealt with any matter, a motion that would have a similar result may not be made.

8.33. Reconsidering Motions

- 8.33.1. A Councillor can only introduce a motion asking Council to reconsider a matter dealt with in a previous motion if:
- 8.33.1.1. the motion is made at the same meeting; or
 - 8.33.1.2. the motion is made within two (2) meetings or six (6) weeks, whichever is the shortest length of time, from the passing of the motion at which the original matter was considered; and is moved by a mover who voted with the prevailing results; or
 - 8.33.1.3. the Councillor provides a notice in writing to Council prior to the meeting at which it is to be reconsidered, in which the Councillor sets out what special or exceptional circumstances warrant Council considering the matter again; and
 - 8.33.1.4. the motion to which it is to apply has not already been acted upon.

8.34. Reconsideration Motion Passed

- 8.34.1. If a motion to reconsider is passed, the original motion is on the floor.

8.35. Reconsideration Not Allowed

- 8.35.1. A motion to reconsider may not be applied to:
- 8.35.1.1. any vote which has caused an irrevocable action; or
 - 8.35.1.2. a motion to reconsider.
- 8.35.2. A motion to reconsider is only debateable when the motion being reconsidered is debateable.

8.36. Rescinding and Renewing Motions

- 8.36.1. A motion to rescind a motion, which has been passed, or to renew a defeated motion, may be offered subsequent to the meeting at which the motion was passed or defeated if the rescinding or renewal motion is:
- 8.36.1.1. brought more than six (6) months after the date of the original motion; or
 - 8.36.1.2. brought after a general municipal election that has taken place since the date of the original motion; or

- 8.36.1.3. brought more than one (1) month after the date of the original motion when the original motion was defeated by a tie vote.

8.37. **Notice of Rescission or Renewal**

- 8.37.1. Notice of a motion to rescind or renew a motion must be given or dispensed with pursuant to the provisions of this Bylaw.

8.38. **Rescission Not Allowed**

- 8.38.1. No motion to rescind may be made when:
 - 8.38.1.1. a vote has caused an irrevocable action; or
 - 8.38.1.2. a decision has been made to rescind or reconsider the motion.

9. VOTING

9.1. **Motion Carried**

- 9.1.1. A motion will be carried when a majority of Councillors present at a meeting vote in favour of the motion unless otherwise specified in this Bylaw. When a motion is carried unanimously, it shall be recorded as such.

9.2. **Tie Vote**

- 9.2.1. A motion is defeated when the vote is tied.

9.3. **Failure to Vote**

- 9.3.1. Each Councillor present must vote on every motion as outlined under the *MGA*, unless the *MGA*, or any other provincial or federal enactment requires or permits the Councillor to abstain, in which case the Councillor must cite the legislative authority for abstaining and the abstention and reasons must be recorded in the minutes.

9.4. **Loss of Quorum**

- 9.4.1. If a motion cannot be voted on because there would be no quorum due to:
 - 9.4.1.1. a Councillor(s) declaring a pecuniary interest; or
 - 9.4.1.2. any abstention allowed or required by statute;
 then the matter will be dealt with as unfinished business and proceeded with at the next Regular Council Meeting. If Council is unable to achieve quorum at any meeting on an issue due to the pecuniary interest of Councillors, then Council must ask the Minister for an order or direction under the *MGA*.

9.5. **Voting Procedures**

- 9.5.1. Votes on all motions must be taken as follows:
 - 9.5.1.1. Councillors must be in their designated Council seat when the motion is put;
 - 9.5.1.2. the chair must put the motion;
 - 9.5.1.3. Councillors must use the approved computerized voting system if it is available; or
 - 9.5.1.4. vote by a show of hands if the approved computerized voting system is unavailable; or
 - 9.5.1.5. vote verbally by stating "for" or "against" the motion if participating by the electronic participation platform; and
 - 9.5.1.6. the chair must declare the result of the vote.

9.6. **No Change To Vote**

- 9.6.1. After the chair declares the result of a vote, Councillors may not change their vote for any reason.

9.7. **Silence Once Question is Put**

- 9.7.1. From the time the question is put by the chair until the result of the vote is declared, Councillors must be silent and must not leave their seats.

10. RULES GOVERNING DEBATE

10.1. **Order of Speakers**

- 10.1.1. The chair will determine the speaking order when two (2) or more Councillors wish to speak, subject to challenge.

10.2. **Interruptions**

- 10.2.1. Councillors who have been assigned their turn to speak may only be interrupted by other Councillors including the chair:
 - 10.2.1.1. when a Councillor is debating a subject and no motion is on the floor;
 - 10.2.1.2. when a Councillor has exceeded the five (5) minute time limit to speak;
 - 10.2.1.3. by a point of privilege;
 - 10.2.1.4. by a point of order;
 - 10.2.1.5. by an objection to the consideration of a motion; or
 - 10.2.1.6. by a challenge.

10.3. **Debate**

- 10.3.1. Councillors, including the chair, may enter debate once a motion is on the floor.

10.4. **Chair Entering Debate**

- 10.4.1. The chair may enter debate only after all Councillors have completed debate.

10.5. Councillor Called to Order

- 10.5.1. A Councillor who is called to order must immediately stop talking but must be given an opportunity to challenge before debate is closed. Council will decide the challenge without debate.

10.6. Request to Have Motion Considered

- 10.6.1. A Councillor may require that the motion being considered be read at any time during debate but must not interrupt the speaker.

10.7. Number of Speeches

- 10.7.1. Unless otherwise provided in this Bylaw, Councillors may speak only once on any motion; however, the chair may give permission to speak again.

10.8. Time Limits

- 10.8.1. Each Councillor may speak for five (5) minutes:
 - 10.8.1.1. by asking questions on a motion;
 - 10.8.1.2. in debate on a motion;
 - 10.8.1.3. by asking questions on an amendment;
 - 10.8.1.4. in debate on an amendment; and
 - 10.8.1.5. in reply, when the Councillor is the mover of the motion;
 unless Council gives permission, by a 2/3 vote, to speak for an additional five (5) minutes.

10.9. Opportunity to Be Heard

- 10.9.1. Each Councillor will be given an opportunity to speak to a motion before it is put to a vote, unless a motion is passed to limit or end debate.

11. DUTIES OF THE CHAIR

11.1. Chair to Maintain Order

- 11.1.1. The chair must preserve order and decorum and decide all questions of procedure.

11.2. Citing Reasons for Decisions

- 11.2.1. When the chair makes a decision on a question of procedure, except a parliamentary inquiry, they must provide a reason for the decision.

12. DISCIPLINARY PROCEDURES

12.1. Calling a Councillor to Order

12.1.1. The chair may call to order any Councillor who is out of order.

12.2. Naming a Councillor for an Offense

12.2.1. When a Councillor has been warned about breaches of order but continues to engage in them, the chair may name the Councillor by stating their name and declaring the offense. The CAO must note the offense in the minutes.

12.3. Effect of Naming a Councillor

12.3.1. If a Councillor who has been named:

12.3.1.1. apologizes and withdraws any objectionable statement, then:

- i. that Councillor may remain and continue participating in the meeting; and
- ii. the chair may direct that the notation of the offense be removed from the minutes;

12.3.1.2. if that Councillor fails or refuses to apologize, Council must vote on a motion to expel that Councillor. A motion to expel must be decided without debate and, if passed, that Councillor must immediately leave the meeting.

12.4. Removal of Councillor

12.4.1. If a Councillor has been expelled pursuant to subsection 12.3 of this Bylaw, that Councillor must leave the meeting immediately. The chair may request removal of an expelled Councillor if that Councillor does not leave voluntarily.

12.5. Disturbance by the Public

12.5.1. Members of the public during the proceedings of Council:

12.5.1.1. shall not address Council without permission of the chair;

12.5.1.2. shall maintain order and quiet;

12.5.1.3. shall not applaud or otherwise interrupt any speech or action of the Councillors, or any other person addressing Council; and

12.5.1.4. when granted permission to address Council, shall not use offensive words or speak disrespectfully of Council, any Councillor, or Administration.

12.6. Expel a Public Member

12.6.1. The chair may at any meeting expel and exclude any person who creates any disturbance or acts improperly. A person who refuses to leave is guilty of an offense and the chair may order law enforcement to remove the person.

12.7. Councillor Interference

- 12.7.1. No Councillor shall have the power to direct or interfere with the performance of any work for the Town. Employees shall be subject only to their supervisor (if any) and to the CAO. Nothing in the foregoing shall in any way interfere with or restrict the right of a Councillor to seek formal information from any member of Administration through the office of the CAO.

13. PUBLIC AND CLOSED SESSION MEETINGS**13.1. Agenda Review Process Meeting**

- 13.1.1. The Agenda Review Process Meeting will be conducted as per Schedule "B".

13.2. Public Meetings

- 13.2.1. Except as provided in the *MGA*, Council and Council committee meetings will be held in public and no person may be excluded except for improper conduct.

13.3. Closed Session Meetings

- 13.3.1. Council may by resolution move into a closed session and while in a closed session, Council may not pass any resolutions other than to revert to the public meeting.

13.4. Consent Agenda

- 13.4.1. The recommendation for the consent agenda portion of a meeting is moved and voted upon without debate as one (1) item regardless of the number of reports included.
- 13.4.2. If a Councillor wishes to debate an item included in the consent agenda, a request to exempt the item must be made before the chair puts the vote.

14. STANDING AND SPECIAL COMMITTEES**14.1. Appointment of Committees**

- 14.1.1. Subject to the *MGA*, Council may appoint any committees as are necessary or advisable for the orderly and efficient handling of the affairs of the Town and may establish generally or in detail the:
- 14.1.1.1. duties and responsibilities;
 - 14.1.1.2. composition; and
 - 14.1.1.3. duration of a committee.

14.2. Committee Procedures

- 14.2.1. The business of all committees shall be conducted under the rules as set out in this Bylaw except where the same conflict with the following rules:
 - 14.2.1.1. the chair shall preside at every meeting and shall vote on all questions submitted, and in case of equal division, the question shall be lost. In the absence of the chair, the Vice Chair shall preside or in the absence of both, the committee shall appoint a chair from among the members present;
 - 14.2.1.2. No report or recommendation dealing with any matter or thing shall be recognized as emanating from any committee unless it is in writing, has been certified correct by the CAO, or designate, and refers to the minutes of the committee under which it is issued;
- 14.2.2. Any Councillor who is not a member of a committee, unless attending as the appointed alternate on behalf of the regular member, shall have the right to attend committee meetings with the right of debate, but may not make motions or vote.

15. BYLAWS

15.1. Title and Bylaw Number

- 15.1.1. All proposed bylaws must have a bylaw number assigned by the CAO and a concise title indicating the purpose of the bylaw.

15.2. Notice of Proposed Bylaw

- 15.2.1. The bylaw number and the short title of a proposed bylaw must be included on the agenda and the CAO must provide all Councillors with a copy of the proposed bylaw prior to any motion for first reading.

15.3. First Reading

- 15.3.1. A proposed bylaw must be introduced at a Regular Council Meeting by a motion stating: "That Bylaw number (specify the number assigned by the CAO) be read a first time".
- 15.3.2. Bylaws requiring a public hearing, excluding road closure bylaws, shall be given first reading at a Regular Council Meeting at least one (1) Regular Council Meeting prior to the scheduled Public Hearing Meeting date.
- 15.3.3. Council shall vote on the motion for first reading of a bylaw without amendment or debate.

15.4. Second Reading

- 15.4.1. After first reading has been given, any Councillor may move, "That Bylaw number (specifying the proposed bylaw number) be read a second time".

15.5. **Amendments**

- 15.5.1. After a motion for second reading has been made, Council may:
 - 15.5.1.1. debate the substance of the bylaw; or
 - 15.5.1.2. propose and consider amendments to the bylaw.

15.6. **Three Readings**

- 15.6.1. After second reading has been given, any Councillor may move, "That Bylaw number (specifying the proposed bylaw number) be read a third time and passed".
- 15.6.2. When a bylaw is being considered for third reading and the bylaw received first and second reading at a previous meeting or meetings, after a motion for third reading, Council may:
 - 15.6.2.1. debate the substance of the bylaw; or
 - 15.6.2.2. propose and consider amendments to the bylaw.

15.7. **Amendment Prior to Third Reading**

- 15.7.1. Any amendments to the bylaw which are carried prior to the motion for third reading being put will be considered to have been given first and second reading and will be incorporated into the proposed bylaw. If amendments to the proposed bylaw have been carried:
 - 15.7.1.1. all Councillors must be given an opportunity to review the full text of the amendments; and
 - 15.7.1.2. the chair must put the question: "That Bylaw number (specifying the proposed bylaw number) as amended, be read a third time and passed".

15.8. **Number of Readings Allowed at a Meeting**

- 15.8.1. Council may not give a bylaw more than two (2) readings at a meeting unless all Councillors present vote unanimously in favour of allowing a third reading at that meeting.

15.9. **Failure of a Reading**

- 15.9.1. If any reading of a proposed bylaw fails, any previous readings are rescinded.

15.10. **Effective Date**

- 15.10.1. A bylaw is effective from the beginning of the day it is given third reading and signed, unless the bylaw or any applicable statute provides for another effective date.

15.11. Signing and Sealing Bylaws

- 15.11.1. The chair and CAO present at the meeting must sign and seal the bylaw as soon as reasonably possible after third reading is given.

15.12. Amendment and Repeal

- 15.12.1. Once a bylaw has been passed, it may only be amended or repealed by another bylaw made in the same way as the original bylaw unless another method is specifically authorized by statute.

15.13. Road Closure Bylaws

- 15.13.1. A proposed road closure bylaw will be brought forward to a Public Hearing Meeting.
- 15.13.2. At the close of the Public Hearing Meeting, a proposed road closure bylaw will be introduced by a motion stating: "That Bylaw number (specify the number assigned by the CAO) be read a first time".
- 15.13.3. Prior to second reading, a road closure bylaw will be forwarded to the Minister for approval.
- 15.13.4. Amending a road closure bylaw after approval is received from the Minister is not allowed.

16. DELEGATIONS**16.1. Delegations**

- 16.1.1. Notwithstanding any provision of this Bylaw, Council shall grant an opportunity to persons entitled, under provincial legislation, to make submissions to Council; and may from time to time invite persons or organizations to present information.
- 16.1.2. Delegations will be received during a Regular Council Meeting at the Delegations session at approximately 3:00 p.m. or 6:00 p.m. by prior arrangement through the CAO or as otherwise agreed by Council.
- 16.1.3. In questioning delegations, Councillors will ask only those questions which are relevant to the subject and will avoid repetition.
- 16.1.4. Delegations speaking to the subject will be restricted to the subject matter only.
- 16.1.5. Delegations must use respectful language.

16.2. Public Delegations

- 16.2.1. Persons, or persons representing an organization, wishing to speak to, or ask a question of Council, shall be permitted to do so under the following guidelines:
- 16.2.1.1. the person's name, organization (if applicable), and subject matter are to be provided to the CAO in advance of the meeting or listed on the form provided in the Council Chamber, or other appropriate location, prior to 3:00 p.m.;

- 16.2.1.2. at the place on the agenda for the hearing of Public Delegations, the chair shall call each delegation in order as it is listed;
- 16.2.1.3. those presenting during the Public Delegations session shall address Council for no more than five (5) minutes;
- 16.2.1.4. a subject is to be in the form of a question or request;
- 16.2.1.5. Councillors may ask questions of the presenter with regard to the subject only;
- 16.2.1.6. a Councillor or Administration may verbally answer the question or request during the question period if possible; and
- 16.2.1.7. if an immediate answer is not available, the person will be given a reply through Administration or as Council may determine, as soon as available.

16.3. Requested Delegations

- 16.3.1. Delegations presenting at a Regular Council Meeting at the request of Council or Administration will follow the following guidelines:
 - 16.3.1.1. arrangements for delegations to present to Council shall be made not less than five (5) days prior to the Regular Council Meeting date;
 - 16.3.1.2. at the place on the agenda for the hearing of Requested Delegations, the chair shall call each delegation in order as it is listed on the agenda; and
 - 16.3.1.3. a member of Administration may introduce the delegation.

17. PUBLIC HEARING MEETING

17.1. Public Hearing

- 17.1.1. When the *MGA* or any other legislation requires Council to hold a public hearing on a proposed bylaw or resolution, the Public Hearing Meeting must be held unless another enactment specifies otherwise:
 - 17.1.1.1. before second reading of the bylaw; or
 - 17.1.1.2. before Council votes on the resolution.

17.2. Time for a Public Hearing on a Bylaw

- 17.2.1. Any person or group of persons or persons acting on behalf of anyone who claims to be affected by a proposed bylaw may participate in a Public Hearing Meeting in one (1) of the following ways:
 - 17.2.1.1. pre-register to speak either in-person or using the electronic participation platform;
 - 17.2.1.2. speak in-person without pre-registering by adding their name to the list provided in the Council Chamber, or other appropriate location, at the Public Hearing; or

- 17.2.1.3. provide a written submission;
and the following procedures will apply:
- 17.2.2. Administration will introduce and present on the proposed bylaw;
- 17.2.3. the person will be allowed to speak either in-person, via the electronic participation platform, or pre-recorded video, as outlined below or at the call of the chair;
 - 17.2.3.1. persons who pre-registered to speak by noon on the day of the Public Hearing Meeting will be called upon first in the order registrations were received; or
 - 17.2.3.2. persons who did not pre-register to speak will be called upon second;
- 17.2.4. after a person has spoken, any Councillor may ask that speaker questions of clarification;
- 17.2.5. any Councillor may ask Administration questions of clarification after all persons who wish to speak have been heard;
- 17.2.6. Council must allow an opportunity to all persons to respond to any new information that has arisen; and
- 17.2.7. any Councillor may then move, "That the public hearing for Bylaw number (specifying the proposed bylaw number) close at (specify time) p.m."

17.3. **Written Submissions**

- 17.3.1. Members of the public may participate in a Public Hearing Meeting through a written submission as outlined below:
 - 17.3.1.1. provide a written submission for inclusion in the Council agenda. The submission must be received by 12:00 p.m. on the Wednesday preceding the public hearing;
 - 17.3.1.2. written submissions received after the Wednesday 12:00 p.m. deadline up until 6:30 p.m. on the day of the public hearing will be summarized by Administration, noted during the Public Hearing Meeting, and provided to Council in full;
 - 17.3.1.3. submissions and other communications from members of the public must:
 - i. clearly set out the matter at issue;
 - ii. use respectful language; and
 - iii. contain the person's name and method of contact;
 - 17.3.1.4. a public hearing submission or communication received that does not meet the conditions in subsection 17.3. may be withheld with notification to the submitter if possible, or redacted at the discretion of the CAO.

18. **SEVERABILITY**

18.1. **Severability**

- 18.1.1. 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.

This Bylaw shall come into full force and effect upon third and final reading and Bylaw 12-22 and any amendments thereto are hereby repealed.

READ A FIRST TIME this 27th day of January 2025.

READ A SECOND TIME this 27th day of January 2025.

READ A THIRD TIME AND PASSED this 27th day of January 2025.

Mayor

Chief Administrative Officer

SCHEDULE "A"
COUNCIL AGENDA

1. CALL TO ORDER
2. ADOPTION OF AGENDA
3. CLOSED SESSION
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
 - MINUTES OF PREVIOUS MEETING
 - BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE
 - FIRST READING BYLAWS
 - RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS
 - CORRESPONDENCE FOR INFORMATION
 - BOARD AND COMMITTEE MINUTES
 - DISCLOSURE OF CLOSED SESSION ITEMS
7. BUSINESS ITEMS FOR ACTION
8. BYLAWS
9. NOTICES OF MOTION
10. MOTIONS RE NOTICES
11. CORRESPONDENCE FOR ACTION

12. COUNCILLOR INQUIRIES AND SUGGESTIONS
13. COUNCILLOR REPRESENTATIVE REPORTS
14. PUBLIC HEARING(S) (6:30 p.m.)
15. BYLAWS / BUSINESS RELATING TO HEARING(S)
16. ADJOURNMENT

REDLINED VERSION

SCHEDULE "B"

AGENDA REVIEW PROCESS MEETING

Purpose

The purpose of the Agenda Review Process Meeting is to review and manage the items proposed for consideration by Council to ensure meeting agendas are:

- consistent with Council's Strategic Priorities ensuring that important issues are constantly kept in the forefront of Council.; and
- the business of Council is being dealt with fairly and expeditiously.

At each Agenda Review Process Meeting, the CAO will present a list of items proposed to be included on the agendas for upcoming Regular Council and Governance and Priorities Committee (GPC) Meetings.

Procedure

The Agenda Review Process Meeting will take place monthly to review the proposed agenda items and may:

1. assign or reassign items to an agenda for an upcoming Regular Council or GPC Meeting;
2. direct that an item be discussed at a specific time on an agenda or recommend an item be postponed or directed to a different meeting;
3. do any other thing necessary to appropriately manage upcoming agendas;
4. confirm matters to be discussed on the consent agenda;
5. estimate the time for each agenda item or to determine a specific time for items to be discussed.

If an Agenda Review Process Meeting is cancelled, the CAO will set the agendas for any upcoming Regular Council or GPC Meetings that were to be reviewed at the Agenda Review Process Meeting.

Membership

The Agenda Review Process Meeting participants will include the Mayor, Deputy Mayor, CAO, and the Legislative Affairs Manager. If the Mayor or Deputy Mayor is unable to attend, the Acting Deputy Mayor and/or the next Councillor on the current Deputy Mayor Rotation schedule (or next in line as per availability) will attend.



**Council Representative Reports
2025 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 	<ul style="list-style-type: none"> • Calgary Metropolitan Region Board • Calgary Metropolitan Region Board – Governance • Okotoks/Foothills County Intermunicipal Committee • Mayors & Reeves of Southwest Alberta
Councillor Hallmark	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Council Committee Nomination Panel • United Way/Okotoks Partnership Committee* 	<ul style="list-style-type: none"> • Bow River Basin Water Council
Councillor Heemeryck	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Family and Community Support Services Committee • Okotoks Public Library Board 	
Councillor Lang	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee 	<ul style="list-style-type: none"> • Foothills-Okotoks Recreation Society • Okotoks/Foothills County Intermunicipal Committee • Westwinds Communities
Councillor Robinson	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee 	<ul style="list-style-type: none"> • Calgary Metropolitan Region Board – Land Use/Intermunicipal Servicing • Foothills-Okotoks Recreation Society • Okotoks/Foothills County Intermunicipal Committee
Councillor Swendseid	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee 	<ul style="list-style-type: none"> • Foothills Regional Emergency Services Commission • Foothills Regional Services Commission • Highwood Management Plan – Public Advisory Committee

**Indicates active participation as the alternate Council Member due to a Councillor resignation.*