



THE TOWN OF OKOTOKS REGULAR COUNCIL MEETING AGENDA

Monday, May 12, 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*.)

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

4.1 REQUESTED DELEGATIONS

4.1.1 Sport Recognition (6:00 p.m.)

Members of the Foothills Ringette U14B team will be in attendance for winning silver at the Ringette Alberta U14B Provincials and for being named Zone 2 Championship Gold Winners.

4.2 PUBLIC DELEGATIONS

4.2.1 Inclusion Foothills

4

5. MOTION(S) ARISING FROM CLOSED SESSION

6. CONSENT AGENDA

6.1 MINUTES OF PREVIOUS MEETING

6.1.1 Regular Council Meeting - April 28, 2025

10

6.2 BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE

6.2.1 Use of Town-Owned Land Policy Amendment

23

Amendments to the Use of Town-Owned Land Policy EL-F-2.1 are provided to Council for approval.

6.3 FIRST READING BYLAWS

6.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS

6.5 CORRESPONDENCE FOR INFORMATION

6.6 BOARD AND COMMITTEE MINUTES

6.6.1 Okotoks Public Library Board - March 27, 2025 29

6.6.2 United Way/Okotoks Partnership Annual Funding Sub-Committee - April 29, 2025 33

6.7 DISCLOSURE OF CLOSED SESSION ITEMS

7. BUSINESS ITEMS FOR ACTION

7.1 Municipal Enforcement Priorities and RCMP Annual Performance Plan 45

The 2025 Municipal Enforcement priorities and RCMP Annual Performance Plan is provided to Council for approval.

7.2 High School Campus Theatre Options 75

Council direction is requested regarding high school campus theatre options.

7.3 Five-Year Transit Outcomes 129

The Five-Year Transit Outcomes Report (2026-2030) is provided to support the planning, maintenance, and growth of Okotoks Transit Services over the next five years.

7.4 Transit Update 150

The implementation of a fixed-route transit service which will complement the on-demand transit service and address public concerns is provided for Council approval.

7.5 Program and Service Review Policy Update 245

The Program and Service Review Policy GP-E-2.1 detailing the Town's program and service reviews update for internal services is provided to Council for approval.

8. BYLAWS

- 8.1 Bylaw 08-25 - Land Use Bylaw Amendment - 800-200 Southridge Drive 335
- The purpose of Bylaw 08-25 is to amend Land Use Bylaw 17-21 by redesignating approximately 2.85 ha (7.04 acres) of land comprising Lot 11, Block 1, Plan 051 3261 from the General Commercial District to the Neighbourhood Core District.
- This Bylaw is ready for third reading.
- 8.2 Bylaw 05-25 - Assessable and Supplementary Tax Rates 339
- The purpose of Bylaw 05-25 is to authorize the rates of taxation levied against assessed taxable properties, including properties with supplementary assessments for the 2025 tax year.
- 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 362
14. PUBLIC HEARING(S) (6:30 p.m.)
- 14.1 Bylaw 13-25 - Downtown Area Redevelopment Plan 363
- The purpose of Bylaw 13-25 is to adopt a new downtown area redevelopment plan, known as Our Plan for Downtown.
15. BYLAWS / BUSINESS RELATING TO HEARING(S)
- 15.1 Bylaw 13-25 - Downtown Area Redevelopment Plan
- Depending on the outcome of the Public Hearing, this Bylaw is ready for second and third reading.
16. ADJOURNMENT



Focusing on inclusive communities by enhancing the lives of individuals with disabilities through knowledge and family support.

Proudly serving local families and communities for over **26 years!**

Inclusion Foothills Association

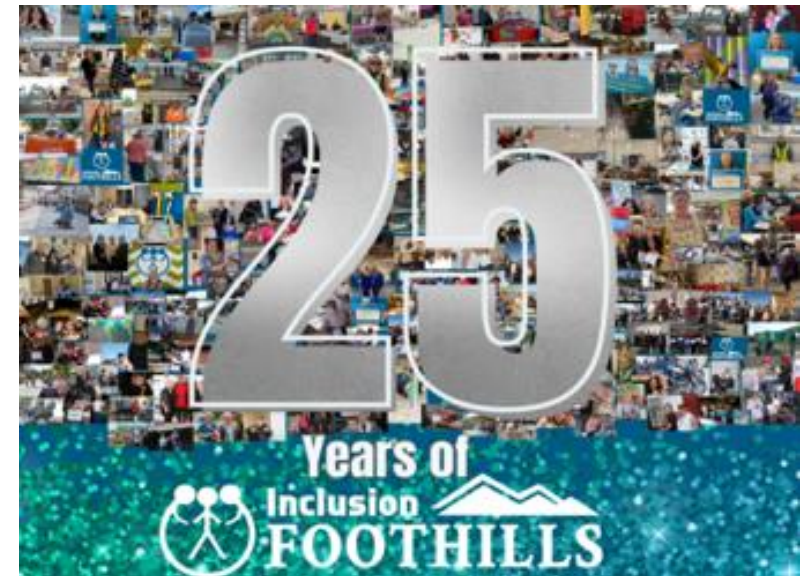
Mission

To provide advocacy and support for individuals with disabilities and their families/guardians so they may:

- Enjoy all rights, responsibilities and benefits of citizenship
- Be valued and included as equal/valued citizens
- Be free of discrimination

Vision

- Inclusive communities where everyone is embraced and valued



Inclusion Foothills Services and Programs

Support Programming / Outreach

➤ **1-to-1 Support**

Helping families through support and advocacy

➤ **Step-Up Support Group**

Support for Parents and Guardians

➤ **Sibshops**

Helping siblings of persons with disabilities

➤ **Youth 360 Support Group**

Activities for Youth Development

ONE-TO-ONE

SUPPORT

STEP-UP

SUPPORT GROUP



Inclusive Employment

➤ **H.I.R.E | Having Inclusive Rewarding Employment Project (2014-2026)**

Works with participants to develop the skills to overcome challenges, seek employment, and contribute to their work environment

➤ **I.E.P | Inclusive Employment Partnerships Project (2023-2026)**

Raises awareness of the benefits of hiring people with disabilities. And assists employers in developing more inclusive workplaces.

* **D.E.A.M. | Disability Employment Awareness Month**

Annual international awareness campaign celebrating the contributions of people with disabilities in the workplace as well as to advocate for further inclusivity in their hiring and training

- ♦ Proclamations
- ♦ Light-ups
- ♦ All-Star Employer Celebration



Statistics Canada reports that 27.5% of people in Alberta have disclosed they have a disability. *

Inclusion Foothills Association serves rural communities from Diamond Valley to Vulcan, Okotoks to Claresholm and beyond.

The combined population of this service area is approximately 83,000.

27.5% of 83,000 = 23,000 individuals with at least one known disability

Okotoks | population 33,096 ^
equates to potential 9,101 individuals with a disability.



As of Dec 31, 2024,

Inclusion Foothills serves 1,442 families, totaling 4,360 individuals.

522 of these families are within the Town of Okotoks. This totals 1,676 individuals.





INCLUSION FOOTHILLS presents

INCLUSIVE SOLUTIONS

International Speaker & Inclusive Employer Mark Wafer:

- former Tim Hortons restaurant owner - 25 years / 14 locations
- hired almost 200 workers with disabilities 17% of their workforce
- meaningful and competitively paid positions
- believes there is a clear and compelling business case for real inclusion

All Foothills area businesses are invited and encouraged to attend

MONDAY, MAY 6 '24
6:30 PM Highwood Golf & Country Club

Tickets: \$35 per person
Appetizers | Cash Bar

REGISTER NOW

Contact: 403-603-3232
inclusionfoothills.org

Mark Wafer
MCC, OMC

"TO ACHIEVE CORPORATE EXCELLENCE, MAKE INCLUSION YOUR OVERARCHING GOAL"

Golden West

I.E.P.
Inclusive Employment Partnerships

Canada Alberta



How your municipality can help:

- DEAM Proclamations
- Inclusion on Business license applications
- Work together with Inclusion Foothills Association



THANK YOU FOR YOUR TIME AND CONSIDERATION OF:

- COMMITMENT TO INCLUSION
IN THE COMMUNITY
- PROMOTION OF INCLUSIVE BUSINESS PRACTICES
AND PARTNERSHIPS
- CONTINUE PARTNERSHIP WITH INCLUSION
FOOTHILLS ASSOCIATION



For More Information Contact:

Inclusion Foothills
www.inclusionfoothills.org
mail@inclusionfoothills.org
403-603-3232



The Province of Alberta is working in partnership with the Government of Canada to provide employment support programs and services.

Canada 

Alberta 



**TOWN OF OKOTOKS
UNADOPTED MINUTES
FOR THE REGULAR COUNCIL MEETING
HELD MONDAY, APRIL 28, 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 Janice Storch

1. CALL TO ORDER

Mayor Thorn called the meeting to order at 2:07 p.m. and provided a traditional land acknowledgement.

2. ADOPTION OF AGENDA

MOTION 25.C.132

By Councillor Swendseid

That the agenda for the April 28, 2025 Regular Council Meeting be adopted as presented.

Carried Unanimously

3. CLOSED SESSION

MOTION 25.C.133

By Councillor Lang

That the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 2:08 p.m.

Carried Unanimously

3.1 Citizen Member Appointment (*FOIP* s. 17, 24)

3.2 Affordable Housing (*FOIP* s. 16, 24, 25)

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Community Growth & Identity Director Jeff Greene

Operations & Utilities Director Jeremy Huet

Parks & Recreation Director Christa Michailuck

Chief Financial Officer Katherine Van Keimpema

People, Policy & Technology Senior Manager Paula Bernat

Community Growth & Identity Senior Manager Robyn Marsden

Legislative Affairs Manager Cathy Duplessis

Social Planner Michelle Grenwich

Corporate Land & Leasing Specialist Karen Humby

IT Support Analyst Jamal Alam

Senior Legislative Affairs Officer Olga Kanevskyi

Legislative Affairs Officers Lucy Mundy and Janice Storch

3.3 Policy Development (*FOIP* s. 24, 25)

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Community Growth & Identity Director Jeff Greene

Operations & Utilities Director Jeremy Huet

Parks & Recreation Director Christa Michailuck

Chief Financial Officer Katherine Van Keimpema

People, Policy & Technology Senior Manager Paula Bernat
Community Growth & Identity Senior Manager Robyn Marsden
Legislative Affairs Manager Cathy Duplessis
Corporate Land & Leasing Specialist Karen Humby
IT Support Analyst Jamal Alam
Senior Legislative Affairs Officer Olga Kanevskyi
Legislative Affairs Officers Lucy Mundy and Janice Storch

MOTION 25.C.134

By Councillor Hallmark

That the meeting come out of Closed Session at 3:10 p.m.

Carried Unanimously

Recess at 3:11 p.m. Reconvene at 3:19 p.m.

4. DELEGATIONS

4.2 PUBLIC DELEGATIONS

4.2.1 Okotoks resident Gary Waters was in attendance to provide his concerns regarding the exclusion of the East Lineham area from the Downtown Redevelopment Plan and inquired about the plan for that area.

4.2.2 Okotoks resident Jack Birkett was in attendance to inquire about the plan for the East Lineham area in the context of the Downtown Redevelopment Plan.

5. MOTION(S) ARISING FROM CLOSED SESSION

MOTION 25.C.135

By Councillor Hallmark

That Carol Faye be appointed to the Family and Community Support Services Committee for a one-and-a-half-year term ending October 31, 2026 as per the Governance Committees of Council Bylaw 04-24.

Carried Unanimously

MOTION 25.C.136

By Councillor Lang

That Administration be directed to proceed with Option 3 as contained in Closed Session report 3.2.

Carried Unanimously

MOTION 25.C.137

By Councillor Robinson

That the recommendation contained in Closed Session item 3.3 be endorsed as presented.

Carried Unanimously

6. CONSENT AGENDA**6.1 MINUTES OF PREVIOUS MEETING**

6.1.1 Regular Council Meeting - April 14, 2025

6.2 BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE

6.2.1 Drought Management Water Statistics Monthly Update

6.2.2 Water Allocation System Annual Update

6.2.3 Chief Administrative Officer Approvals

6.3 FIRST READING BYLAWS

None

6.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS

6.4.1 Councillor Swendseid - Noise Attenuation Pilot Project

6.5 CORRESPONDENCE FOR INFORMATION

None

6.6 BOARD AND COMMITTEE MINUTES

6.6.1 Okotoks Public Library Board - February 27, 2025

6.7 DISCLOSURE OF CLOSED SESSION ITEMS

None

MOTION 25.C.138

By Councillor Swendseid

That item 6.4.1 be exempt from the Consent Agenda and added to Business Items for Action; the minutes under 6.1.1 be adopted as presented; and the remaining items be received as information.

Carried Unanimously

7. BUSINESS ITEMS FOR ACTION

7.1 Social Needs Assessment and Strategy

Community Wellness Specialist Magan Braun, Social Planner Michelle Grenwich, Bassa Social Innovations President/CEO Scott Cameron, and Senior Consultant Avery Acheson reviewed the report containing the issue that the Okotoks Social Needs Assessment and Strategy is presented to Council for information. Bassa Social Innovations Research Associate Franklin Kutuada responded to questions from Council regarding the Social Needs Assessment and Strategy.

MOTION 25.C.139

By Councillor Swendseid

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.

Carried Unanimously

Recess at 4:32 p.m. Reconvene at 4:43 p.m.

7.2 School Campus Theatre Options

Community Identity Manager Chris MacIsaac reviewed the report containing the issue that Council direction is requested regarding school campus theatre options.

Alberta Infrastructure Representative Gina Troman responded to questions from Council regarding the School Campus Theatre Options.

Recess at 5:38 p.m. Reconvene at 5:41 p.m.

MOTION 25.C.140

By Councillor Robinson

That Okotoks Town Council generally supports working with Foothills School Division and Alberta Infrastructure for a shared theatre space with suitable public access at a new high school in Okotoks and requests Alberta Infrastructure to complete the procurement process on a facility reflective of Option 1 presented to Okotoks Council on April 14, 2025 with the addition of a 50m² area that includes a loading dock and storage and provide to Okotoks Council what the actual requested capital contribution for such a facility will be on that completed procurement process.

Defeated

Mayor Thorn requested that the Deputy Mayor assume the Chair.
Deputy Mayor Swendseid assumed the chair at 5:53 p.m.

MOTION 25.C.141

By Mayor Thorn

That the School Campus Theatre Options decision be postponed and that Administration be directed to meet with Alberta Infrastructure to discuss costs.

Carried Unanimously

Mayor Thorn resumed the Chair at 5:59 p.m.

4. DELEGATIONS (RESUMED)**4.1 REQUESTED DELEGATIONS****4.1.1 Awesome Kids**

Okotoks youth were 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

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

Recess at 6:23 p.m. Reconvene at 6:53 p.m.

7. BUSINESS ITEMS FOR ACTION (RESUMED)

7.3 2025 Budget Amendment for Requisitions

Chief Financial Officer Katherine Van Keimpema reviewed the report containing the issue that the 2025 Budget requires amendment to reflect the requested requisitions.

MOTION 25.C.142

By Councillor Robinson

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

Carried Unanimously

7.4 Response to Councillor Inquiries and Suggestions, Councillor Swendseid - Noise Attenuation Pilot Project

Okotoks Municipal Enforcement Manager Vikram Kulkarni responded to questions from Council regarding the Noise Attenuation Pilot Project.

MOTION 25.C.143

By Councillor Swendseid

That the Response to Councillor Inquiries and Suggestions, Councillor Swendseid - Noise Attenuation Pilot Project be received as information.

Carried Unanimously

8. BYLAWS

8.1 Bylaw 10-25 - Land Use Bylaw Amendment - Wedderburn Phase 8

Senior Planner Colton Nickel reviewed the report containing the issue that 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.

MOTION 25.C.144

By Councillor Heemeryck

That Bylaw 10-25 be read a third time and passed.

Carried Unanimously

8.2 Bylaw 11-25 - Land Use Bylaw Amendment - D'Arcy Phase 15

Senior Planner Colton Nickel reviewed the report containing the issue that 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.

MOTION 25.C.145

By Councillor Lang

That Bylaw 11-25 be read a third time and passed.

Carried Unanimously

8.3 Bylaw 06-24 - Road Closure

Planning & Urban Design Team Leader Colin Gainer reviewed the report containing the issue that 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.

MOTION 25.C.146

By Councillor Robinson

That Bylaw 06-24 be read a second time.

Carried Unanimously

MOTION 25.C.147

By Councillor Swendseid

That Bylaw 06-24 be read a third time and passed.

Carried Unanimously

8.4 Bylaw 18-25 - Repeal Bylaw 06-22 - Stockton Block, Municipal Historic Resource Designation

Planning & Urban Design Team Leader Colin Gainer reviewed the report containing the issue that 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.

MOTION 25.C.148

By Councillor Swendseid

That Bylaw 18-25 be read a first time.

Carried Unanimously

MOTION 25.C.149

By Councillor Robinson

That Bylaw 18-25 be read a second time.

Carried Unanimously

MOTION 25.C.150

By Councillor Heemeryck

That authorization be given to read Bylaw 18-25 a third time.

Carried Unanimously

MOTION 25.C.151

By Councillor Lang

That Bylaw 18-25 be read a third time and passed.

Carried Unanimously

MOTION 25.C.152

By Councillor Heemeryck

That the notice of intent to designate the Stockton Block as a Municipal Historic Resource be received as information.

Carried Unanimously

8.5 Bylaw 19-25 - Truck Route Bylaw

Municipal Enforcement Manager Vikram Kulkarni reviewed the report containing the issue that the purpose of Bylaw 19-25 is to regulate truck route traffic within the Town.

MOTION 25.C.153

By Councillor Lang

That Bylaw 19-25 be read a first time.

Carried Unanimously

MOTION 25.C.154

By Councillor Robinson

That Bylaw 19-25 be read a second time.

Carried Unanimously

MOTION 25.C.155

By Councillor Swendseid

That authorization be given to read Bylaw 19-25 a third time.

Carried Unanimously

MOTION 25.C.156

By Councillor Heemeryck

That Bylaw 19-25 be read a third time and passed.

Carried Unanimously

8.6 Bylaw 21-25 - Waste Bylaw

Waste Solutions Manager Jason London reviewed the report containing the issue that the purpose of Bylaw 21-25 is to provide a waste collection utility in the Town.

MOTION 25.C.157

By Councillor Hallmark

That Bylaw 21-25 be read a first time.

Carried Unanimously

MOTION 25.C.158

By Councillor Lang

That Bylaw 21-25 be read a second time.

Carried Unanimously

MOTION 25.C.159

By Councillor Heemeryck

That authorization be given to read Bylaw 21-25 a third time.

Carried Unanimously

MOTION 25.C.160

By Councillor Swendseid

That Bylaw 21-25 be read a third time and passed.

Carried Unanimously

MOTION 25.C.161

By Councillor Robinson

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.

Carried Unanimously

8.7 Bylaw 22-25 - Procedure Bylaw 06-25 Amendments

Legislative Affairs Manager Cathy Duplessis reviewed the report containing the issue that the purpose of Bylaw 22-25 is to amend Procedure Bylaw 06-25 to ensure compliance with conducting Public Hearings, Council meetings, and Committee meetings via electronic means under the *Municipal Government Act*.

MOTION 25.C.162

By Councillor Swendseid

That Bylaw 22-25 be read a first time.

Carried Unanimously

MOTION 25.C.163

By Councillor Lang

That Bylaw 22-25 be read a second time.

Carried Unanimously

MOTION 25.C.164

By Councillor Hallmark

That authorization be given to read Bylaw 22-25 a third time.

Carried Unanimously

MOTION 25.C.165

By Councillor Robinson

That Bylaw 22-25 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

None

13. COUNCIL REPRESENTATIVE REPORTS

Councillor Swendseid reported on her activities since the last Council meeting.

14. PUBLIC HEARING(S)

None

15. BYLAWS / BUSINESS RELATING TO HEARING(S)

None

3. CLOSED SESSION (RESUMED)

MOTION 25.C.166

By Councillor Lang

That the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *FOIP Act* at 7:35 p.m.

Carried Unanimously

3.4 Human Resources Update (*FOIP* s. 24)

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

People, Policy & Technology Senior Manager Paula Bernat

Legislative Affairs Officer Janice Storch

MOTION 25.C.167

By Councillor Robinson

That the meeting come out of Closed Session at 8:08 p.m.

Carried Unanimously

16. ADJOURNMENT

MOTION 25.C.168

By Councillor Lang

That the April 28, 2025 Regular Council Meeting adjourn at 8:09 p.m.

Carried Unanimously



USE OF TOWN-OWNED LAND POLICY AMENDMENT

Issue

Amendments to the Use of Town-Owned Land Policy EL-F-2.1 are provided to Council for approval.

Motion Proposed by Administration

That amendments to the Use of Town-Owned Land Policy EL-F-2.1 be approved as presented.

Report, Analysis and Financial Implications

Council approval is requested on the proposed amendments to the Use of Town-Owned Lands Policy to align the policy with Town practice.

The policy does not allow Town-owned land to be leased or licensed at a below market rate unless the shape, size, location, etc. reflects the market rate. Many of the Town's lease or licence agreements are with local authorities or designated non-profit organizations that play a vital role in providing health and safety, educational, economic, and recreational services to Town residents. The funding for these organizations is derived from various levels of government, membership fees and/or fundraising activities. In recognition of the benefit provided to residents, a below market rent has historically been offered to these groups.

Implementing below market rents for local authorities and non-profit organizations is a strategic investment in community well-being and economic development.

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		

Equity/Diversity/Inclusivity Impacts and Strategy

n/a

Environmental Impacts

n/a

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a


CAO Comments

I support this recommendation to align with past practice.

Attachment(s)

1. Draft Use of Town-Owned Land Policy EL-F-2.1
2. Use of Town-Owned Land Policy EL-F-2.1 - Redlined Version

Prepared by:
Karen Humby
Corporate Land and Leasing Specialist
April 22, 2025

	Use of Town-Owned Land	
	Policy Type:	Executive Limitation
	Number:	EL-F-2.1
	To be Reviewed:	Once per term
	Approval Date:	April 26, 2021
	Motion Number:	21.C.167
	Revised Date(s):	

Policy Statement:

This policy identifies what types of decisions and actions the Chief Administrative Officer (CAO), and or designates **may not do** in order to achieve Council's Ends.

These limitations set boundaries regarding the use of Town-owned land as to what means to achieve the Ends **would be unacceptable** even if the means worked.

The CAO shall not allow Town-owned land to be improperly used, unprotected, or undervalued.

Further, without limiting the scope of the above statements by the following, the CAO shall not:

1. Enter into a lease or licence agreement on behalf of the Town below the current market rent unless:
 - 1.1. it can be shown that for a variety of reasons (e.g. shape, size, location, etc.) the offer reflects market rent; or
 - 1.2. the agreement is with a local authority or a designated non-profit organization.
2. Allow Town-owned property to be leased for the placement of billboard signs except as otherwise permitted under prior policy;
3. Allow inappropriate use of Town property, rights-of-way, or utility lots.

Definitions:

Lease - a contractual arrangement between a landlord and a tenant for the legal right to exclusive possession of a premises or property for a period of time in return for payment of rent.


Licence - a contractual arrangement between a licensor and a licensee for the non-exclusive use of a premises or property in return for payment of rent.

Local authority - a municipal authority; a regional health authority under the *Regional Health Authorities Act*; a regional services commission; the board of trustees of a school division under the *Education Act*; a library board established under the *Libraries Act*; and a police service as defined under the *Police Act*.

Market rent - a payment that a premises or property would be expected to realize on the open market, indicated by recent transactions for comparable space, between a willing landlord/licensor and a willing tenant/licensee, both parties being fully informed.

Non-profit organization - a society or co-operative established under a law of Canada or Alberta; a corporation that is prohibited from paying dividends to its members and distributing the assets to its members on a winding-up; or any other entity established under a law of Canada or Alberta for a purpose other than to make a profit.

Draft

	Use of Town-Owned Land	
	Policy Type:	Executive Limitation
	Number:	EL-F-2.1
	To be Reviewed:	Once per term
	Approval Date:	April 26, 2021
	Motion Number:	21.C.167
	Revised Date(s):	

Policy Statement:

This policy identifies what types of decisions and actions the Chief Administrative Officer (CAO), and or designates **may not do** in order to achieve Council's Ends.

These limitations set boundaries regarding the use of Town-owned land as to what means to achieve the Ends **would be unacceptable** even if the means worked.

The CAO shall not allow Town-owned land to be improperly used, unprotected, or undervalued.

Further, without limiting the scope of the above statements by the following, the CAO shall not:

1. Enter into a lease **or licence** agreement on behalf of the Town below the **appraised rental value current market rent** unless:
 - 1.1. it can be shown that for a variety of reasons (e.g. shape, size, location, etc.) the offer reflects **rental-value market rent**; or
 - 1.2. the agreement is with a local authority or a designated non-profit organization.
2. Allow Town-owned property to be leased for the placement of billboard signs except as otherwise permitted under prior policy;
3. Allow inappropriate use of Town property, rights-of-way, or utility lots.

Definitions:

Lease - a contractual arrangement between a landlord and a tenant for the legal right to exclusive possession of a premises or property for a period of time in return for payment of rent.

Licence - a contractual arrangement between a licensor and a licensee for the non-exclusive use of a premises or property in return for payment of rent.

Local authority - a municipal authority; a regional health authority under the *Regional Health Authorities Act*; a regional services commission; the board of trustees of a school division under the *Education Act*; a library board established under the *Libraries Act*; and a police service as defined under the *Police Act*.

Market rent - a payment that a premises or property would be expected to realize on the open market, indicated by recent transactions for comparable space, between a willing landlord/licensor and a willing tenant/licensee, both parties being fully informed.

Non-profit organization - a society or co-operative established under a law of Canada or Alberta; a corporation that is prohibited from paying dividends to its members and distributing the assets to its members on a winding-up; or any other entity established under a law of Canada or Alberta for a purpose other than to make a profit.

Redlined Version

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

Board members present:

Kazem Mashkournia
Randy Angle
Ken Heemeryk
Sara Maseko
Ashley Wedderburn
Barb Castell
Gloria Schwabe
Barry O'Carroll
Sophia Baek

Absent with regrets:

Nicole Kiefuik
Michelle Slomp

Staff present:

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

Guests:

Janette Messer - Special Projects Manager, Town of Okotoks

All attendees were present in person, with the exception of Barb Castell and Janette Messer, who attended via Teams.

The Chair called the meeting to order at 7:00pm.

Indigenous Lands Acknowledgement led by Randy Angle

Adoption of the agenda

The agenda was circulated prior to the meeting.

Motion: by Gloria Schwabe that the agenda be accepted as circulated.

Carried

Consent Agenda

The February 27, 2025, Board meeting minutes were circulated by email prior to the meeting.

Motion: by Ashley Wedderburn to accept the minutes and reports in the Consent Agenda as amended.

Carried

Sarah Gillie gave a short background information talk about bestsellers at the library.

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

- Janette Messer noted that the Town of Okotoks submitted “Light Up Okotoks” as an entry into the Canadian Event Awards and was recently selected as one of the finalists.
- Janette will be retiring as of the end of April. Christa Michailuck will be taking over from Janette as the Library Liaison when she retires.

Motion: by Barry O’Carroll 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 recent discussions regarding development in the town once the water pipeline is completed and noted the importance of maintaining a sustainable community.

Motion: by Randy Angle to accept Ken Heemeryk’s report as information.

Carried

Foothills County Report – Barb Castell

The Foothills County report was circulated prior to the meeting.

Motion: by Ashley Wedderburn 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 Library Giving Day will be on April 1st. A table will be set up near the front door of the library and will be manned by staff and Board members.
- Sarah thanked Sarah Lantry and Dawn Perrault who recently applied for Alberta Culture Days funding. We should hear whether the application has been successful in June.
- Board members who are interested in attending the Marigold Library System conference should let Sarah Gillie know as soon as possible.
- Some new library collections have been added recently, including a board game collection.
- Library hours will be returning to pre-Covid hours in September. The library will open at 9:30am and close at 8:30pm Monday to Thursday.
- Marigold Library System has received news that books printed in the USA will be subject to counter-tariffs imposed by the Canadian Government.
- TRAC system updates will take place on April 28th, so library computer systems will be down for part of the day.
- Marigold is anticipating the phasing out of Mass Market Paperbacks, due to a sharp decline in the sales of this type of book. This type of book is a cheaper alternative to Trade Paperbacks.
- Biblioboard e-resource will not be renewed by Marigold when the subscription expires in the fall.
- On April 9th, a representative from Elections Canada will be doing a presentation at the library about registering and voting in the General Election.

Motion: by Gloria Schwabe to accept the Library Director's Report as information.

Carried

Treasurer's Report – Sara Maseko

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

- Sara Maseko noted that the actual year to date income includes adjustments for revenue or expenses which are not monthly. For example, the Town Appropriation is received quarterly and the annual insurance premium is paid annually.

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 Policy were circulated prior to the meeting.

- The Committee continue to work on their review of policies approved in 2020, 2021 and 2022.

Motion: by Ashley Wedderburn to accept the Policy Committee Report as information.

Carried

Advocacy and Fundraising Committee

- Gloria Schwabe noted that two grant applications have been submitted recently, one for funding for technology education for seniors and the other for Literacy Launch kits, which will be used to aid adult literacy and English as a Second Language learning.
- A fundraiser is currently being planned which will involve the sale of rain barrels. The rain barrels will be delivered direct to the purchasers' homes.
- Sarah Gillie designed a Library Advocacy bingo card to give Board members some ideas on how to advocate for the library. She asked Board members to bring their bingo card back to the May meeting for an update on their progress.

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

Carried

History of the Library Committee - Kazem Mashkournia

- Kazem Mashkournia commended Sophia Baek, the Board Youth member, for taking on some of the writing tasks for the History of the Library book.
- Committee members have now gathered nearly all the information needed for the book and have begun to write the book's chapters.

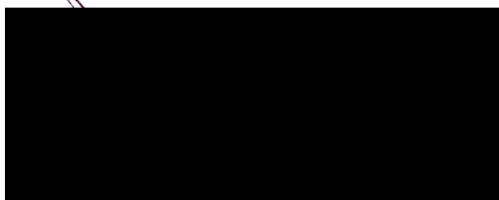
Motion: by Gloria Schwabe to accept the History of the Library Committee Report as information.

Motion: by Ken Heemeryck to adjourn the meeting at 8:05pm.

Carried

Next Board meeting will be on Thursday 24 April 2025 at 7:00pm.

Certified Correct:



Kazem Mashkournia
Board Chair



Lisa Wright
Recording Secretary

**TOWN OF OKOTOKS
UNADOPTED MINUTES
FOR THE UNITED WAY/OKOTOKS PARTNERSHIP COMMUNITY INVESTMENT
SUB-COMMITTEE SPECIAL MEETING
HELD TUESDAY, APRIL 29, 2025
IN THE OKOTOKS MUNICIPAL CENTRE COUNCIL CHAMBER**

COMMITTEE Valeria Rusnak, Chair

MEMBERS PRESENT Councillor Hallmark

Claire Baek

Michael Cook

Meg Meints

Dick Nichols

Jakki Smolcic

CALGARY UNITED Vice President, Community Impact & Partnerships Susan Brooke
WAY STAFF PRESENT

STAFF PRESENT Community & Social Development Team Leader Sian Anderson
Community Wellness Specialist Magan Braun
Community & Social Development Administrator Nikki Hamilton
Community & Social Development Administrator Bethany Pizani

1. CALL TO ORDER

Chair Valeria Rusnak called the meeting to order at 8:56 a.m. and provided a traditional land acknowledgement.

2. ADOPTION OF AGENDA

MOTION: By M. Cook that the agenda for the April 29, 2025 United Way/Okotoks Partnership Community Investment Sub-Committee Meeting be adopted as presented.

Carried Unanimously

3. PRESENTATIONS

3.1 Christ the Redeemer Catholic Separate Schools - The Connections Program

Stephanie Wieler, Grant Writer and Aileen Taylor, Coordinator of Mental Health Services, presented on the organization's 2025 funding request of \$10,000.00.

The core elements of the Connections Program are therapeutic in-school suspensions, school connectedness, restorative practices, and mentoring. The primary goals of the Connections Program are to reduce truancy, keep students in school through to graduation, increase student-school and student-community connection and engagement, and provide students with an adult mentor. United Way funding will support the ongoing delivery of the Connections Program in Okotoks.

3.2 Dr. Morris Gibson (DMG) Fundraising Committee - Sensory Room

Sarah Clarke, DMG Principal, Jenna Smith, Treasurer, Rachelle Spackman, Occupational Therapist, and Ashley Coolen, Parent Council Representative, presented on the organization's 2025 funding request of \$5,000.00.

The sensory room aims to support students with sensory processing challenges, anxiety, or difficulty with self-regulation in traditional classroom settings. Its primary goal is to enhance emotional well-being and foster self-regulation skills, thereby supporting students' academic success. The room also serves as a valuable resource for teachers, helping manage sensory overload, reduce classroom disruptions, and promote a more inclusive learning environment. United Way funding will support the purchase of specialized furniture and equipment.

3.3 Foothills Advocacy in Motion (FAIM) - Seasonal Yard Pros

Jenn Seinen, Fundraising Coordinator, and Gerry McCallum, Executive Director, presented on the organization's 2025 funding request of \$7,000.00.

The Seasonal Yard Pros program supports adults with disabilities in finding meaningful employment in Okotoks. By participating in a landscaping initiative, individuals gain not only job experience but also a sense of purpose, independence, and belonging. The goal of the program is to promote mental and physical well-being, build responsibility, and encourages social inclusion and community engagement. Services will be advertised to both individuals and local businesses to foster broad community involvement. United Way funding will support the purchase of equipment and materials necessary for program delivery.

3.4 Foothills School Division (Fiduciary Lead); Foothills Community Coalition - Integrated Youth Hub Furniture

Lori Anne Schultz, Interim Director, presented on the organization's 2025 funding request of \$14,547.00.

The Integrated Youth Hub is a community-led initiative supporting youth ages 11–25 and their families in Okotoks and the Foothills. It will offer access to mental health care, addiction support, family programs, peer mentorship, and education/employment resources in a safe, inclusive space. The goal of the Integrated Youth Hub is to help reduce barriers rural youth face, improve access to early support, and promote well-being and connection during the transition to adulthood. United Way funding will support the purchase of furniture for the Integrated Youth Hub.

Break at 10:09 a.m. Reconvene at 10:20 a.m.

3.5 Foothills School Division - Family School Liaison Counsellors (FSLC)

Lindsay Boucher, Counselling Coordinator, presented on the organization's 2025 funding request of \$10,000.00.

The FSLC program provides support to meet the needs of individuals, schools, and families to address psychosocial, emotional, and behavioural concerns. Their program's goal is to help students and families develop and strengthen positive coping skills to deal with disruptive, stressful or challenging events, through collaborative work with schools and community agencies. United Way funding will support professional development addressing school refusal, technology misuse and abuse, and supporting grief and loss.

3.6 Foothills School Division - Outreach Services - Cameron Crossing School

Rob Gallacher, Vice Principal, presented the organization's 2025 request of \$10,000.00.

Cameron Crossing School supports at-risk learners in grades 7-12 who are not successful in a traditional school setting due to a variety of reasons such as trauma, anxiety, addictions, and economic status. These students are at risk of dropping out and face both real and perceived barriers to success in school and in life. The program's goal is to foster a sense of belonging and connection, helping students to feel like valued and productive members of their community. By providing tailored support and community engagement opportunities, Cameron Crossing helps students achieve success in high school and beyond. United Way funding will support program fees, transportation costs, cultural experiences, volunteer opportunities, and mentorship opportunities.

3.7 Inclusion Foothills - Family Support Program

Heather Pfiel, President; Orvella Small, Executive Director; and Vanessa McKenzie, Incoming Executive Director, presented on the organization's 2025 funding request of \$18,000.00.

Inclusion Foothills Association serves individuals of all ages with pan-disabilities and their families in Okotoks and surrounding area. They prioritize creating a safe, non-judgmental space for all in offering support, education, and information. Through one-to-one planning, support groups, access to resources, and educational opportunities, the program fosters a sense of belonging and empowerment, helping all individuals feel valued, included, and supported to thrive. United Way funding will support core program expenses, including salaries, facility rental, and program supplies.

3.8 KidSport Okotoks - Physical Activity Registration Support

Kyle Jones, Chair, presented on the organization's 2025 funding request of \$5,000.00.

KidSport helps to strengthen communities across Canada by supporting children who need financial assistance with sport registration fees. The program's goal is to promote children's social, mental, and physical wellbeing. Their program is focused on increasing children's success in school, cultivating leaders, creating safer communities, igniting inclusivity, fueling healthy habits, and improving mental health. United Way funding will be used to support youth physical activity registration fees in Okotoks.

Break at 11:15 a.m. Reconvene at 11:24 a.m.

3.9 Okotoks Family Resource Centre (OFRC) – Okotoks Family Resource Centre

Sherri Mullen, Family Resource Centre Specialist, presented the organization's 2025 funding request of \$15,000.00.

The Okotoks Family Resource Centre (OFRC) provides information, support, and programming for people in the community including seniors, people at risk of housing instability, those experiencing mental health difficulties, and individuals and families struggling with immediate and long-term financial difficulties. The program aims to increase community knowledge of available resources, recognize volunteer's contributions, support seniors in maintaining independence, and provide short-term financial assistance while connecting individuals to long-term financial stability. United Way funding will support program expenses, including materials, equipment, salaries, and volunteer recognition.

3.10 Okotoks Food bank Association - Food Literacy Framework

Bente Yanato, Executive Director, and Carla Hick, Food Consultant, presented on the organization's 2025 funding request of \$7,750.00.

The Food Literacy Framework is designed to help clients build practical skills in feeding themselves and their families, with a focus on cooking, budgeting, and meal prep. The program's goal is to enhance food literacy, promote healthy and affordable eating, reduce food waste, and foster community engagement to improve food security and self-sufficiency. United Way funding will be used to support a Food Literacy Consultant, purchase ingredients and supplies, and develop the Food Literacy Framework.

3.11 Okotoks Public Library – Literacy Launch Kits

Sarah Gillie, Director, and Sarah Lantry, Assistant Director, presented on the organization's 2025 funding request of \$12,000.00.

The Literacy Launch Kits project supports adult English language learners, newcomers, refugees, immigrants literacy levels by providing accessible, practical learning resources. The goal is to help users build confidence, improve employability, and increase community involvement through kits that include books, instructional materials and interactive tools such as games and activities. United Way funding will support the purchase of supplies and resources to create the Literacy Launch Kits.

3.12 Organization for the Prevention of Violence - Evolve Program Awareness Campaign

Mike King, Deputy Executive Director, and Morgan Parker, Caseworker, presented on the organization's 2025 funding request of \$2,000.00.

The Evolve Program provides, trauma-informed, relationship-based support to individuals in Alberta involved in hate or extremist beliefs, as well as their families. The program's goal is to help participants disengage from harmful ideologies and offer an alternative path to rehabilitation, reducing the need for criminal justice involvement. Delivered by professionals including social workers, mental health experts, an Islamic scholar, and former extremists, the program offers personalized support such as counseling, information literacy, crisis management, and mentorship. The program also uses a mobile model to reach rural and remote communities, offering in-person and digital support to meet participants' needs. United Way funding will be used to support digital advertising, materials and supplies, and staffing costs for awareness campaigns.

Break at 12:22 p.m. Reconvene at 12:32 p.m.

3.13 Rowan House Society - Preventative Education Program

Linette Soldan, Executive Director, presented on the organization's 2025 funding request of \$7,000.00.

Rowan House Society is dedicated to aiding individuals and families confronting domestic violence and abuse, providing an array of services while prioritizing safety and inclusivity. The program's goal is to foster a resilient community, empower individuals, and create meaningful connections. United Way funding will be used to support staff costs, volunteer training, volunteer appreciation, supplies, and other program expenses.

3.14 Sheep River Health Trust - School Meal Program

Andrea Mitchell, Executive director, presented on the organization's 2025 funding request of \$12,000.00.

The School Meal Program ensures all students have access to nutritious meals, supporting academic success, emotional well-being, and overall development. The program is funded through the Sheep River Health Trust and delivered by school staff and parent volunteers, helping to build a healthier, more resilient community. United Way funding will support provision of meals to eight schools in Okotoks.

3.15 Solace Grief Support Society - Individual Counselling

Shirley Crawford, President, presented on the organization's 2025 funding request of \$10,440.00.

Solace Grief Support Society provides online and in-person grief counselling and support to the residents of Okotoks, High River, and the surrounding area. The program's goal is to build individual resilience by offering professional guided sessions where participants can process emotions and learn healthy coping skills in a safe, supportive environment. United Way funding will support staffing costs.

4. CLOSED SESSION

MOTION: By Councillor Hallmark that the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the Freedom of Information and Protection of Privacy (FOIP) Act.) at 1:15pm.

Carried Unanimously

4.1 Funding Discussion (FOIP s. 23(1) and 24(1) (g))

In Attendance

Committee Members: Valeria Rusnak, Councillor Hallmark, Claire Baek, Michael Cook, Meg Meints, Dick Nichols, Jakki Smolic.

Vice President, Community Impact & Partnerships, Susan Brooke

Community & Social Development Team Leader Sian Anderson

Community Wellness Specialist Magan Braun

Community and Social Development Administrator Nikki Hamilton

Community and Social Development Administrator Bethany Pizani

MOTION: By M. Cook that the meeting come out of Closed Session at 3:10 p.m.

Carried Unanimously

5. MOTION(S) ARISING FROM CLOSED SESSION

5.1 Christ the Redeemer Catholic Separate Schools - The Connections Program

MOTION: By M. Meints that Christ the Redeemer Catholic Separate Schools - The Connections Program be funded \$7,500.00.

Carried Unanimously

5.2 Dr. Morris Gibson (DMG) Fundraising Committee - Sensory Room

MOTION: By D. Nichols that Dr. Morris Gibson Fundraising Committee - Sensory Room be funded \$4,000.00.

Carried Unanimously

5.3 Foothills Advocacy in Motion Society (FAIM) - Seasonal Yard Pros

MOTION: By Councillor Hallmark that Foothills Advocacy in Motion Society - Seasonal Yard Pros be funded \$7,000.00.

Carried Unanimously

5.4 Foothills School Division (Fiduciary Lead); Foothills Community Coalition - Integrated Youth Hub Furniture

MOTION: By M. Cook that Foothills School Division (Fiduciary Lead); Foothills Community Coalition - Integrated Youth Hub Furniture be funded \$10,000.00.

Carried Unanimously

5.5 Foothills School Division - Family School Liaison Counsellors

MOTION: By J. Smolic that Foothills School Division - Family School Liaison Counsellors not be funded.

Carried Unanimously

5.6 Foothills School Division - Outreach Services - Cameron Crossing School

MOTION: By C. Baek that Foothills School Division - Outreach Services - Cameron Crossing School be funded \$10,000.00.

Carried Unanimously

5.7 Inclusion Foothills - Family Support Program

MOTION: By M. Cook that Inclusion Foothills - Family Support Program be funded \$12,500.00.

Carried Unanimously

5.8 KidSport Okotoks - Physical Activity Registration Support

MOTION: By M. Meints that KidSport Okotoks - Physical Activity Registration Support not be funded.

Carried Unanimously

5.9 Okotoks Family Resource Centre (OFRC) – Okotoks Family Resource Centre

MOTION: By D. Nichols that Okotoks Family Resource Centre (OFRC) be funded \$15,000.00.

Carried Unanimously

5.10 Okotoks Food Bank Association - Food Literacy Framework

MOTION: By C. Baek that Okotoks Food Bank Association - Food Literacy Framework not be funded.

Carried Unanimously

5.11 Okotoks Public Library - Literacy Launch Kits

MOTION: By Councillor Hallmark that Okotoks Public Library - Literacy Launch Kits be funded \$12,000.00.

Carried Unanimously

5.12 Organization for the Prevention of Violence - Evolve Program Awareness Campaign

MOTION: By M. Cook that Organization for the Prevention of Violence - Evolve Program Awareness Campaign not be funded.

Carried Unanimously

5.13 Rowan House Society - Preventative Education Program

MOTION: By J. Smolic that Rowan House Society - Preventative Education Program be funded \$7,000.00.

Carried Unanimously

5.14 Sheep River Health Trust - School Meal Program

MOTION: By M. Meints that Sheep River Health Trust - School Meal Program not be funded.

Carried Unanimously

5.15 Solace Grief Support Society - Individual Counselling

MOTION: By D. Nichols that Solace Grief Support Society - Individual Counselling be funded \$5,000.00.

Carried Unanimously

6. **ADJOURNMENT**

MOTION: By C. Baek that the April 29, 2025 United Way/Okotoks Partnership Committee Investment Sub-Committee Meeting adjourn at 3:17 p.m.

Carried Unanimously



MUNICIPAL ENFORCEMENT PRIORITIES AND RCMP PERFORMANCE PLAN

Issue

The 2025 Municipal Enforcement priorities and RCMP Annual Performance Plan is provided to Council for approval.

Motion Proposed by Administration

That the priorities of Traffic Safety, Noise, Nuisance and Unsightly Premises be included in the 2025 Municipal Enforcement priorities and the priorities of Traffic Safety, Crime Reduction, and Proactive Police Visibility be included in the RCMP Annual Performance Plan.

Report, Analysis and Financial Implications

Public safety is a shared responsibility. By actively engaging through an open house with both Okotoks Municipal Enforcement (OME) and RCMP, and/or responding to the 2025 Public Safety Survey, community members have played a vital role in shaping public safety priorities within our community. The findings from the survey are summarized in the attached What We Learned Report.

OME 2025 Priorities:

As indicated in the attached What We Learned Report the top three (3) OME priorities are:

1. Traffic safety
2. Noise
3. Nuisance and unsightly premises

The majority of respondents reported feeling satisfied with the overall level of safety in Okotoks, as well as with the services provided by OME. However, some neighbourhoods reported ongoing concerns regarding:

- Traffic enforcement (speeding, distracted driving)
- Noise disturbances
- Nuisance and unsightly premises
- Animals at large

Notably, while approximately 75% of respondents reported witnessing a safety or bylaw violation in the past year, only one-third took action to report the issue to OME.

Okotoks RCMP 2025 Policing Priorities:

Each year the RCMP deploy their resources based on an Annual Performance Plan (APP). The APP is a strategic blend of provincial and local priorities intended to reflect the public safety priorities of the community. For 2025, three (3) policing priorities were established through the Okotoks Detachment leadership team based on local community consultation reflecting the most recent community concerns. As indicated in the attached What We Learned Report the top three (3) policing priorities are:

1. Traffic Safety
2. Crime Reduction
3. Proactive Police Visibility

While 93% of respondents reported feeling safe or very safe in Okotoks, there are concerns regarding:

- Property crime
- Traffic enforcement
- Officer visibility
- Impaired and distracted driving

It is worth noting that over the past five (5) years, there has been a significant decrease in residents reporting victimization by property crime.

Strategic Plan Goals

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

Equity/Diversity/Inclusivity Impacts and Strategy

Diverse engagement opportunities are provided to our community so that perspectives and ideas from all interested parties are considered in Council's decision-making process. The 2025 public safety engagement was offered in-person and online to address barriers to participation and reflect the range of diversity with the community.

Environmental Impacts

n/a

Governing Policies/Bylaws/Legislation or Agreements

GP-D-2.6 Council's Community Engagement Policy

EL-B-2.6 Community Engagement Policy

Community Engagement Strategy

In 2025, public safety engagement efforts focused on capturing community perspectives on current safety conditions and future priorities.

Okotoks RCMP and Okotoks Municipal Enforcement, in partnership with the Town's Community Engagement business centre, collaboratively hosted a first ever, "Coffee with a Cop" in January 2025 and an Open House in March 2025. Both events received local media coverage and experienced moderate attendance.

This year's Public Safety Survey allowed for a more comprehensive understanding of local safety issues. The survey was open from February 18 to March 4, 2025, and received 473 responses, including from the Okotoks Citizen Panel - a group of engaged residents who opt in for community engagement opportunities. This was supplemented by a Public Safety Open House, attended by 55 community members. The findings were compiled in the What We Learned Report, which informs both enforcement and policing strategies moving forward.

Alternatives for Consideration

n/a

CAO Comments

I support the approval of the priorities as they are consistent with the feedback received from the public about key issues within the community.

Attachment(s)

1. Public Safety Survey What We Learned Report - March 2025

Prepared by:
S/Sgt Mike Zinck, Okotoks RCMP Detachment Commander
Vikram Kulkarni, Municipal Enforcement Manager
April 25, 2025



Public Safety SURVEY

March 2025



WHAT
WE
LEARNED



Background

Shaping our community’s public safety priorities

The Public Safety Survey has been used historically to help the Royal Canadian Mounted Police (RCMP) determine their Annual Performance Plan (APP). The APP is a strategic blend of provincial and local priorities intended to reflect the public safety priorities in our community. In March 2024, the Public Safety Survey was updated to include a section for Okotoks Municipal Enforcement with questions relating to Town bylaws and enforcement. The inclusion of both Okotoks Municipal Enforcement and the RCMP helps to better capture the Town’s overall safety concerns and policing needs.

2025 Public Safety Survey

The 2025 Public Safety Survey was an opportunity for Okotoks residents and business owners to provide their input on policing needs in our community, and the current state of safety in our Town.

Okotoks RCMP and Municipal Enforcement serve the Town of Okotoks as an integrated policing service. The RCMP is contracted to provide policing services and work alongside Municipal Enforcement, who administer community bylaws.

The survey has three sections including a section for people to provide their demographics and thoughts on general safety, a section with questions specific to the RCMP, and a section with questions specific to Municipal Enforcement.

Our Goal

To help inform Okotoks Municipal Enforcement and the RCMP’s 2025 annual policing priorities.

2025 TIMELINE

FEB

MAR

18 TO 4

Seek input from residents and local business owners through online survey.

MAR

4

Public Safety Open House for community to connect with and provide feedback to members of the Okotoks RCMP and Municipal Enforcement.

APR

14

Present the 2025 Public Safety Survey What We Learned Report to Council.



Community Engagement

We are committed (through the Town’s Community Engagement Policy) to give the community an opportunity for input into decisions that will affect residents and businesses.

Who did we engage?

Okotoks residents and business owners, as well as our Citizen Panel consisting of individuals who voluntarily signed up to join this group of engaged citizens and want to be contacted for public consultation opportunities as they become available.

LEVEL OF COMMUNITY ENGAGEMENT

This project falls within the **CONSULT** level.



473

Resident and business owners provided feedback on the online survey.



55

Community members provided feedback at the Public Safety Open House.

**There was a slight increase in participation in the 2025 Public Safety Survey, up from 465 survey respondents in 2024 to 473 in 2025.*



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide balance and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with public to make sure concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place final decision-making in the hands of the public.
PROMISE	"We will keep you informed."	"We will listen to and acknowledge your concerns."	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made."	"We will look to you for advice and innovation and incorporate this in decisions as much as possible."	"We will implement what you decide."
INPUT ZONE			ENGAGEMENT ZONE		

Overview & Highlights

A look at public safety in Okotoks

Here is what survey respondents told us about public safety and policing needs in Okotoks.



93%

Survey participants said they felt **very safe (33%) or safe (60%)** in 2024.



#1 & 2

Traffic safety remains a top priority in 2025 amongst survey participants. It ranks as the **#1 priority for Municipal Enforcement** and **#2 for RCMP**.



72%

Among respondents who interacted with Okotoks Municipal Enforcement and the RCMP, the majority reported **satisfaction with the quality of service and responsiveness**. 60% of respondents were satisfied with OME, and 72% of respondents were satisfied with the RCMP.



RCMP Highlights



Since 2020, there has been a dramatic **decrease in % of respondents who reported being victims of property crime**, down from 25% to 8%.



Crime reduction was a standout priority, with clear community support for elevating its importance.

Municipal Enforcement Highlights



#1

Traffic enforcement remains the top priority for **Municipal Enforcement** in 2025.



#2

Noise was a new ranking option in this year's survey, and was the second highest concern, followed by nuisance and unsightly premises.

Survey Demographics

Resident or Business Owner Demographics



94%

Survey participants identified as Okotoks Residents.



6%

Survey participants identified as Okotoks business owners

Age Demographics

	% of respondents
16 to 34 years	10%
35 to 44 years	28%
45 to 54 years	25%
55 to 64 years	20%
65 or older	16%
Prefer not to say	1%



83%

Of survey participants identified as adults (between ages 18 and 64). 16% of survey participants were seniors (65 and older), and 1% of survey participants were youth (17 and under).

Neighbourhood Demographics

	% of respondents
Cimarron areas	20%
Mountainview	20%
Crystalridge areas	13%
Other	12%
Drake Landing	7%
Westridge	6%
Sheep River areas	5%
Westmount areas	3%
D'Arcy	3%
Tower Hill	3%
Woodhaven	3%
Heritage Okotoks	2%
Downey Ridge	2%
Rosemont	2%



Top Neighbourhoods

The following three neighbourhoods were identified most commonly by survey respondents when asked where they live:

1. Cimarron (Cimarron Meadows, Cimarron Park, Cimarron Grove, Cimarron Vista, Cimarron Springs, Cimarron Estates).
2. Mountainview
3. Crystalridge (Crystal Green, Crystal Shores)

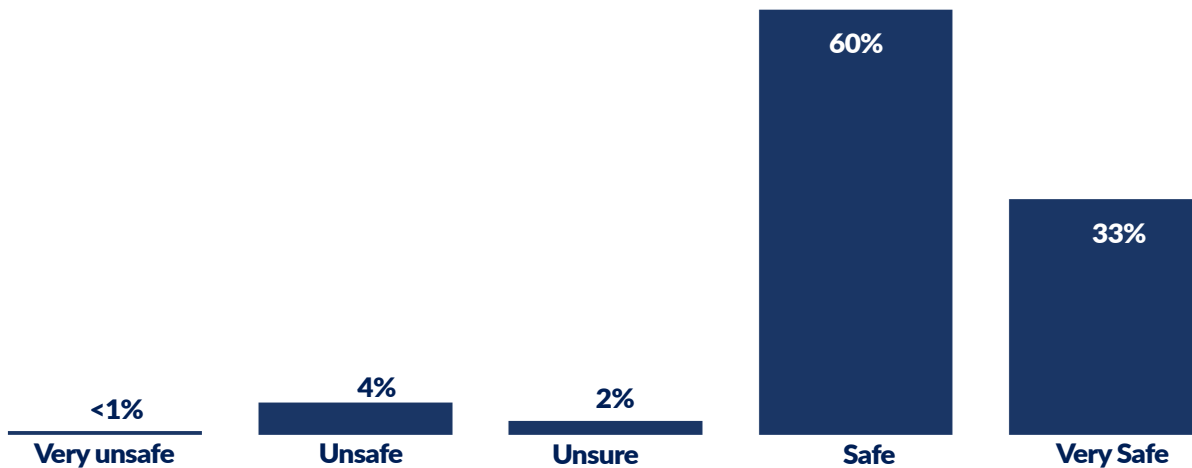
*Demographic categories with values of less than 2% are not included.

**For neighbourhood demographics, areas were combined to ensure a minimum sample size of 10.

***The age and neighbourhood categories provided to survey respondents were based on the categories provided in the Community Household Survey for consistency.

Neighbourhood Safety

Q5. How safe do you feel in Okotoks?



93%

Feel very safe (33%) or safe (60%) in Okotoks.

2024 Comparison

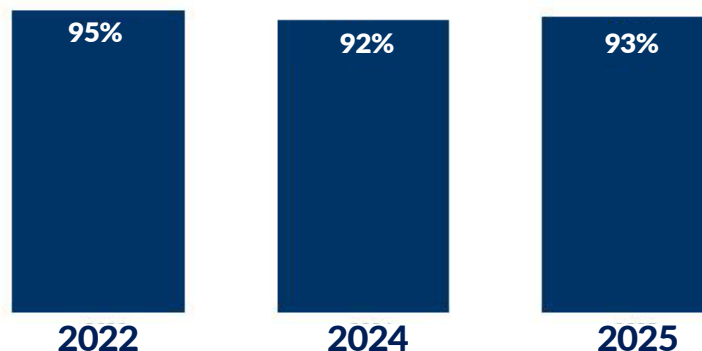
In our 2024 Public Safety Survey, 92% of survey respondents said they either felt very safe (37%) or safe (55%) in their neighbourhood.



Open House Comparisons

The data from the Public Safety Open House for the same question reinforces these results with all participants either responding that they felt very safe (32) or safe (22). None reported feeling unsafe, very unsafe, or unsure.

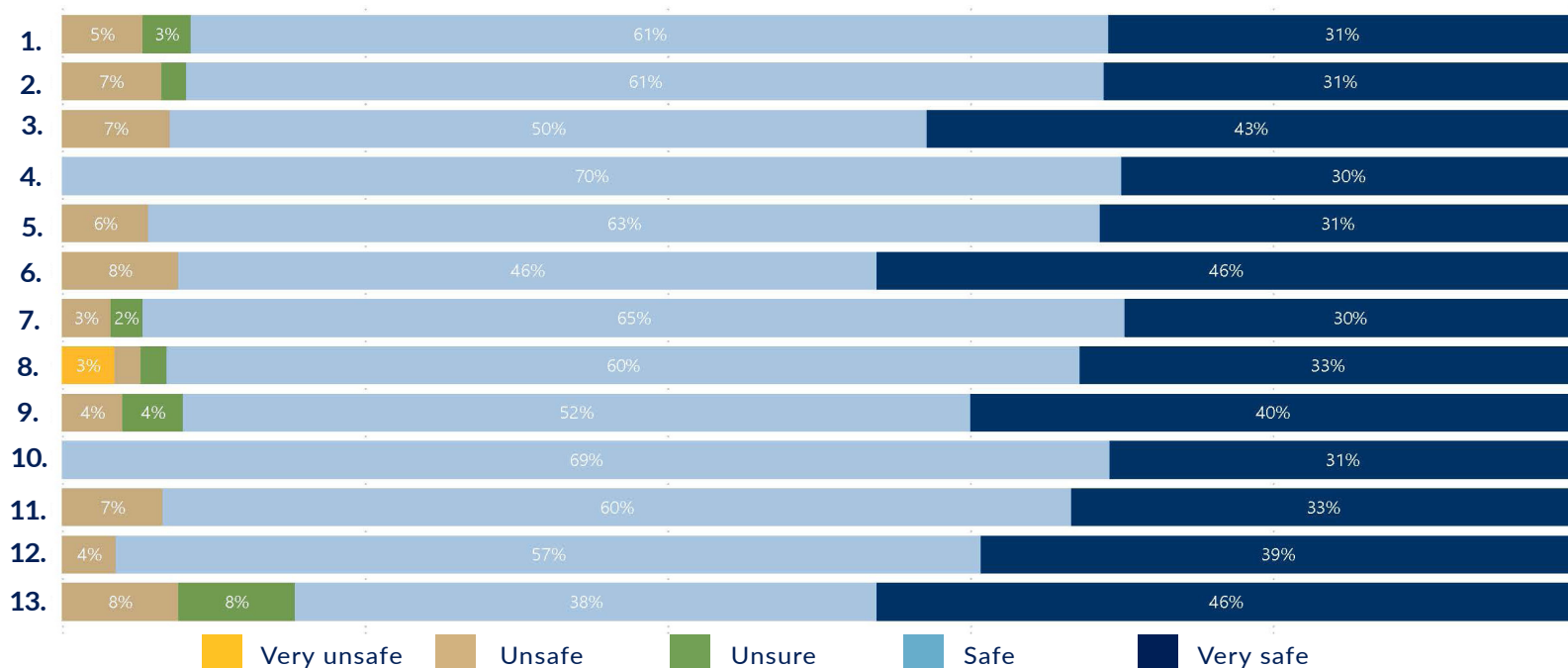
Percentage of Feeling of Safety by Survey Year



*There was no Public Safety Survey in 2023.

Neighbourhood Safety

Feelings of Safety in Okotoks by Neighbourhood



	# Respondents	Avg. safety score	Margin of error	CI lower	CI upper
1. Cimarron areas	94	4.17	0.15	4.02	4.32
2. Mountainview	94	4.21	0.13	4.08	4.34
3. Crystalridge areas	61	4.16	0.19	3.97	4.35
4. Other	58	4.17	0.22	3.96	4.39
5. Drake Landing	35	4.20	0.25	3.95	4.45
6. Westridge	28	4.32	0.25	4.07	4.57
7. Sheep River Areas	25	4.28	0.29	3.99	4.57
8. Westmount areas	15	4.20	0.39	3.81	4.59
9. D'Arcy	14	4.29	0.43	3.85	4.72
10. Heritage Okotoks	13	4.31	0.46	3.84	4.77
11. Tower Hill	13	4.31	0.26	4.05	4.57
12. Wood Haven	13	4.23	0.50	3.73	4.73
13. Downey Ridge	10	4.30	0.35	3.95	4.64



Top Safety Score by Neighbourhood

1. Westridge
2. Heritage Okotoks
3. Tower Hill
4. Downey Ridge
5. D'Arcy

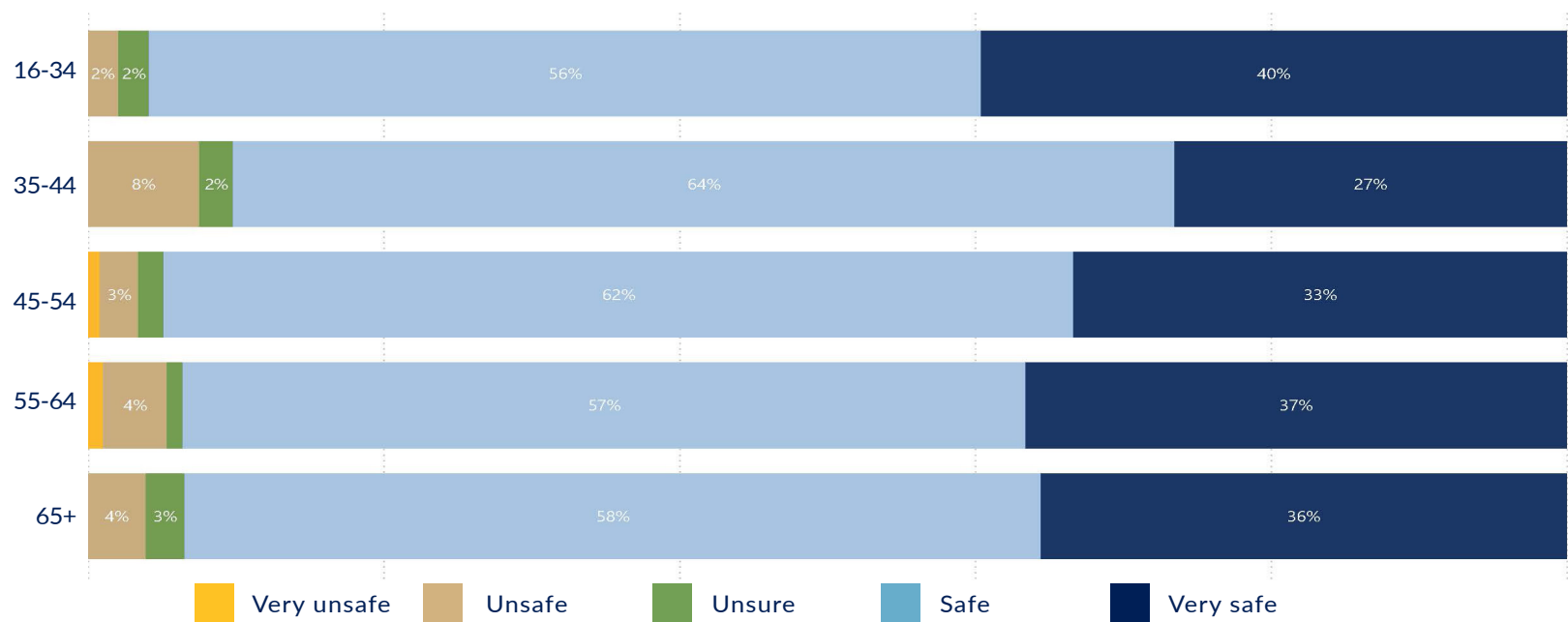
*CI = Confidence Interval. Confidence Interval used + 95%

**Higher margin of error is based on mean and sample size of neighbourhood area

***Safety score rating: 5 - very safe, 4 - safe, 3 - unsure, 2 - unsafe, 1 - very unsafe

Neighbourhood Safety

Feelings of Safety in Okotoks by Age



Ages 35 to 44

Was the age group of survey respondents who reported the highest percentage of feeling unsafe (8% unsafe, 2% very unsafe). The age group who reported the lowest percentage of feeling unsafe was ages 16 to 34 (2% unsafe, 2% very unsafe).

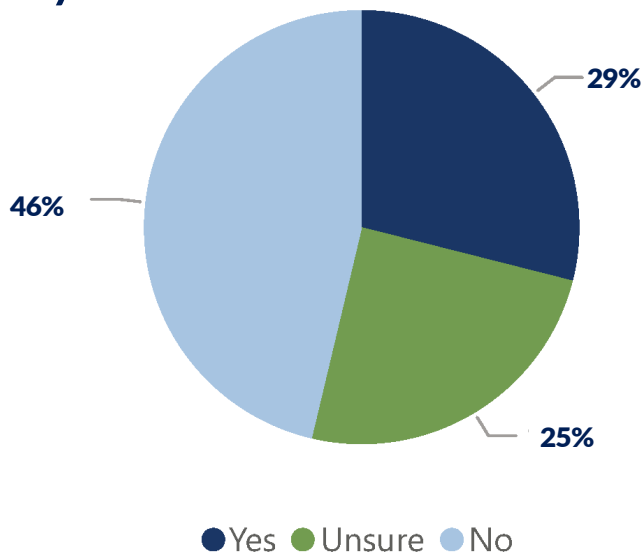
*Values of less than 2% not labeled

**Age groups are not proportional to each other

***Age groups have been combined to ensure a minimum sample size of 30

Public Safety Survey Participation

Q6. Did you participate in the 2024 Public Safety Survey?



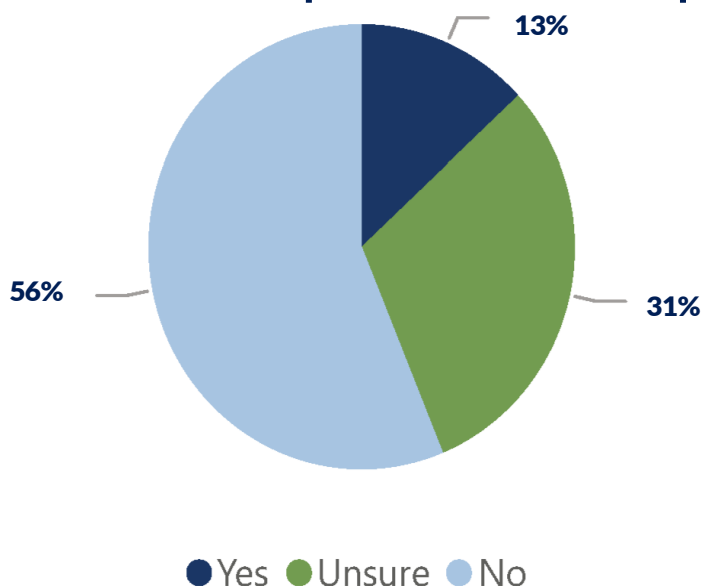
46%

Of survey respondents said they did not participate in the 2024 public safety survey.

13%

Of the 29% that did participate, only 13% reported an improvement in public safety since then.

Q7. Since the 2024 Public Safety Survey, have you noticed an improvement in public safety?



Open House Comparisons

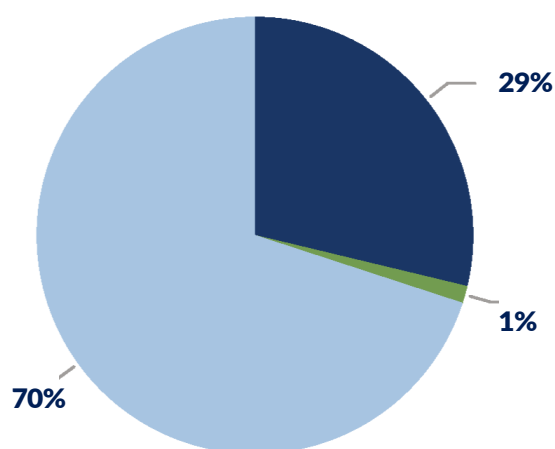
The data from the Public Safety Open House for question 6 reinforces these results. Out of 47 people who answered Q6, 37 did not take the survey. Question 7 saw slightly different results, with majority of people saying they were unsure if they noticed improvements.

*Question 7 was only available to survey respondents who answered yes to Question 6 'Did you participate in the 2024 Public Safety Survey?'

**Only 29% of survey participants said that they took the 2024 Public Safety Survey, so the audience for the 2025 Public Safety Survey is significantly different.

RCMP Interactions

Q8. Have you had any interactions with the Okotoks RCMP in the last 12 months?



● Yes ● Prefer not to answer ● No

Compared to 2024

 **2%**

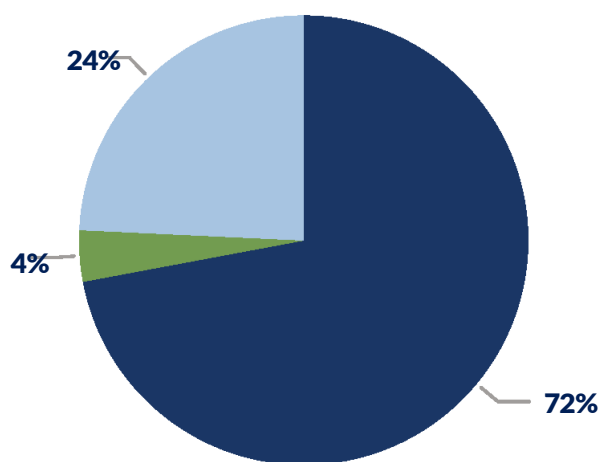
29% of survey participants said they interacted with Okotoks RCMP in 2025, compared to 31% in 2024.



72% Satisfaction

72% of survey respondents who interacted with Okotoks RCMP said they were satisfied with the responsiveness and quality of service.

Q9. During this interaction, were you satisfied with the responsiveness & quality of service?



● Yes ● Prefer not to answer ● No

Q 10. Top 3 reasons why respondents were unsatisfied with the RCMP:

1. Perceived lack of concern
2. Unprofessional conduct
3. Unresolved issue

*Question 10 was only available to survey respondents who answered 'Yes' to Question 8 'Have you had any interactions with the Okotoks RCMP in the last 12 months,' and 'No' to Question 9 'During this interaction, were you satisfied with the responsiveness and the quality of service provided by the Okotoks RCMP?'





**This is the first year we asked survey respondents why they were unsatisfied with the RCMP.

***A summary comparing RCMP and Municipal Enforcement interactions can be found on page 17.




Neighbourhood Concerns

Q11. Please rank the following concerns from the most important to the least important in your neighbourhood.

RCMP Community Priority Rankings by Survey Year

	2025	2024	2022	2021
Property Crime	 1	2	1	1
Traffic Safety	 2	1	2	3
Police Presence	 3	3	4	5
Persons Crime	 4	5	3	2
Illicit drug use/activity	 5	4	5	4

Legend

-  Increase in priority
-  Decrease in priority
-  No change in priority

2025 Top Concerns

- Property crime
- Traffic safety
- Police presence

2024 Top Concerns

- Traffic safety
- Property crimes
- Lack of police presence

2022 Top Concerns

- Property crimes
- Traffic safety
- No concerns

**Each option's corresponding number represents its score, which is based on its ranked position multiplied by the response count and divided by the total number of contributions.*

*** There was no Public Safety Survey in 2023.*

Neighbourhood Concerns

RCMP Community Priority Rankings by Neighbourhood

Area	No concerns	Illicit drug use/ activity	Persons crimes	Police presence	Property crime	Traffic safety
1.	1.90	3.31	3.76	4.13	5.37	5.43
2.	1.71	3.52	4.14	3.57	5.91	5.61
3.	1.50	3.08	4.83	4.17	5.17	6.00
4.	1.88	4.63	4.13	4.50	4.75	4.88
5.	1.80	3.63	3.69	4.00	5.57	5.51
6.	1.91	5.00	4.27	2.64	5.45	4.91
7.	1.30	2.55	3.19	3.76	5.68	5.89
8.	2.59	3.61	3.91	3.41	5.21	4.36
9.	2.28	2.83	3.28	4.11	4.17	4.67
10.	1.69	2.62	2.85	2.92	5.00	5.08
11.	2.40	2.93	3.67	3.27	5.27	5.00
12.	2.52	2.85	2.93	3.41	5.11	4.56
13.	2.42	2.33	3.08	3.50	4.42	4.75

*Higher values indicate a high score of concern for residents.



Neighbourhood Legend

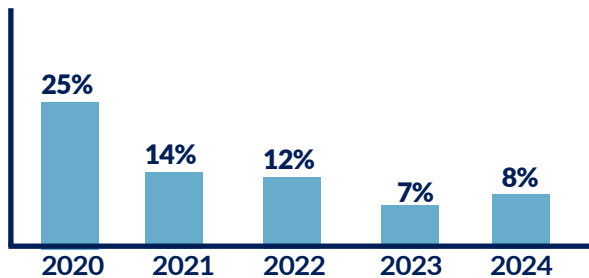
- | | |
|-----------------------|----------------------|
| 1. Cimarron areas | 8. Other |
| 2. Crystalridge areas | 9. Sheep River areas |
| 3. D'Arcy | 10. Tower Hill |
| 4. Downey Ridge | 11. Westmount areas |
| 5. Drake Landing | 12. Westridge |
| 6. Heritage Okotoks | 13. Woodhaven |
| 7. Mountainview | |

Property Crime

Q12. Were you a direct victim of property crime in Okotoks during 2024?



Respondents who were victims of property crime year over year



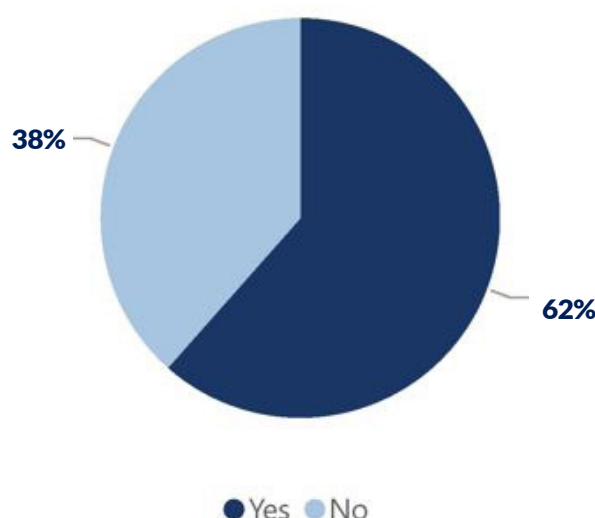
Year over Year Comparison

Respondents of property crime have dropped by more than half since 2020.



Property Crime Reporting

Q13. If you were a direct victim of property crime in 2024, did you report it to the RCMP?



**Question 13 was only available to survey respondents who answered 'Yes' to Question 12 'Were you a direct victim of property crime in Okotoks in 2024?'*



Q 14. Among respondents who chose not to report property crimes to the RCMP, the most frequently cited reasons were:

1. A belief that RCMP would not adequately respond to their concerns.
2. The perception that the incident was not significant enough to warrant reporting.

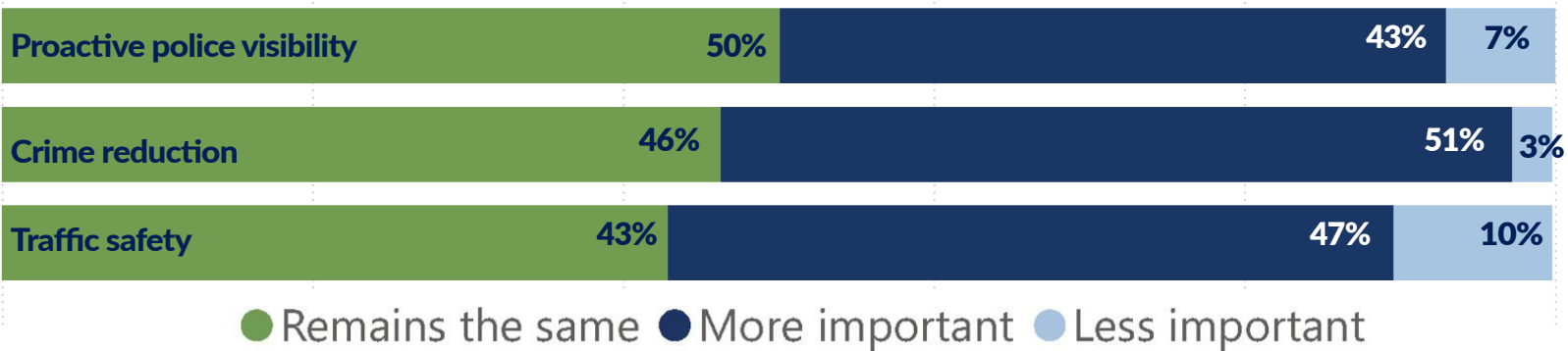
**Question 14 was only available to survey respondents who answered 'Yes' to Question 12 'Were you a direct victim of property crime in Okotoks in 2024?' and 'No' to Question 13 'Did you report this incident to the RCMP?'*

***This is the first year we have asked survey respondents why they did not report a property crime incident to the RCMP.*

Policing Priorities

Q15. Of the 2024 RCMP Policing Priorities, please list whether you feel these priorities are more important, remain the same or less important in 2025?

The 2024 priorities were Traffic Safety, Proactive Police Visibility and Crime Reduction.



Crime reduction was a standout priority, with clear community support for elevating its importance.



Thanks for your input! Survey participants help determine the Okotoks RCMP's 2025 policing priorities!

2024 Policing Priorities

1. Traffic Safety
2. Crime Reduction
3. Proactive police visibility

2023 Policing Priorities

1. Crime reduction
2. Proactive police visibility
3. Community involvement and communication

2022 Policing Priorities

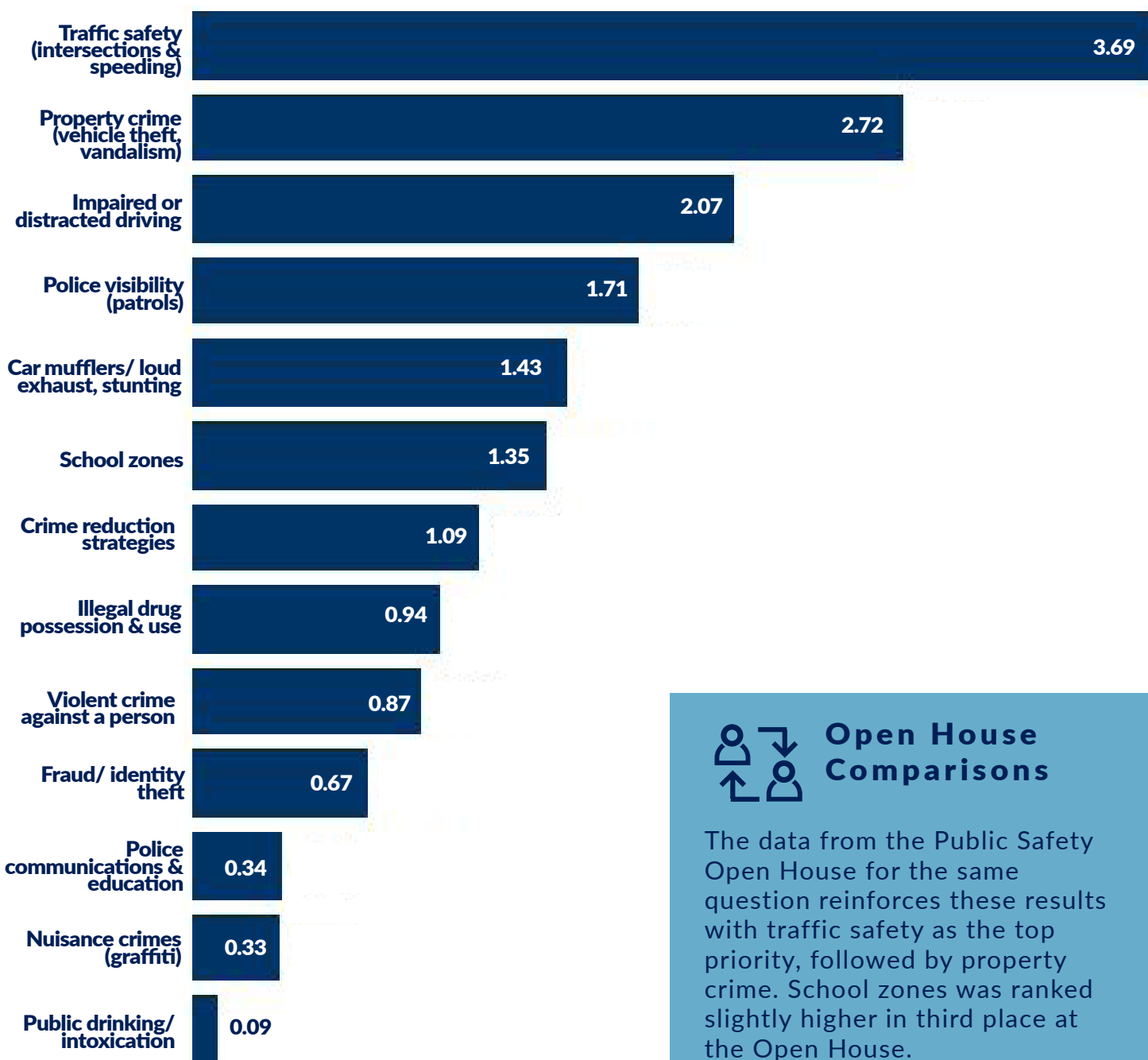
1. Crime reduction
2. Enhanced visibility
3. Enhanced public confidence and engagement

**In the 2024 Public Safety Survey, we asked respondents which of the 2023 Policing Priorities were still important (the 2023 RCMP Policing Priorities included Community Involvement and Communications, Crime Reduction, and Proactive Police Visibility (ranked in image 2, 2023 Policing Priorities). Based on additional feedback from the 2024 Public Safety Survey, the Okotoks RCMP determined their mandated priorities, which were amended to include traffic safety, followed by crime reduction and proactive police visibility.*

***There was no Public Safety Survey in 2023. The 2023 priorities were determined internally by the Okotoks RCMP.*

Prioritizing policing concerns

RCMP Public Safety Concerns for 2025 by Score



Open House Comparisons

The data from the Public Safety Open House for the same question reinforces these results with traffic safety as the top priority, followed by property crime. School zones was ranked slightly higher in third place at the Open House.





*Score is the product of each weight (inverse of rank) by the corresponding number of responses per position, summing those products for all ranks, and then dividing by the total response count.

Prioritizing policing concerns

RCMP Top Public Safety Concerns

	2025	2024
Traffic Safety	— 1	1
Property Crime	^ 2	3
Impaired or distracted driving	v 3	2
Police visibility	— 4	4
Car mufflers/loud exhaust, stunting	^ 5	9
School zones	— 6	6
Crime reduction strategies	v 7	5
Illegal drug possession and use	v 8	7
Violent crime against a person	v 9	8
Fraud/identity theft	* 10	
Police communications	— 11	11
Nuisance crimes	* 12	
Public drinking/intoxication	v 13	12

Legend

-  Increase in priority
-  Decrease in priority
-  No change in priority
-  New in ranking for survey year

2025 Top Priorities

1. Traffic safety
2. Property Crime
3. Impaired or distracted driving
4. Police visibility
5. Car mufflers/ loud exhaust

2024 Top Priorities

1. Traffic safety
2. Impaired or distracted driving
3. Property crime
4. Police visibility
5. Crime reduction strategies

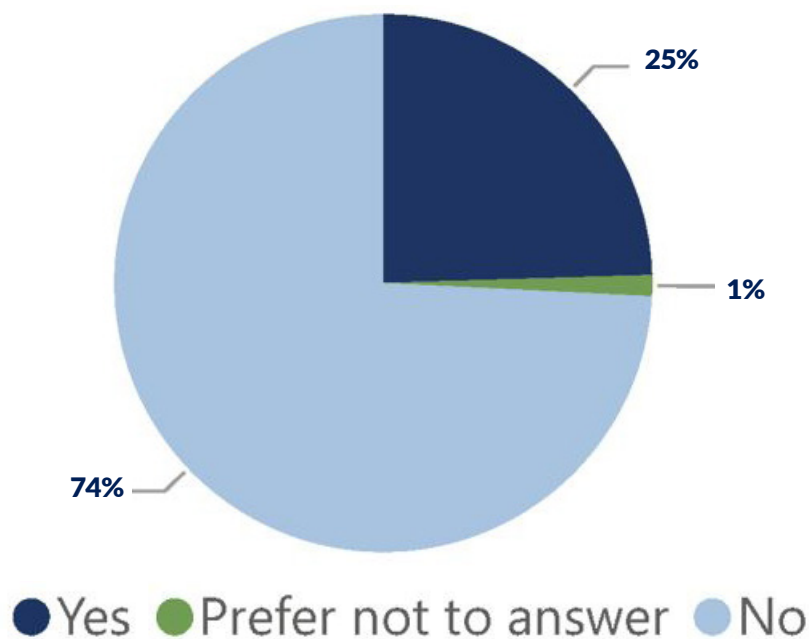
2022 Top Priorities

1. Property crime
2. Crime reduction strategies
3. School safety
4. Traffic safety/ intersections
5. Residential speeding

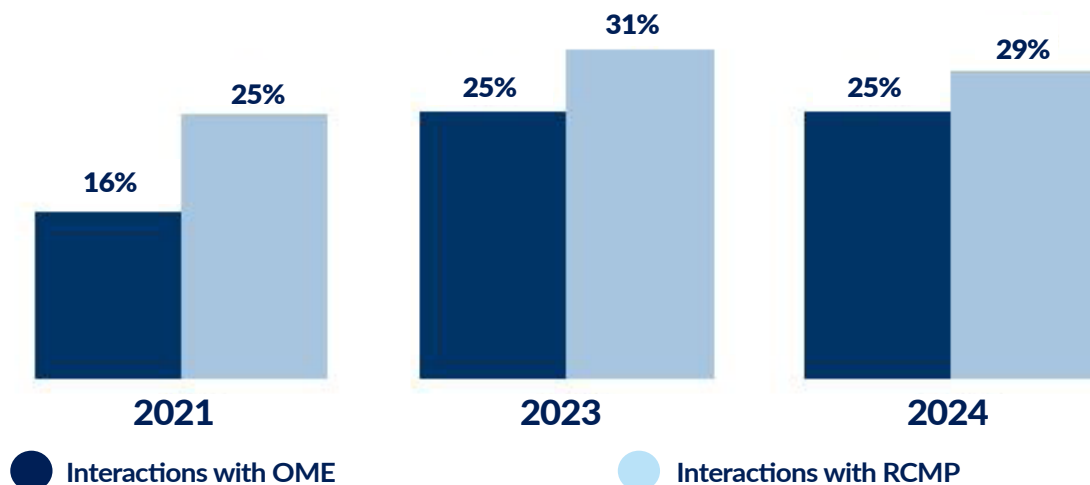
*There was no Public Safety Survey in 2023.

Municipal Enforcement Interactions

Q17. Have you had any interactions with Okotoks Municipal Enforcement in the last 12 months?



Percentage of Respondents Who've Had Interactions With Okotoks RCMP & Municipal Enforcement by Survey Year



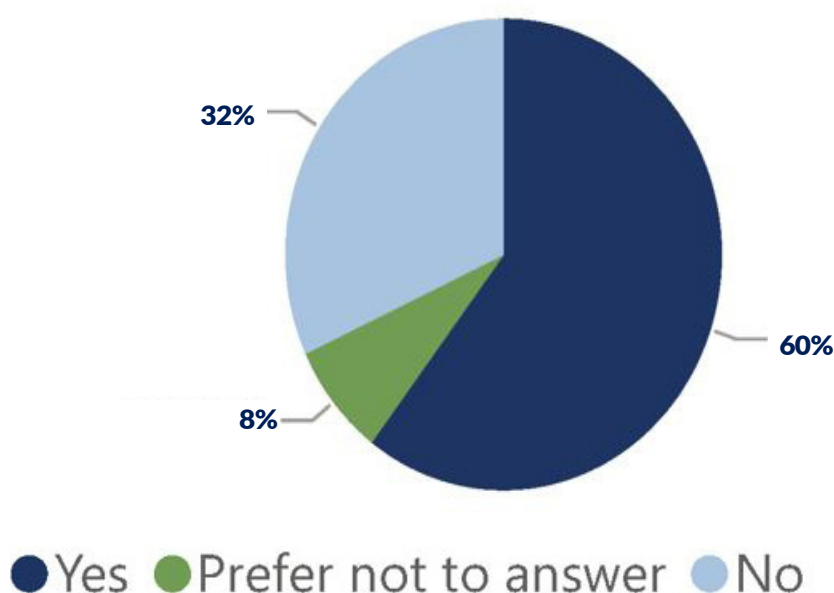
*There was no Public Safety Survey in 2023.

**Interactions with RCMP & Municipal Enforcement were collected in succeeding survey year.

***A summary of RCMP interactions can be found on page 10.

Municipal Enforcement Interactions

Q18. During this interaction, were you satisfied with Okotoks Municipal Enforcement's responsiveness?



11%

SATISFACTION INCREASE

60% of survey respondents who had an interaction with Okotoks Municipal Enforcement in 2024 said they were satisfied with the responsiveness. Only 49% of survey respondents who had an interaction with Municipal Enforcement in 2023 said they were satisfied with the interaction.

Top 3 reasons why respondents were unsatisfied with Municipal Enforcement:

1. Perceived lack of concern
2. Unresolved issue
3. Inconsistent service

*Question 19 was only available to survey respondents who answered 'Yes' to Question 17 'Did you have an interaction with Okotoks Municipal Enforcement in 2024' and answered "No" to Question 18 "Were you satisfied with the responsiveness and quality of service from Okotoks Municipal Enforcement?"

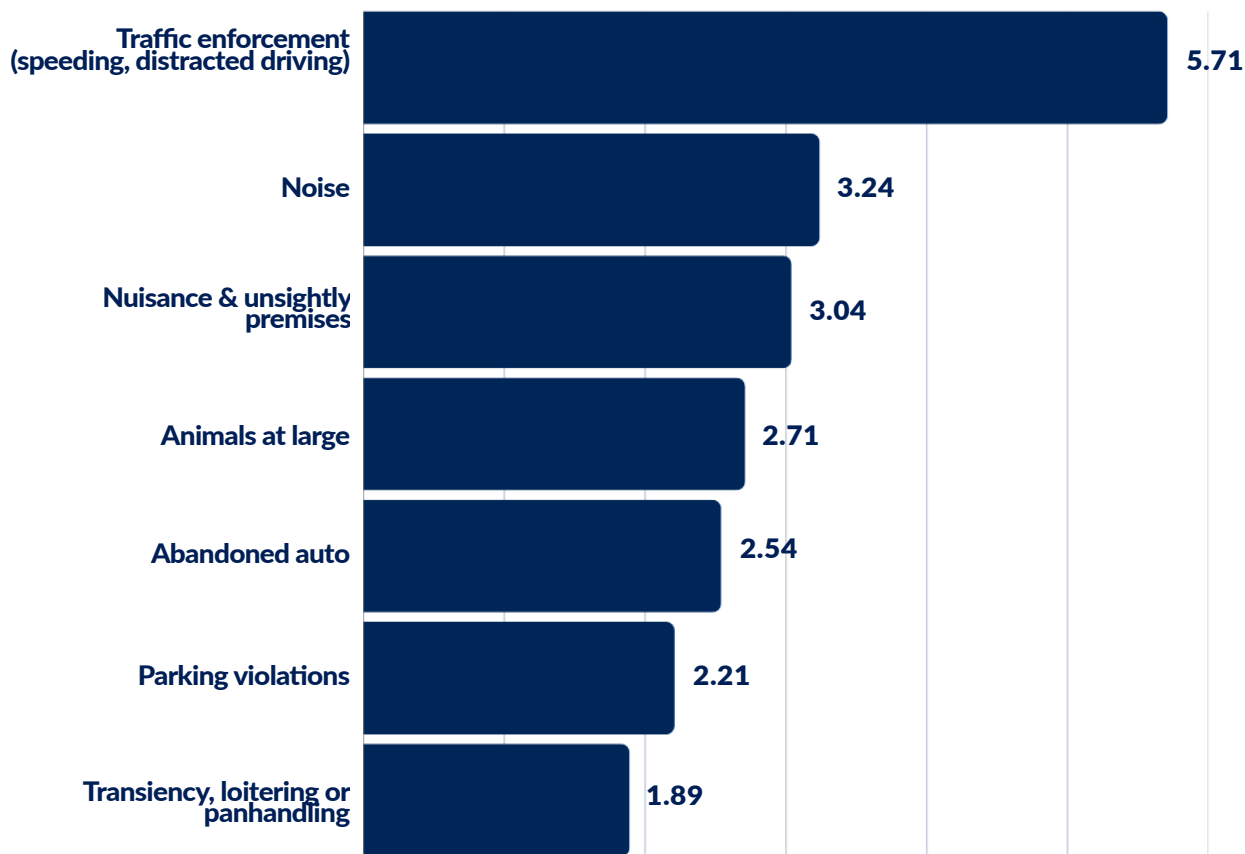
**This is the first year we asked survey respondents why they were unsatisfied with the responsiveness and quality of service provided by Okotoks Municipal Enforcement.

*** There was no Public Safety Survey in 2023. 2023 satisfaction rates were collected as a part of the 2024 Public Safety Survey.

Bylaw Concerns

Municipal
Enforcement

Q20. Please rank the following concerns from the most important to least important in your neighbourhood.



Open House Comparisons

The data from the Public Safety Open House for the same question reinforces these results with traffic enforcement as the top priority. Animals at large ranked higher at second place, followed by noise. Comments accompanied by votes for animals at large address deer in Town as an issue.

2025 Neighbourhood concerns

1. Traffic enforcement
2. Noise
3. Nuisance and unsightly premises
4. Parking violation
5. Animals at large

2024 Neighbourhood concerns

1. Traffic enforcement
2. Nuisance and unsightly premises
3. Parking violation
4. Animals at large
5. Abandoned auto

*Score is the product of each weight (inverse of rank) by the corresponding number of responses per position, summing those products for all ranks, and then dividing by the total response count.

Bylaw and Safety Violations

Top Municipal Enforcement Concerns by Rank in Survey Years

	2025	2024
Provincial traffic enforcement	— 1	1
Noise	* 2	
Bylaw enforcement (nuisance & unsightly premises)	v 3	2
Parking violation	v 4	3
Animals at large	v 5	4
Transiency, loitering, panhandling	* 6	
Abandoned auto	v 7	5

Legend

- ▲ Increase in priority
- ▼ Decrease in priority
- No change in priority
- * New in ranking for survey year



*2024 was the first year that Okotoks Municipal Enforcement was included in the Public Safety Survey.

Bylaw Concerns

Municipal Enforcement

Bylaw concerns by neighbourhood

	Abandoned auto	Animals at large	Noise	Nuisance & unsightly premises	Parking violations	Traffic enforcement	Transiency, loitering or panhandling
1.	1.77	2.16	3.40	3.07	2.88	5.64	2.48
2.	1.75	2.75	3.91	3.07	2.74	5.75	2.04
3.	2.58	2.50	3.67	3.42	4.17	5.17	1.92
4.	0.25	3.50	3.75	3.75	0.63	6.13	1.88
5.	2.18	2.53	3.65	3.59	2.71	5.44	2.09
6.	2.45	3.09	3.82	1.64	2.18	4.36	2.18
7.	1.90	2.09	2.62	2.58	2.43	6.58	1.70
8.	1.85	2.49	2.98	3.36	2.70	5.32	2.57
9.	2.16	4.21	3.89	3.16	2.63	5.68	2.26
10.	2.33	2.83	3.67	2.58	3.00	5.92	3.42
11.	1.07	2.60	3.13	3.33	2.73	4.80	1.53
12.	2.18	2.93	2.32	3.71	3.43	5.29	2.36
13.	1.54	2.38	2.77	1.85	2.15	5.62	3.00

*Higher values indicate a high score of concern for residents.



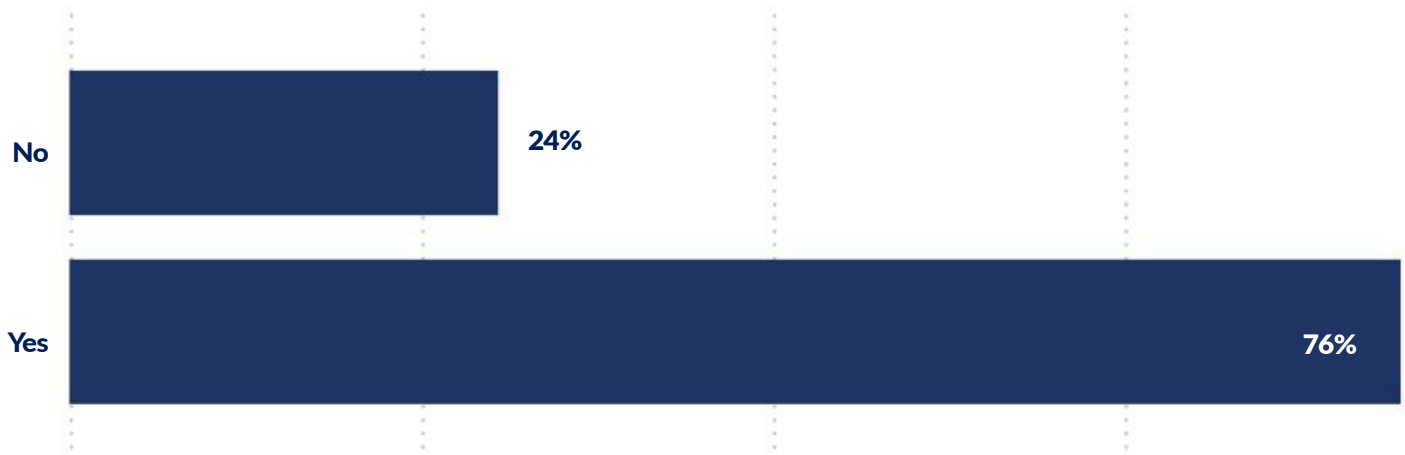
Neighbourhood Legend

- | | |
|-----------------------|----------------------|
| 1. Cimarron areas | 8. Other |
| 2. Crystalridge areas | 9. Sheep River areas |
| 3. D'Arcy | 10. Tower Hill |
| 4. Downey Ridge | 11. Westmount areas |
| 5. Drake Landing | 12. Westridge |
| 6. Heritage Okotoks | 13. Woodhaven |
| 7. Mountainview | |

*Each option's corresponding number represent its score, which is based on its ranked position multiplied by the response count and divided by the total number of contributions.

Bylaw and Safety Violations

Q21. Did you witness a safety or bylaw violation in Okotoks during 2024?

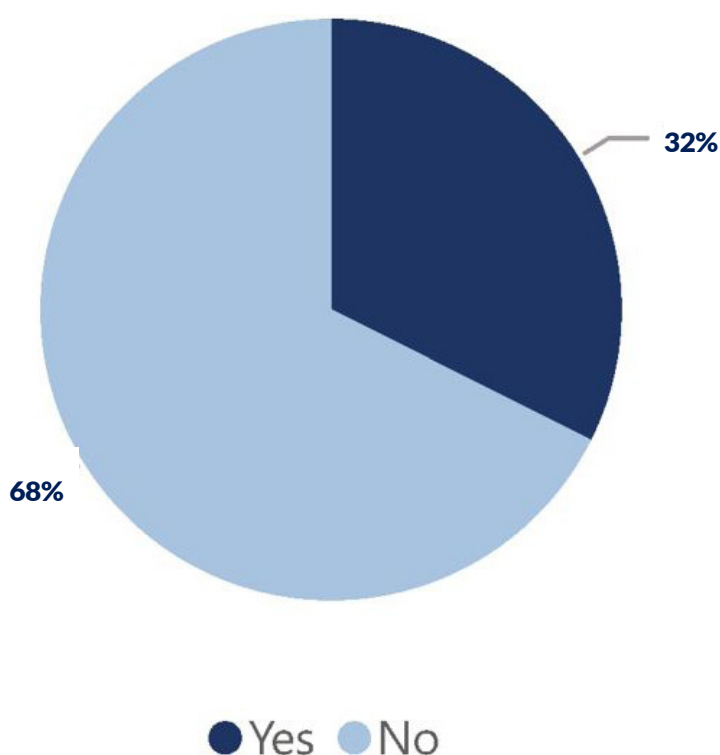


3 out of 4

Survey respondents
witnessed a safety or
bylaw violation in 2024.



Q22. If yes, did you report the incident to Okotoks Municipal Enforcement?



Bylaw Reporting

Out of the 76% of survey respondents who witnessed a safety or bylaw violation in 2024, only 1 in 3 reported it.

Q 23. Among respondents who witnessed a bylaw or safety concern, the top reasons for not reporting it are the following:

1. Not thinking the violation was important enough
2. Unsure about whether to involve Municipal Enforcement
3. Lack of confidence in enforcement

**Question 22 was only available to survey respondents who answered 'Yes' to Question 21 'Did you witness a bylaw or safety violation in 2024?'*

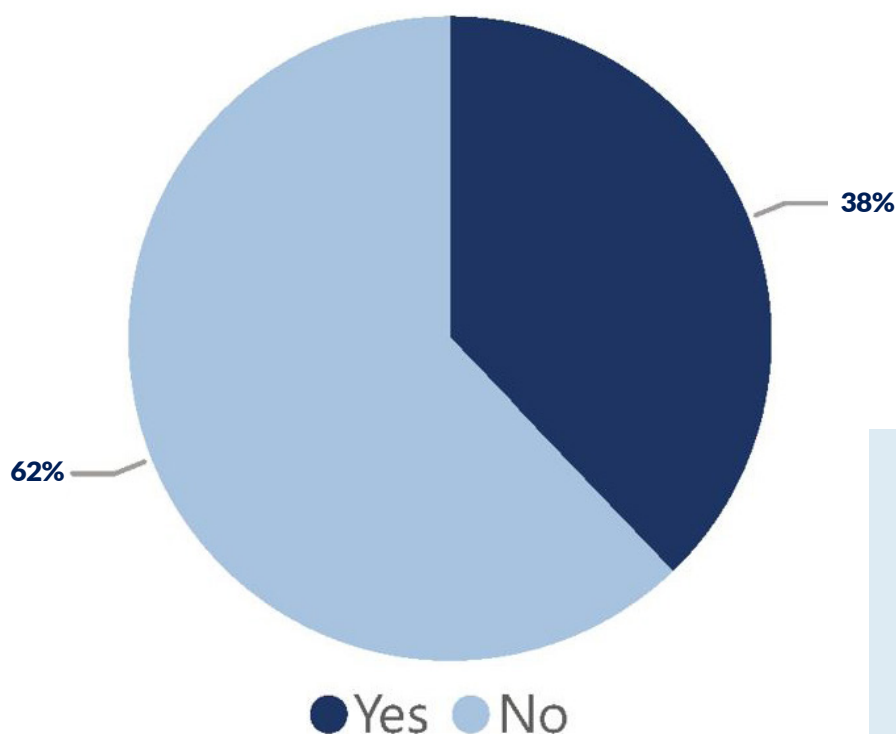
***Question 23 was only available to survey respondents who answered 'Yes' to Question 21 'Did you witness a bylaw or safety violation in 2024?' and 'No' to Question 22 'Did you report this incident to Okotoks Municipal Enforcement?'*

****This is the first year we have asked survey respondents why they did not report witnessing a bylaw or safety violation to Okotoks Municipal Enforcement.*

Traffic Enforcement

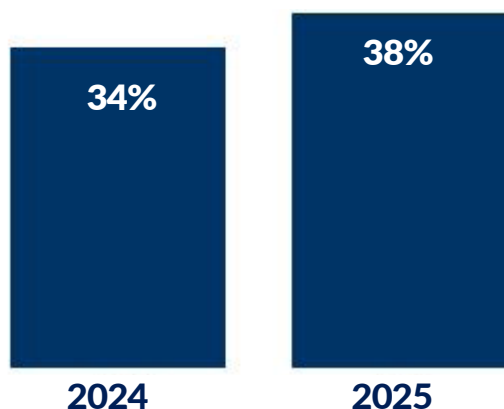
Municipal Enforcement

Q24. Do you believe there is adequate enforcement of traffic laws (e.g. speeding, reckless driving) in your neighbourhood?



38% of survey respondents believe there is adequate enforcement of traffic laws compared to 34% in the 2024 Public Safety Survey.

% of Respondents Who Feel There is Adequate Enforcement of Traffic Laws by Year







General Safety

Okotoks Top Safety Concerns

	2025	2024
Traffic safety	— 1	1
Property crime	^ 2	3
Impaired or distracted driving	v 3	2
Police visibility	— 4	4
Car mufflers/ loud exhaust/ stunting	^ 5	9
School zones	— 6	6
Crime reduction	v 7	5
Illegal drug possession and use	v 8	7
Violent crime against a person	v 9	8
Fraud/identity theft	* 10	
Police communications and education	— 11	11
Nuisance crimes	* 12	
Public drinking/intoxication	v 13	12

Legend

-  Increase in priority
-  Decrease in priority
-  No change in priority
-  New in ranking for survey year



Year over Year Comparison

- Car mufflers/loud exhaust and stunting has made the biggest jump in concerns amongst respondents, up from 9th place in the 2024 public survey to 5th place this year.
- Property crime has increased as a concern since the 2024 survey as well, up from 3rd place to 2nd place this year.
- Traffic safety remains the top concern amongst survey respondents in both the 2024 and 2025 surveys.

Next Steps

2025**Q2**

Present engagement findings to Council at the Regular Council Meeting on April 14.

2025**Q2**

Okotoks RCMP and Municipal Enforcement to use the findings from the Public Safety Survey to inform their policing priorities in 2025.

2024**Q3**

Okotoks RCMP and Municipal Enforcement to hold another in-person engagement opportunity to gather feedback on public safety from the community.





HIGH SCHOOL CAMPUS THEATRE OPTIONS

Issue

Council direction is requested regarding high school campus theatre options.

Motion Proposed by Administration

Option 1 – That the Council upset limit of \$6.5M be confirmed as the Town's total investment in a joint-use theatre at the school campus site, with theatre design and amenities to be fit to this upset limit.

OR

Option 2 – That Motion 25.C.101 be amended by increasing the project budget amount from \$6.5M to \$8.2M to support the construction of the conceptualized theatre with a 50m² loading bay with storage space, retractable seating, and necessary furniture, fixtures, and equipment to support community performances.

OR

Option 3 – That the Town's involvement in the school campus theatre be declined and that Administration be directed to review other theatre opportunities in the community.

Report, Analysis and Financial Implications

In April 2025, the Town was approached by Foothills School Division to partner on an upsized theatre at a future high school site in the community. The project, under the management of Alberta Infrastructure, has evolved over the past month to refine the high-level scope of the theatre space for a future public tendering process administered by Alberta Infrastructure. The project refinements include incorporating feedback from interested parties in the arts and culture community and budget clarification from the project team (Alberta Infrastructure and Stantec Consulting).

Changes since the Council meeting of April 14, 2025

A request for direction regarding the school campus theatre was brought forward to Council on April 14, 2025. Alberta Infrastructure and Stantec presented three theatre options with total project costs ranging from \$5.5M to \$8.4M. Following discussion, Council made a series of motions including further engagement with the arts and culture community and to establish a project budget upset limit of \$6.5M.

Administration presented a second report to Council on April 28, 2025, identifying changes to the original theatre options following targeted engagement with the arts and culture community. These changes included the addition of a loading bay and storage space (approximately 50m²) as well as a desire to futureproof the facility design to potentially accommodate a separate future theatre entrance and lobby area. Alberta Infrastructure

provided a revised project budget on April 28, 2025, which was a significant change from the previous project costs presented on April 14. Upon further conversation with Alberta Infrastructure and Stantec, it was discovered that approximately 142m² was added to the total area for circulation space (hallways and corridors). The total theatre area is 1,281 m².

The table below identifies the groupings of costs including construction (materials, contingencies and allowances), soft costs (project administration, design), and FF&E (furniture, fixtures, and equipment). These costs are based on theatre option 1 with the addition of a loading bay and storage space. Alberta Infrastructure has indicated these are pre-design and Class D estimated project costs with variance of +/- 50%.

	April 14	April 28	May 12
Construction Costs	\$7,035,000	\$6,627,089	\$7,617,318
Soft Costs	\$1,407,000	\$2,550,402	\$1,560,174
FF&E	Not disclosed	\$750,000	\$750,000
Total	\$8,442,000	\$9,927,491	\$9,927,491

Figure 1: Updated Estimated Project Costs

Town Financial Contribution

The estimated project cost, including the addition of a loading bay and storage, now totals \$9,927,491. Figure 2 provides a breakdown of the costs and contributions from FSD and the remaining balance to the Town.

A	Construction Costs (including FF&E)	\$8,367,318
B	Soft Costs	\$1,560,174
C	Estimated Total (A + B)	\$9,927,491
D	FSD Capital Contribution	-\$1,712,550
E	Requested Town Contribution (C - D)	\$8,214,941

Figure 2: Town Financial Contribution

Council has previously committed, by motion on April 14, 2025, a project upset limit of \$6.5M. The revised budget establishes the Town's contribution at ~\$8.2M and a differential of ~\$1.7M.

Project Risks to the Town

This is an unconventional capital project for the Town. The following risks have been identified for Council's consideration:

Project management: This project, including time, budget, and scope will be managed by Alberta Infrastructure. This will limit the Town's level of control and decision-making.

Final pricing, changes and overruns: The Town will be fully responsible for any variances in the project budget (specific to the theatre). This includes the construction management costs, change orders, and overruns that are managed by Alberta Infrastructure. This is a risk transfer to the Town.

Provincial Bill 51: The proposed amendments to the Education Act will transfer the ownership of newly constructed public education facilities from school divisions to the Provincial Ministry of Infrastructure. The Ministry would then lease the school and playgrounds to school boards for operation and maintenance. This change in ownership would include assets constructed through financial contributions by partners, including the Town for the upsized theatre. If approved, The Town would have no legal rights of ownership to the theatre.

Public-private partnership (P3): This school is being constructed under Alberta Infrastructure's preferred public-private partnership model for constructing and operating major capital infrastructure. Potential risks with the P3 model include complexities with joint-use, pre-determined levels of service, budget, cost of changes to levels of service, and challenges with future expansion plans (such as a potential separate entrance and enhanced lobby space).

Market shifts: This project is subject to market shifts, most prominently economic factors such as interest rates, inflation, and impact of tariffs. As noted, the project management will be overseen by Alberta Infrastructure as part of a larger bundle of schools reducing the Town's ability to influence the project.

<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

Equity/Diversity/Inclusivity Impacts and Strategy

n/a

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 the Council upset limit of \$6.5M, previously set by motion of Council, be confirmed as the Town's total investment in a joint-use theatre at the school campus site, with theatre design and amenities to be fit to this upset limit.
2. That Motion 25.C.101 be amended by increasing the project budget amount from \$6.5M to \$8.2M to support the construction of the conceptualized theatre with a 50 m² loading bay with storage space, retractable seating, and necessary furniture, fixtures, and equipment to support community performances.
3. That the Town's involvement in the school campus theatre be declined and that Administration be directed to review other theatre opportunities in the community.

CAO Comments

The risk profile for this project is much clearer now than when initially considered by Council on April 14, 2025. Administration's understanding has been the community access is critical for this theatre outside of school hours. With the proposed changes under Bill 51, the Town will no longer have the right to asset ownership and will need to negotiate access to the theatre which could be subject to change outside of the municipality's and school division's control. Council will need to provide guidance if this is a 'showstopper' for the development of the theatre.

Attachment(s)

1. 2025 04 14 Considerations for Wedderburn High School Theatre Option
2. 2025 04 28 School Campus Theatre Options
3. Revised FSD Theatre Concept Options
4. Alberta Infrastructure Presentation

Prepared by:
Chris MacIsaac
Community Identity Manager
May 07, 2025



CONSIDERATIONS FOR WEDDERBURN HIGH SCHOOL THEATRE OPTION

Issue

Council direction is requested regarding the proposed development of a Wedderburn High School theatre as a partnership opportunity to allow for community usage.

Motion Proposed by Administration

Option 1 - Decline the Town's involvement in a theatre expansion at the Wedderburn High School acknowledging the financial constraints of onboarding a new capital project.

OR

Option 2 - That Council support the construction of theatre layout #2 at the new Wedderburn high school, with the addition of a loading dock, as recommended by members of the local arts and culture community, on condition of the development of a community access agreement and budget amendments being brought forward for consideration by June 30, 2025.

Report, Analysis and Financial Implications

In alignment with the partnership with the Foothills School Division (FSD), the FSD has asked if the Town would contribute to upsize a proposed theatre at the Wedderburn high school site to allow for joint community use.

The Town acquired the land for a future FSD school site in 2016. The agreement includes a clause that the land would accommodate a range of education, public recreation and cultural facilities within a campus environment to support the long-term needs of the community. Since 2016, there has been on-going conversations between Administration and FSD of conceptual designs incorporating community use and facilities. The preliminary design for the Wedderburn High School site shadows multiple theatre layout options for the Town's consideration. There is no obligation for the Town to contribute to any of the three theatre layouts as presented. This is an opportunity to leverage economies of scale for a new community asset, if conditions are deemed acceptable.

Performing Arts Feasibility Studies

The Town has completed two performing arts centre feasibility studies (2012, 2017) to analyze the impact of a stand-alone centre. The 2012 study reviewed the market conditions, community benefits, and operating impacts of a conceptual design. A second feasibility study completed in 2017, analyzed a performing arts centre on available property along Riverside Drive West (Arts and Learning Campus). The architectural conceptual design for the Riverside Drive performing arts centre was grounded in the scope of work completed in the 2012 feasibility study. Further details are included in *Attachment 1: Performing Arts Centre Feasibility Study (2017)*.

Project Delivery Options

Three project delivery options have been identified:

1. a stand-alone performing arts centre.
2. the conversion of an existing municipal facility into a future performance centre; or
3. a partnership with FSD to leverage the Wedderburn High School location.

The table below provides a range of estimated Town construction costs (not including land or servicing costs), estimated size, and the potential financial timelines for the scope.

	1. Stand-alone Performing Arts Centre	2. Retrofit/Conversion of existing municipal facility	3. Partnership with FSD
Estimated Construction Costs to Town	\$30M to \$40M	Starting at ~\$3M	\$4M to \$7M
Estimated Size (square metres)	2,700 m ²	840 m ²	1,000 m ²
Potential Financial Timeframe	Long-term (20+ years)	Medium to long-term (10 to 20 years)	Short term (less than 5 years)

The partnership model (#3) provides the Town with the best value-proposition to leverage a community performance centre. The province has committed funding to construct the high school, including a base amount for theatre space, to meet the needs of the school curriculum. The Town has an opportunity to invest, at a significantly reduced amount compared to the other 2 possible options, and achieve a similar outcome at a reduced level of risk.

Theatre Usage

The Town owns and operates the Old Church Theatre which includes an auditorium (capacity of 162) and community room (capacity of 77). The theatre is available for approximately 5,800 annual hours for creative activities, events, and performances. The theatre does not have dedicated staff with booked events supported by team members from Culture & Heritage.

Administration completed an analysis of the 2024 usage of the Old Church Theatre. Usage was calculated at 18% of total available hours. This indicates there is capacity at the existing theatre for additional programming, community use, or rentals.

Further details are available in *Attachment 2: Old Church Theatre 2024 Usage Report*.

Public Consultation

On April 3, 2025, Administration held a targeted consultation with interested parties from the arts and culture community. Invited attendees were asked to review the three proposed theatre layouts at the Wedderburn High School site and answer the following two questions:

1. How will the theatre layouts meet the community's need for performance space; and
2. What are the limitations of the theatre layouts to meet the community's needs for performance space

Feedback is captured in *Attachment 3: What We Learned Report Wedderburn Theatre Options*.

Financial Implications

Theatre layout #2, the preferred configuration from the community, is expected to cost about \$8M to build. Foothills School Division would cover approximately \$2.4M, with the Town expected to cover about \$5.6M of those costs. This does not include any costs for a potential loading ramp that would need to be explored.

Based upon a review of the 2024 annual financial statements and the overall 2025 capital plan, the following is provided for consideration. Our debt limit is \$130M. Assuming Council approves the second borrowing bylaw on water, we will have \$70M of debt. Council currently has a self-imposed debt limit of \$98M that will need to be reviewed. Our 10-year capital plan is \$224M. Of the \$224M in projects, \$140M are off site levy projects. Our unfunded list also has \$57M in capital projects. So our total need is \$281M. We ultimately receive about \$6M a year in grants.

We cannot fund all of the planned activity in our capital plan. Council directed that once the procurement processes were complete on the FORWP, an updated growth scenario and off-site levies were completed, an update to the capital budget be provided. We are nearing completion on waterline procurement, and we have scheduled the growth and off-site levy (OSL) updates to Council in June 2025. This will require a revised capital plan for approval in the 2026 budget. It should be noted that decisions were made to not include some OSL capital projects in the plan until the 2025 OSL update and as such the 'unfunded' list does not contain all projects.

Currently, the theatre is not in the current 10-year capital plan and is not on the unfunded list. Council has the sole authority to establish reserves and define the purpose for which those reserve dollars can be used. Council has an established cultural reserve, for the purpose of supporting cultural projects including a performing arts theatre. There is currently \$4.7M in the cultural reserve.

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

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 with limited influence (outside of development permit review) by Town Administration.

Governing Policies/Bylaws/Legislation or Agreements

n/a

Community Engagement Strategy

Administration applied a consult level of community engagement to obtain feedback on the three theatre layouts.

Alternatives for Consideration

As noted above.

CAO Comments

When opportunity knocks, you need to explore the options. In this case, aligning the Foothills School Division request to have a theatre in their new high school, with accessible community access to a theatre provided an opportunity that needed to be explored. Council will need to weigh carefully the opportunity cost of the new theatre with the economies of scale that are gained, with our move to priority-based budgeting and our available financial resources. As this project was not on our capital plan or on our unfunded list, should it be advanced to capitalize on the economies of scale presented by having dual funding opportunities? Council will need to weigh the lost opportunity, with the priorities to determine if building a theatre at the new Wedderburn high school should proceed. It should be noted that in the short time we have had to review and move this option forward, we have not had the opportunity yet to explore the implications on the operating budget for this theatre, the operating model or the shared services agreement with Foothills School Division.

Attachment(s)

1. Performing Arts Centre Feasibility Study (2017)
2. Old Church Theatre 2024 Usage Report
3. What We Learned Report Wedderburn Theatre Options
4. Adjacency Plans
5. FSD Theatre Concept Options

Prepared by:
Chris MacIsaac
Community Identity Manager
April 09, 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

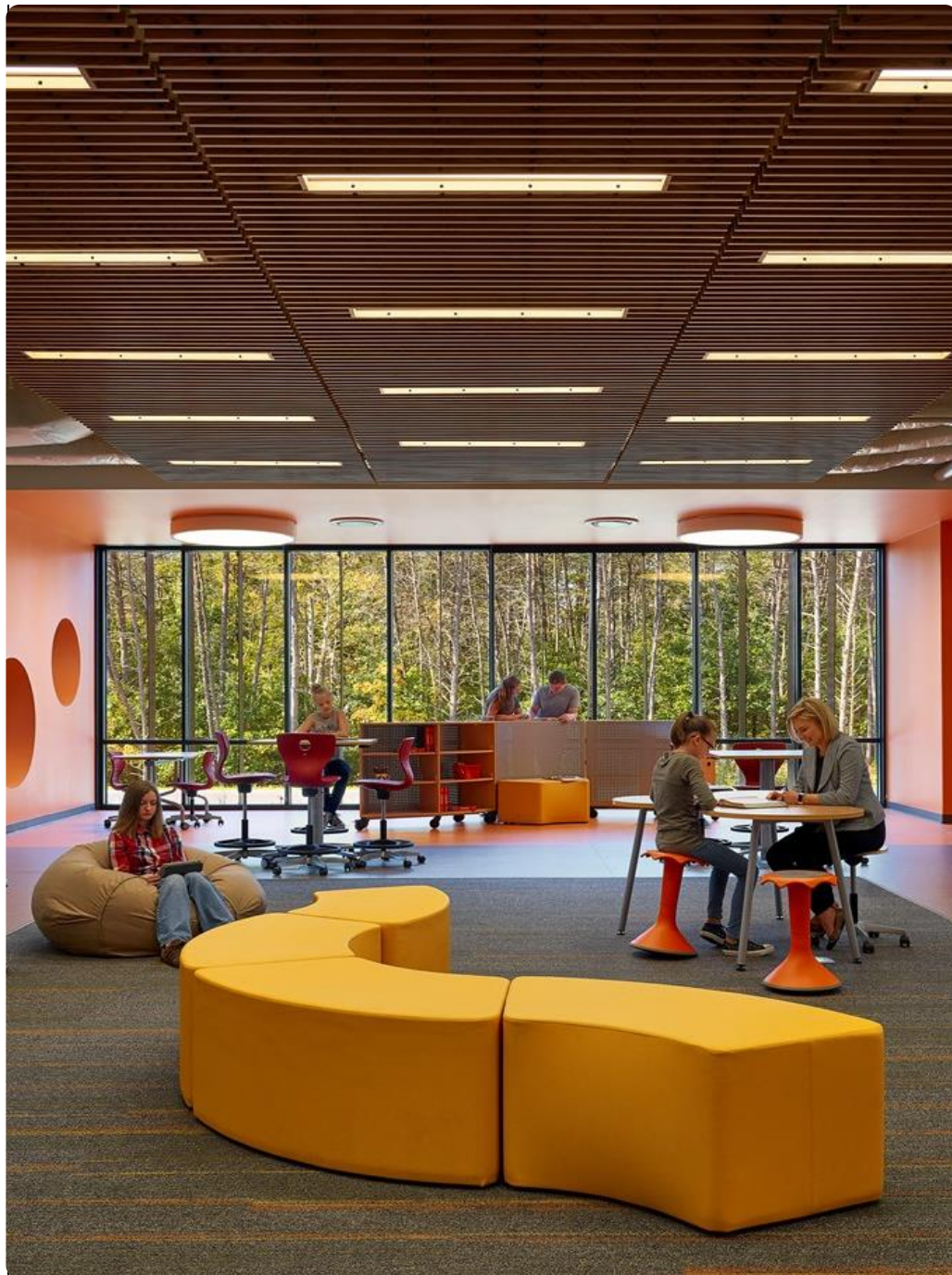
1. Theatre Design options

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

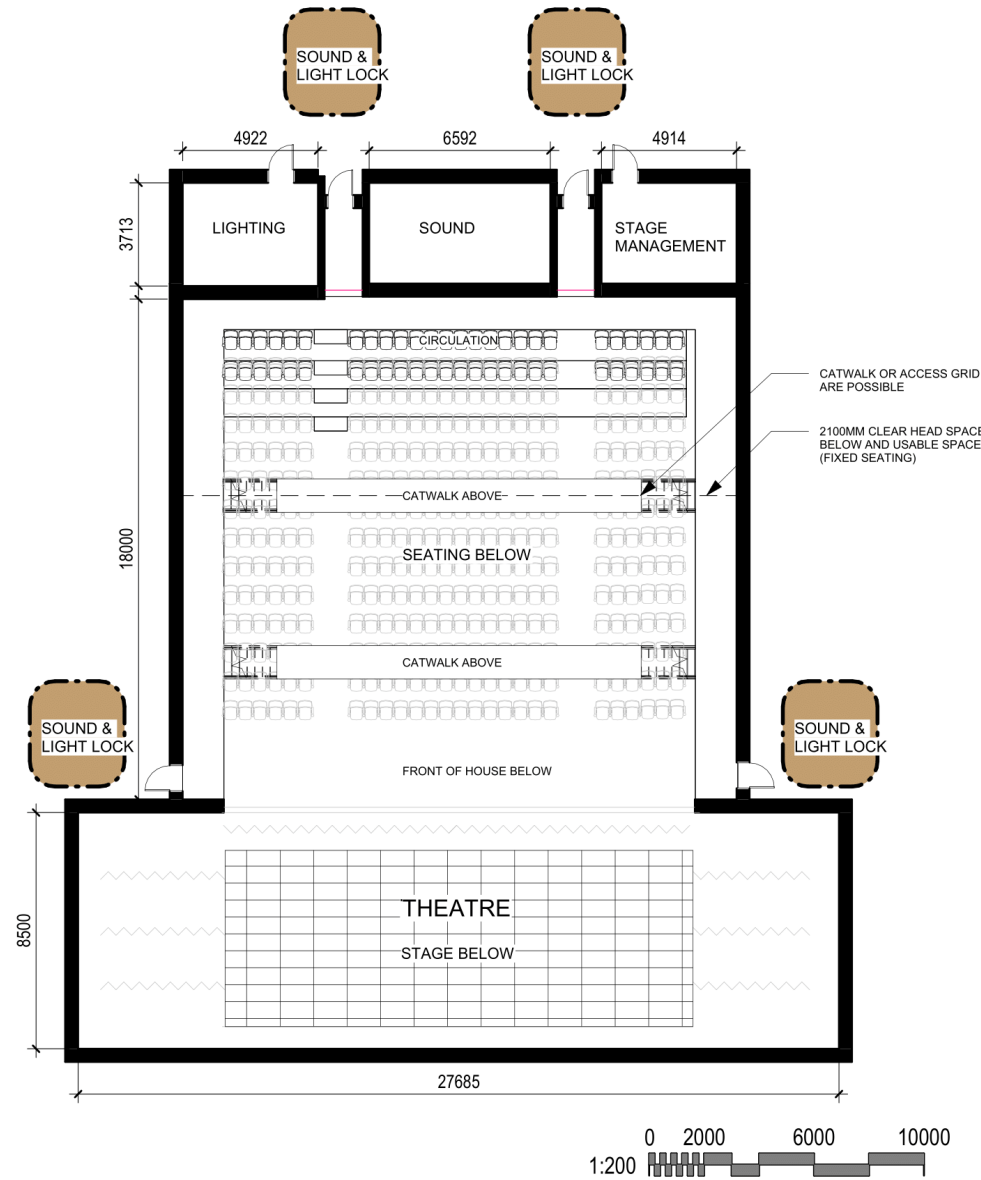
Retractable Seating
Number of seating : Approx 364

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 m²
SOUND & LIGHT LOCK	13 m²
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	141 m²
SEATING	259 m²
STAGE	269 m²
	867 m²

T/O SLAB - SECOND	
CIRCULATION	6 m²
CIRCULATION	6 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
LIGHTING	18 m²
STAGE MANAGEMENT	18 m²
CATWALK	21 m²
CATWALK	21 m²
SOUND	24 m²
CIRCULATION	72 m²
	238 m²
TOTAL AREA	1105 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 2

MAIN FLOOR PLAN

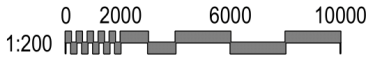
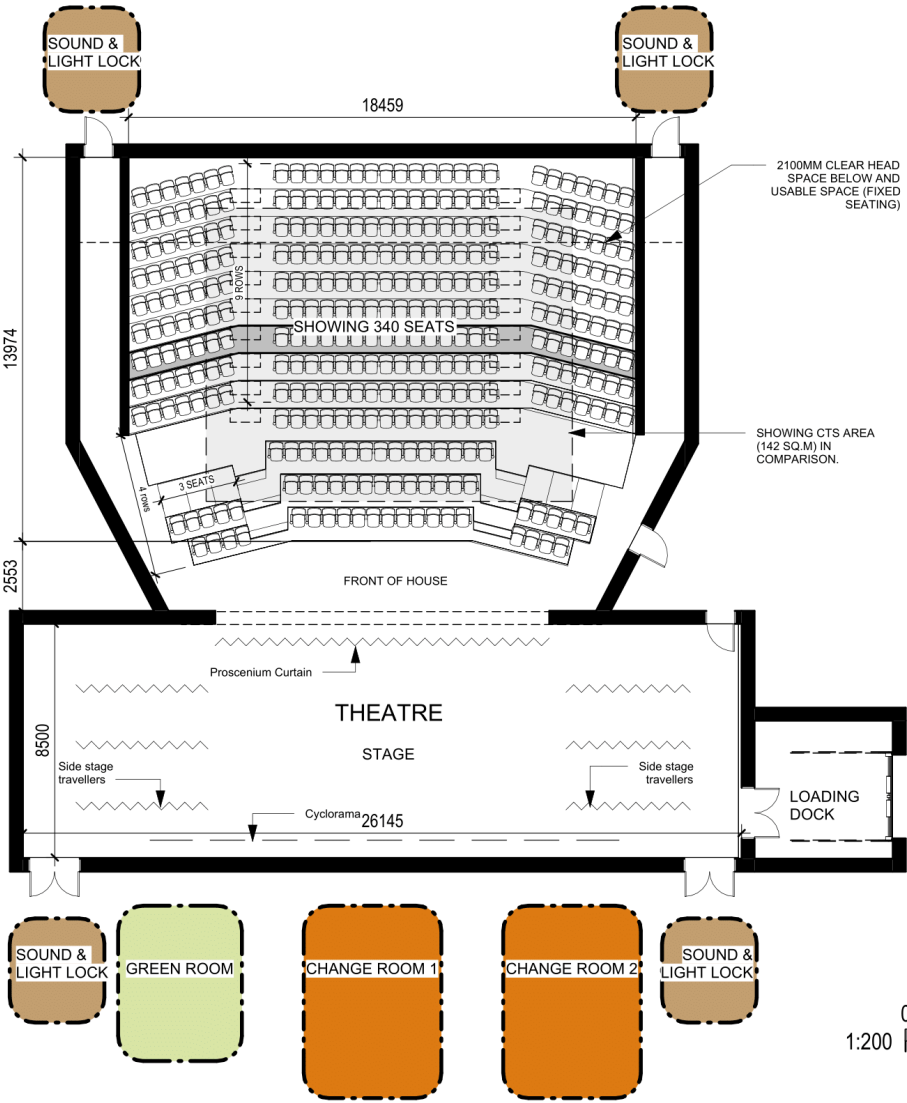
Fixed Seating
Number of seating : Approx 340

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

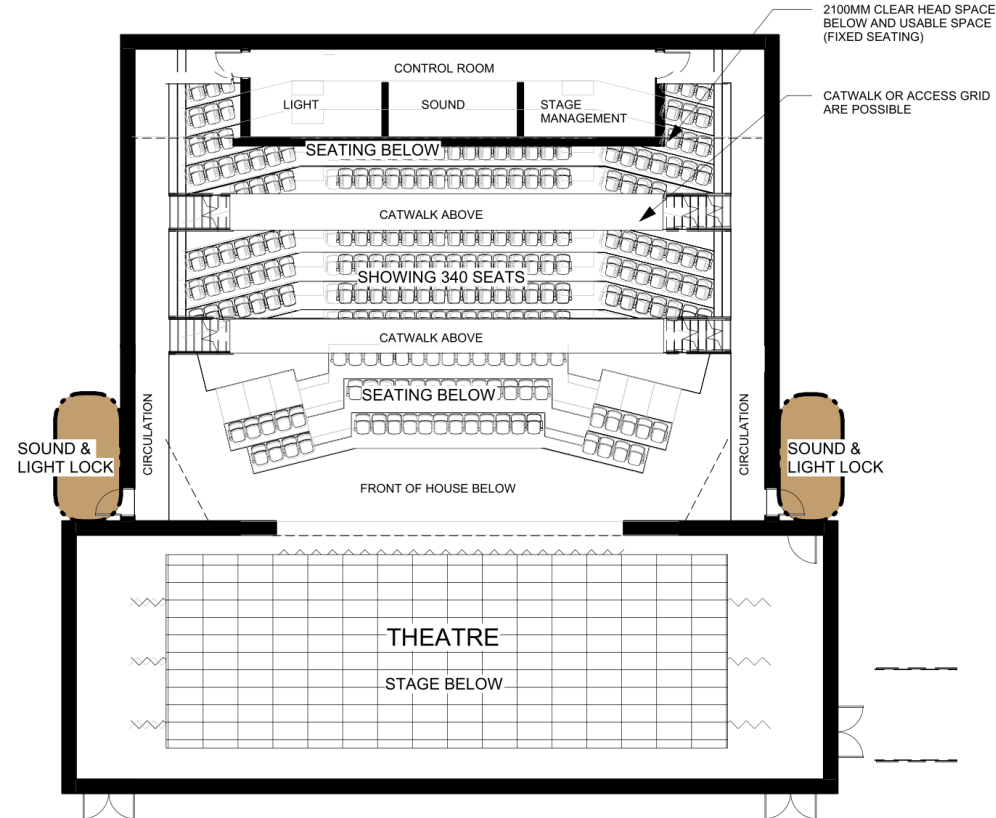
T/O SLAB - MAIN	
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
SOUND & LIGHT LOCK	13 m²
GREEN ROOM	25 m²
LOADING DOCK	25 m²
CHANGE ROOM 1	35 m²
CHANGE ROOM 2	35 m²
FRONT OF HOUSE	107 m²
SEATING	257 m²
STAGE	258 m²
	795 m²

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 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.

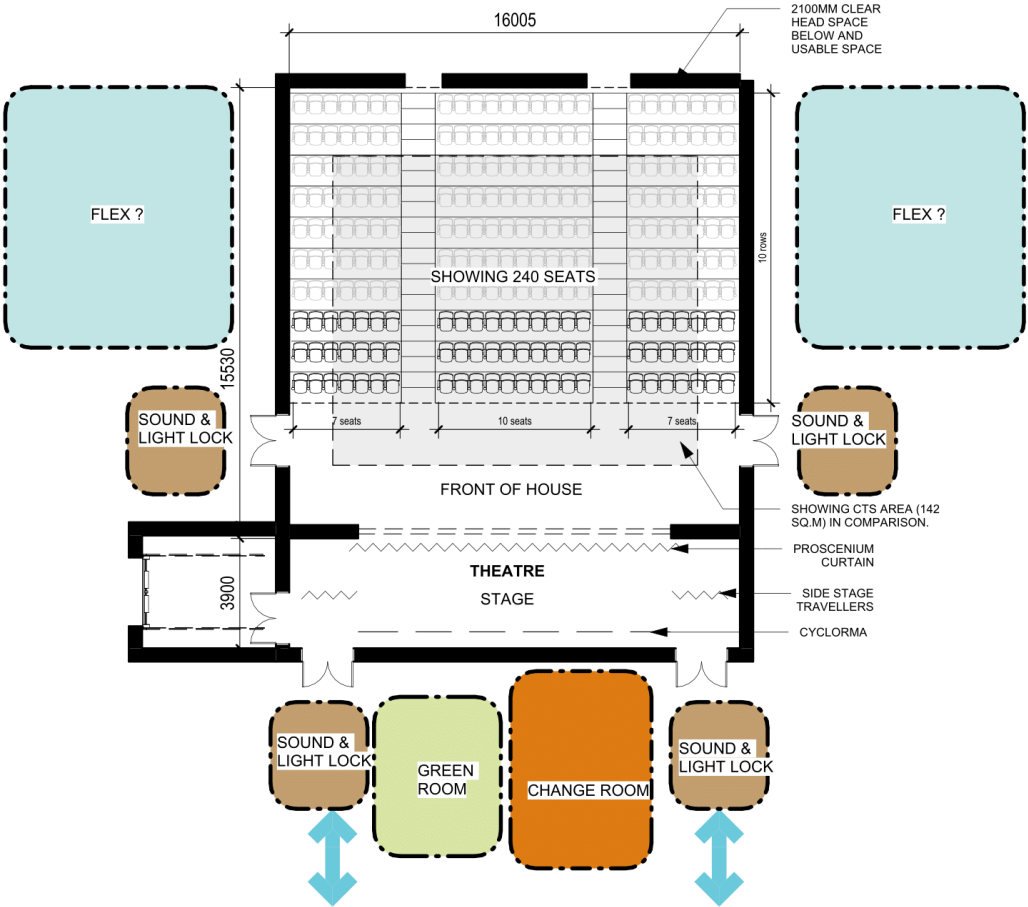
GROSS FLOOR AREA_OPTION 2	
Name	Area
T/O SLAB - MAIN	
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
SOUND & LIGHT LOCK	13 m ²
GREEN ROOM	25 m ²
LOADING DOCK	25 m ²
CHANGE ROOM 1	35 m ²
CHANGE ROOM 2	35 m ²
FRONT OF HOUSE	107 m ²
SEATING	257 m ²
STAGE	258 m ²
	795 m ²
T/O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

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

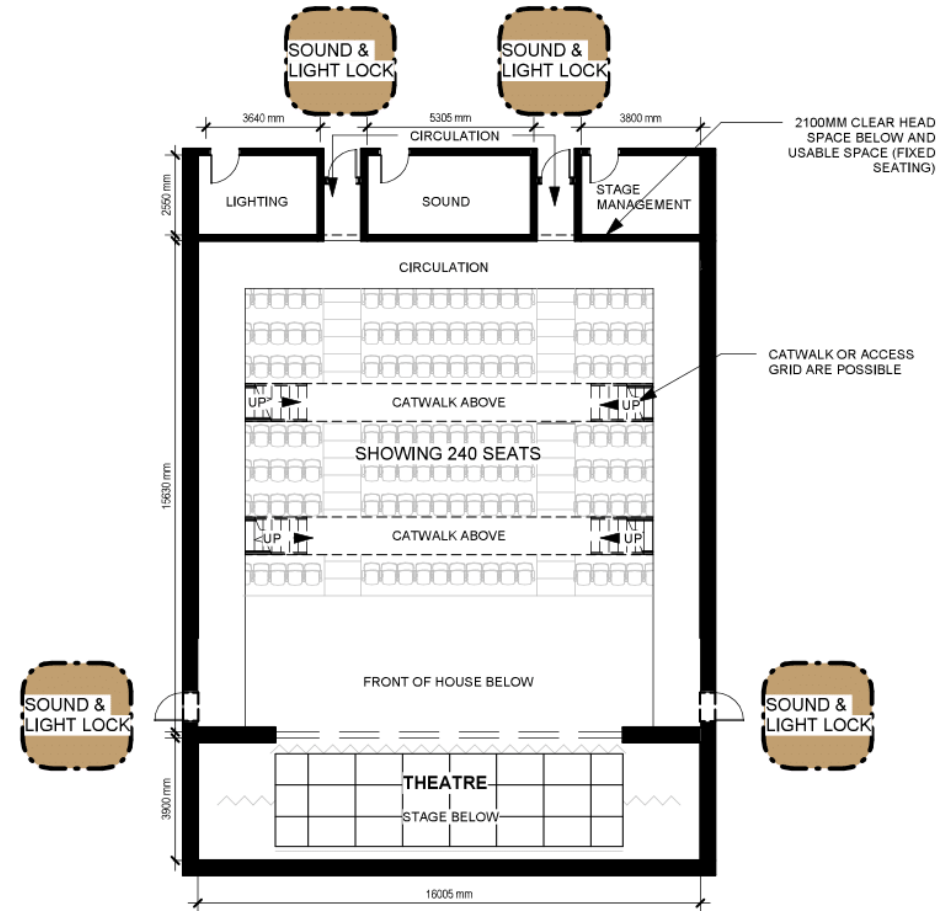
Retractable Seating
Number of seating : Approx 240

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 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	35 m ²
FRONT OF HOUSE	74 m ²
STAGE	76 m ²
SEATING	210 m ²
	497 m ²

T/O SLAB - SECOND

CIRCULATION	4 m ²
CIRCULATION	4 m ²
STAGE MANAGEMENT	10 m ²
LIGHTING	10 m ²
SOUND	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
CATWALK	20 m ²
CATWALK	20 m ²
CIRCULATION	66 m ²
	198 m ²
TOTAL AREA	695 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.



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.



PROCESS

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.

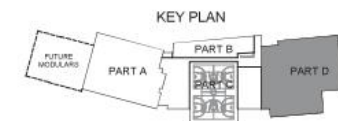
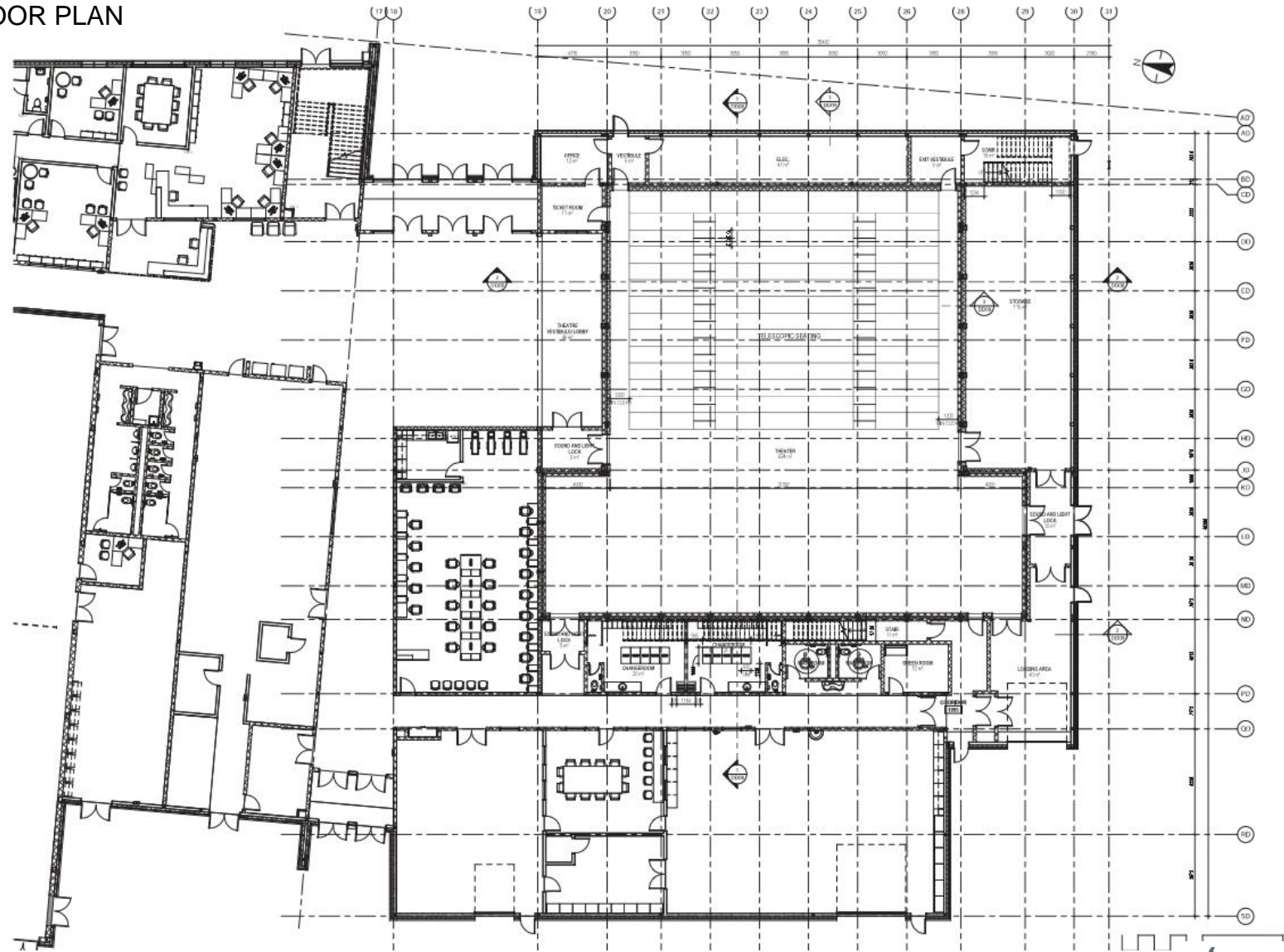


2

PRECEDENTS

St. John Paul High School

MAIN FLOOR PLAN



TOTAL GFA: 1,182 M2
TOTAL NET AREA: 1,079M2

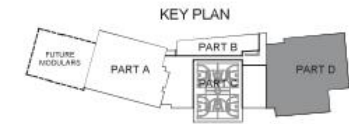
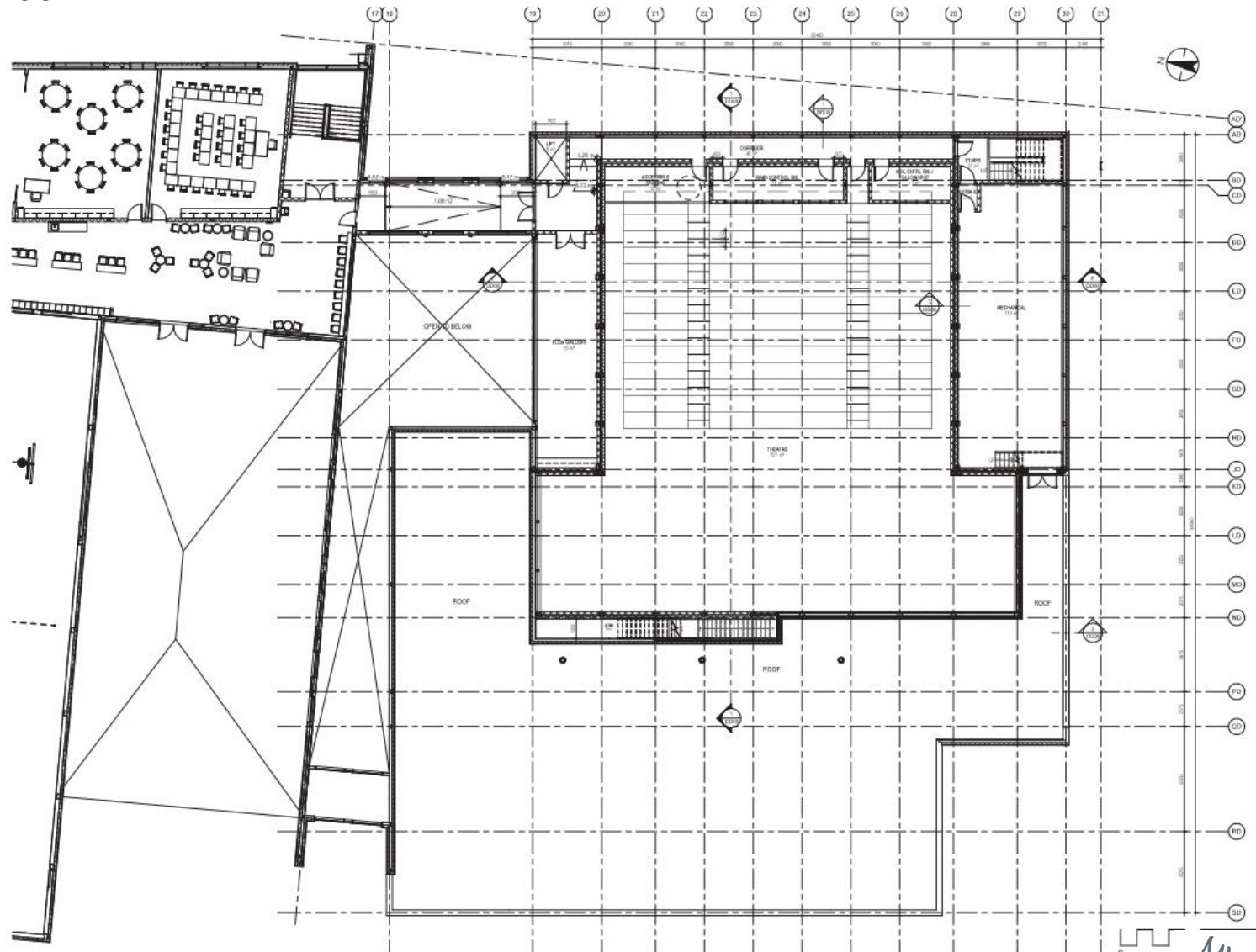


Grande Prairie Catholic School Board (GPCSD)

100

St. John Paul High School

SECOND FLOOR PLAN



THEATRE 2ND FLOOR GFA: 404M2
TOTAL NET AREA: 306 M2

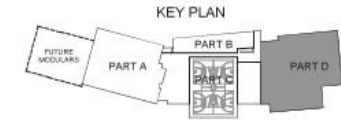
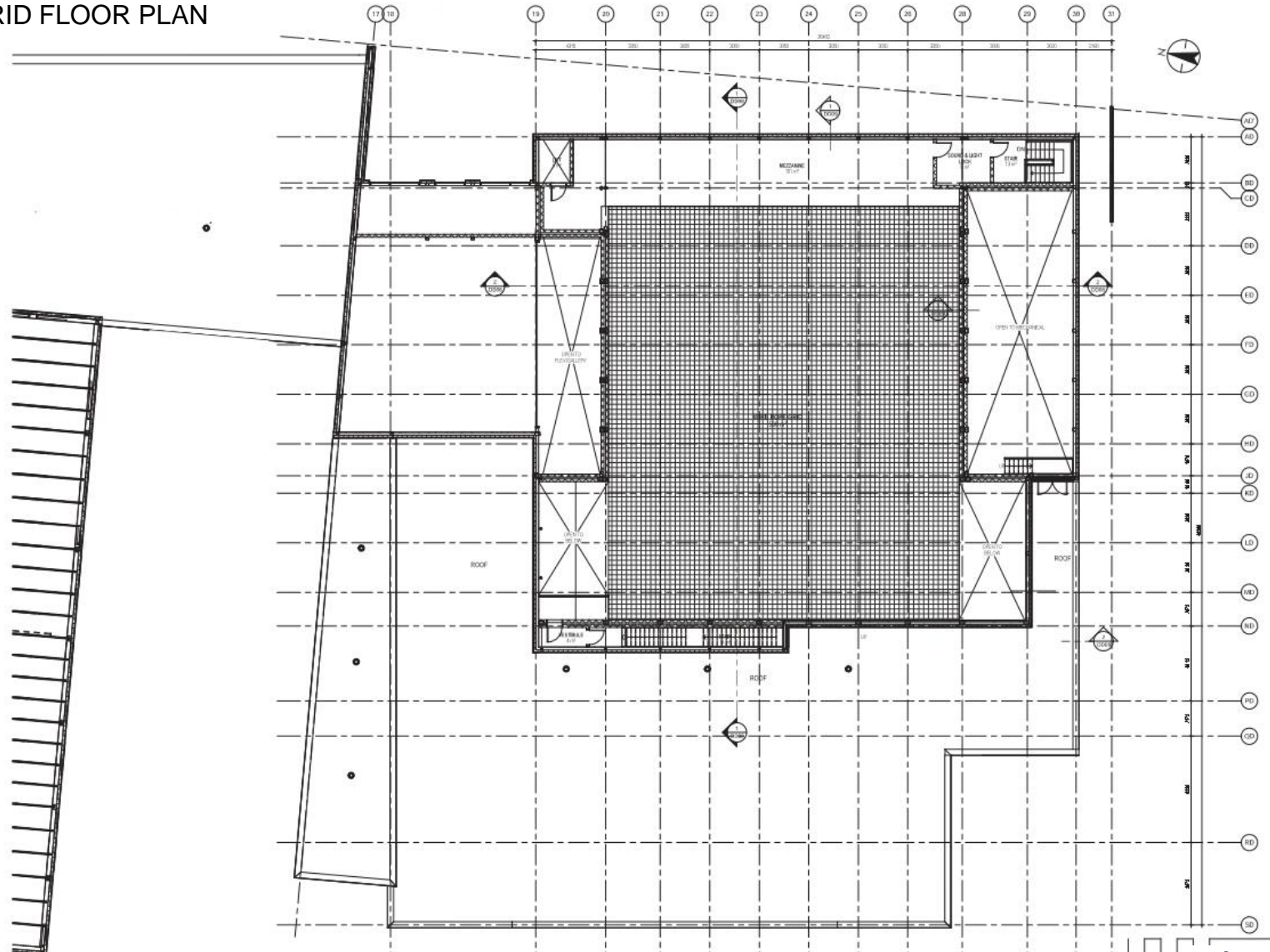


Grande Prairie Catholic School Board (GPCSD)

101

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

102





Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

103





Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

104





Grande Prairie Catholic School Board (GPCSD)

105

St. John Paul High School





Grande Prairie Catholic School Board (GPCSD)

St. John Paul High School

106





Fort McMurray Catholic Board of Education (FMCBE)

107

Holy Trinity Catholic High School





Fort McMurray Catholic Board of Education (FMCBE)

Holy Trinity Catholic High School

108





Banff Centre for Arts and Creativity

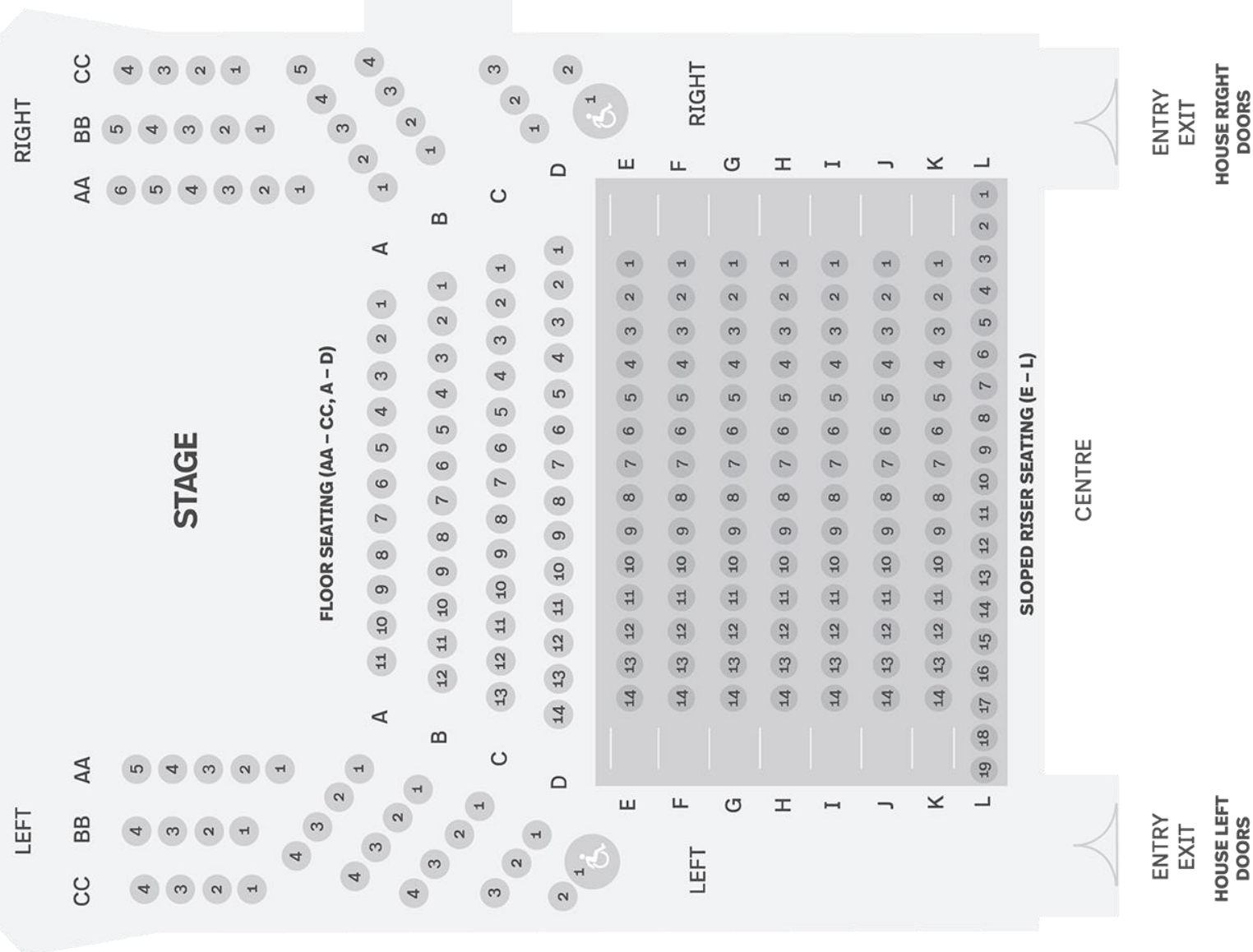
Rolston Recital hall

109



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



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

112





Brookfield Residential YMCA, Seaton

Evan Hazell Theatre

113





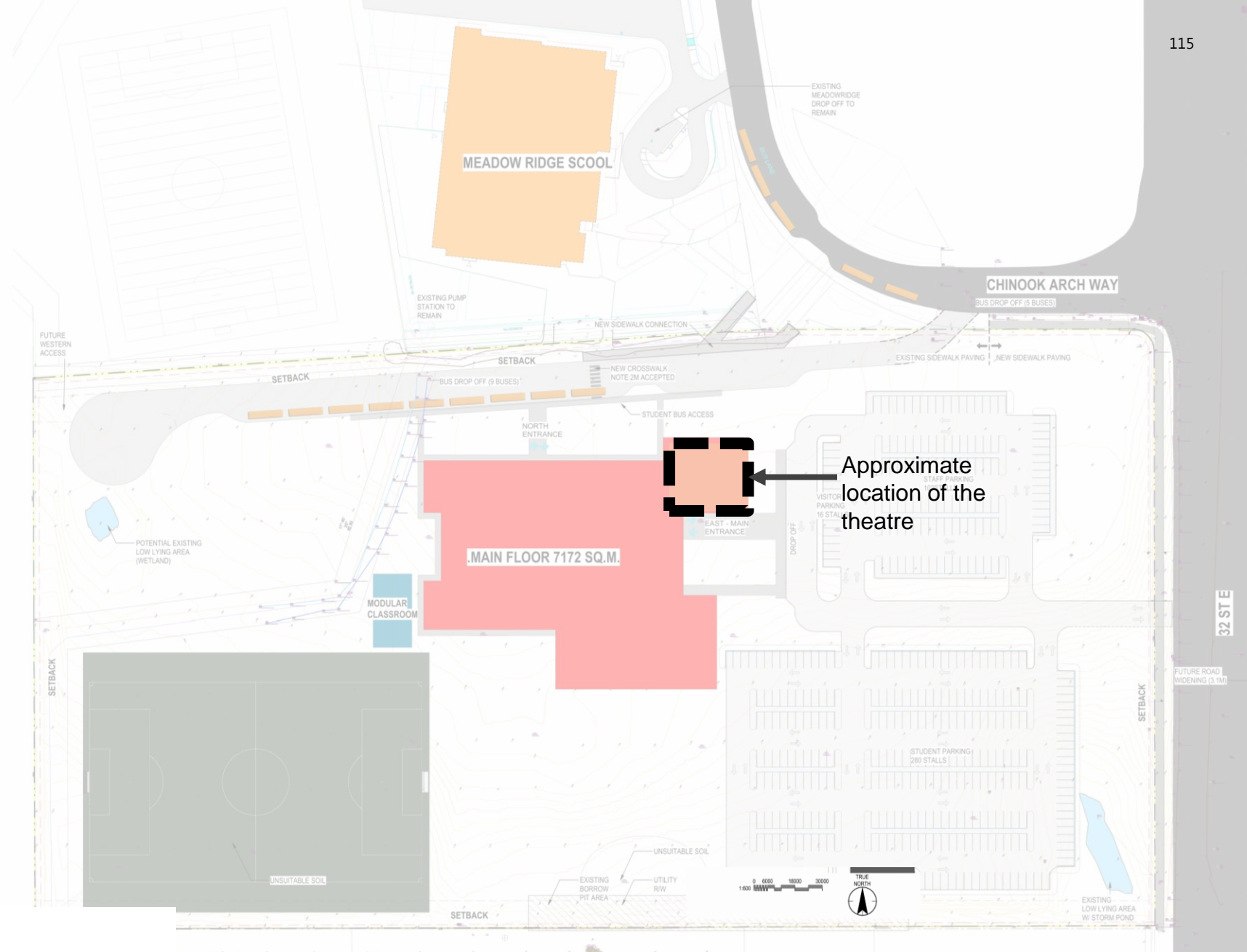
3

PRELIMINARY SITE PLAN



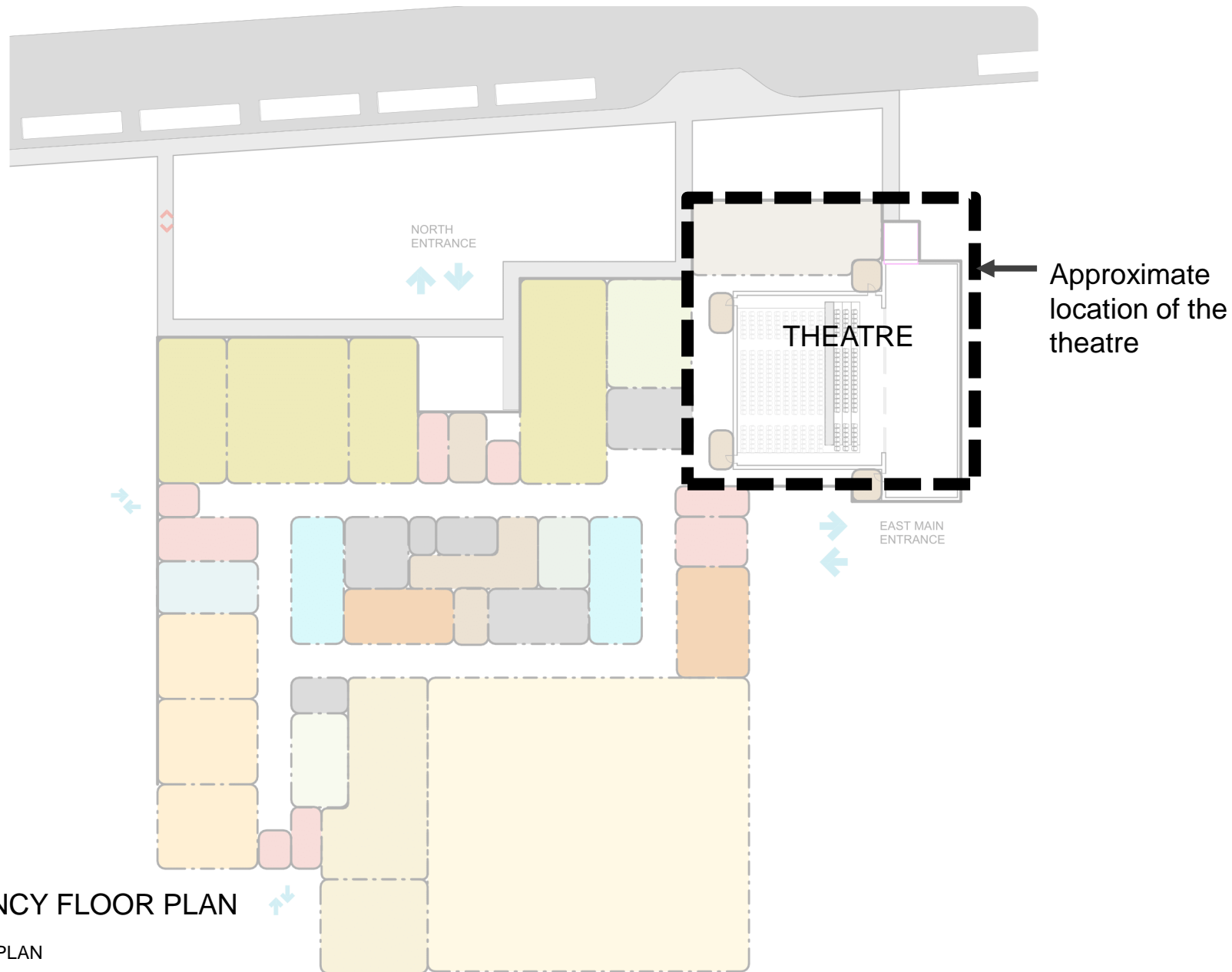
PRELIMINARY SITE PLAN

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



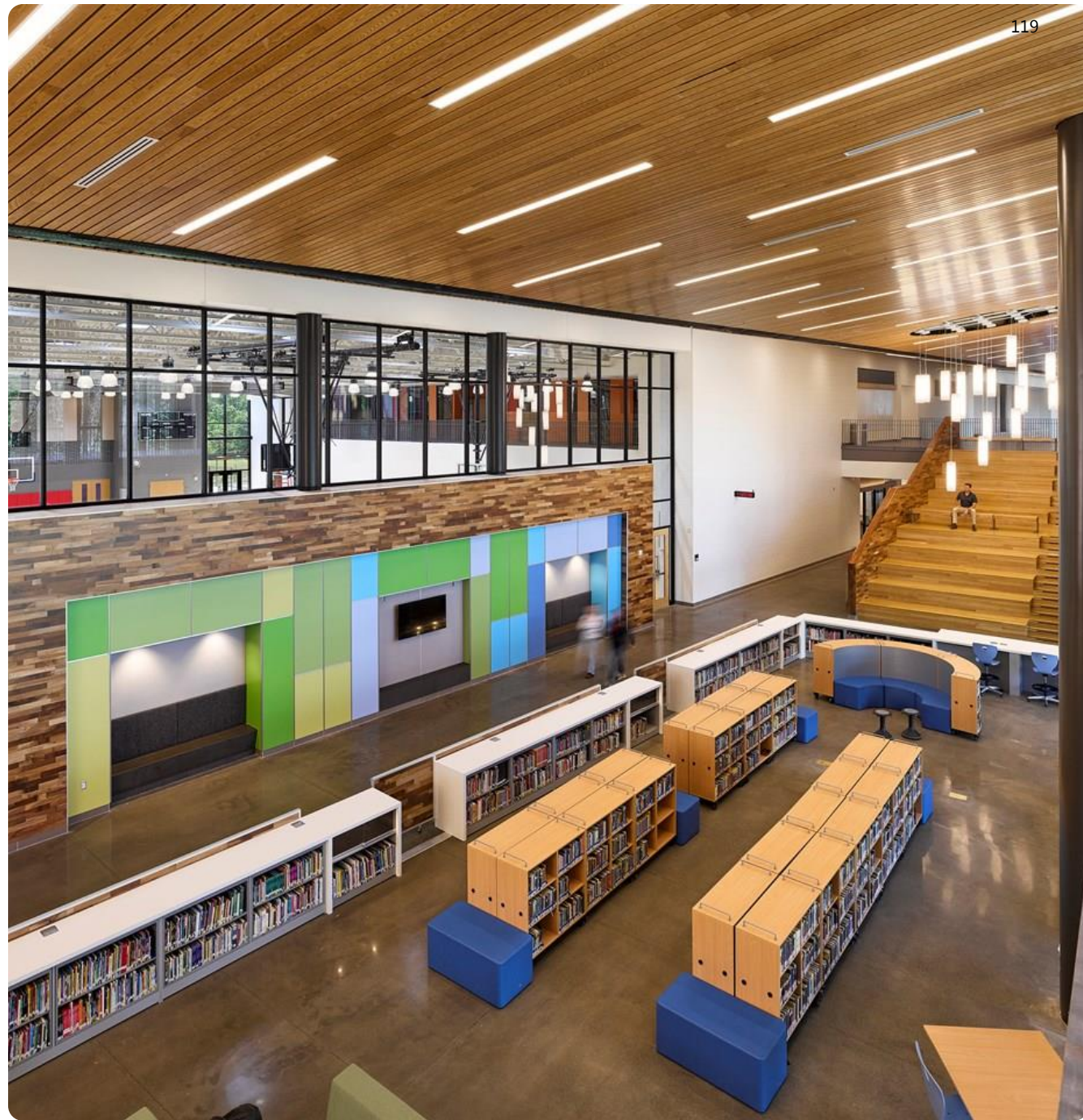
Note: All areas, programmatic functions and seat counts are preliminary and conceptual only. They are subject to change through course of the schematic design, design development and design completion processes.



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





Okotoks High School

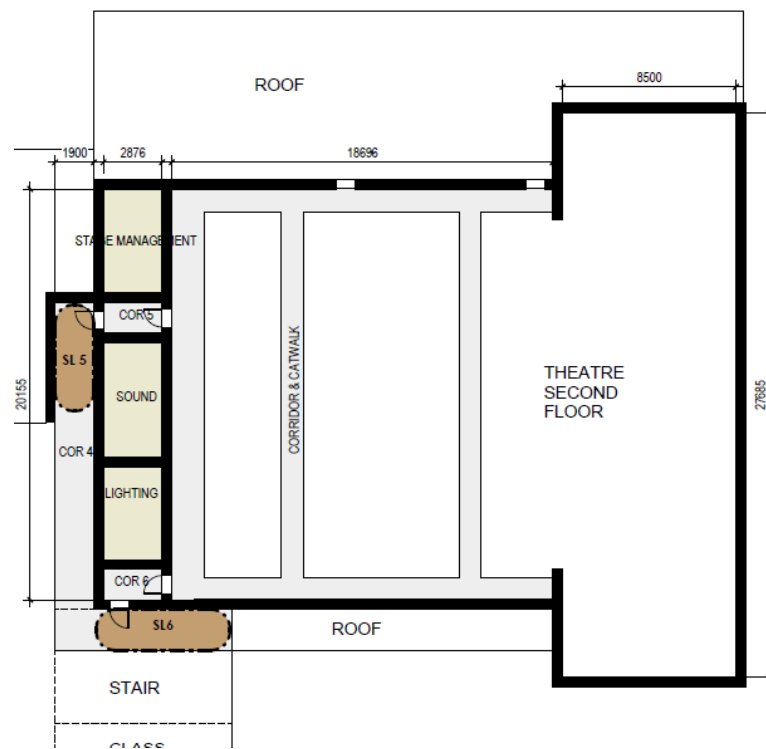
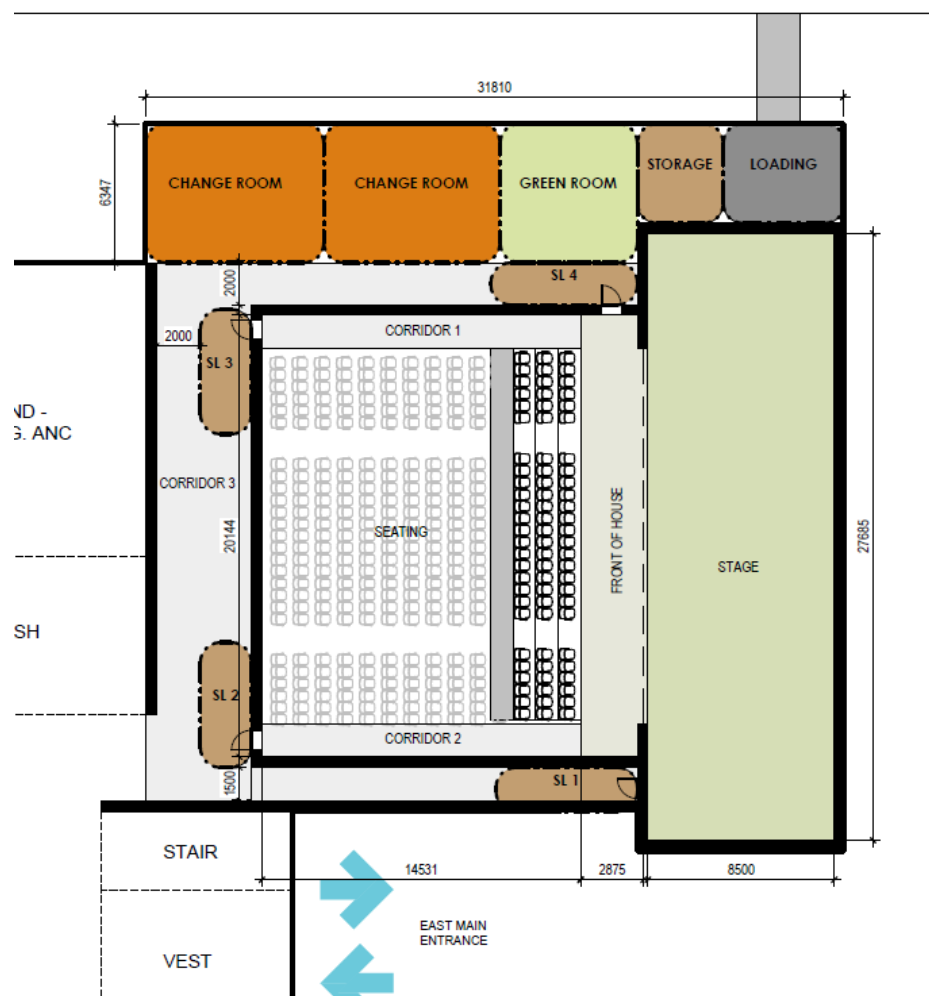
May 12th, 2025 Town Council Meeting

Cost Breakdown

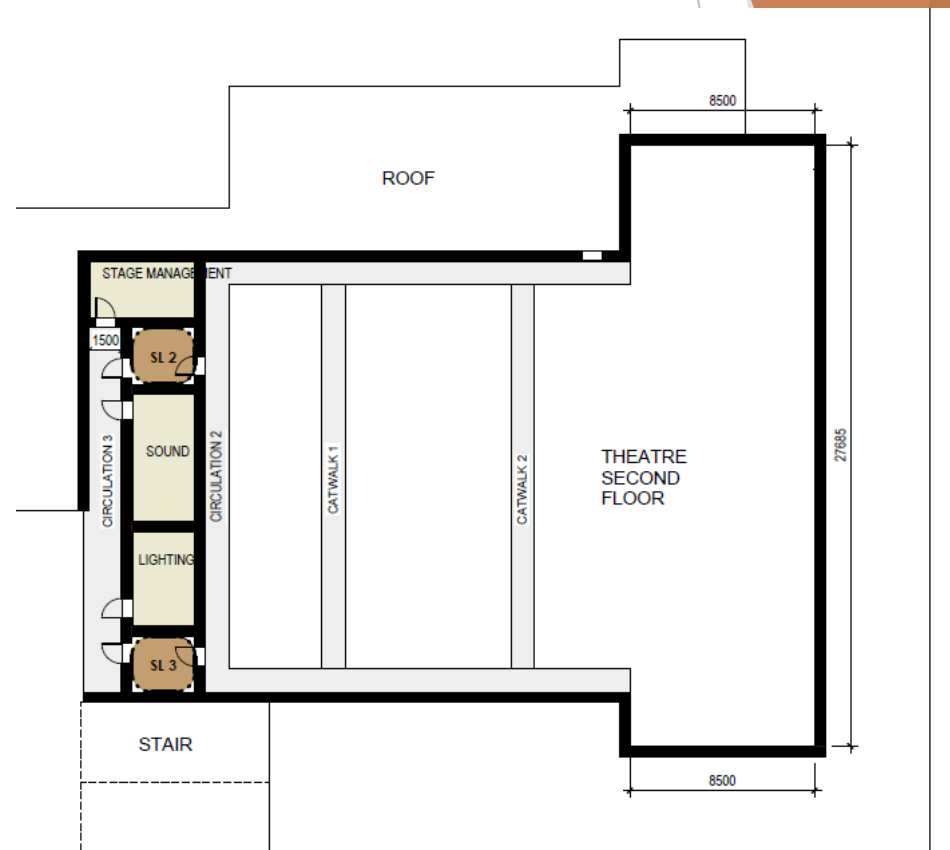
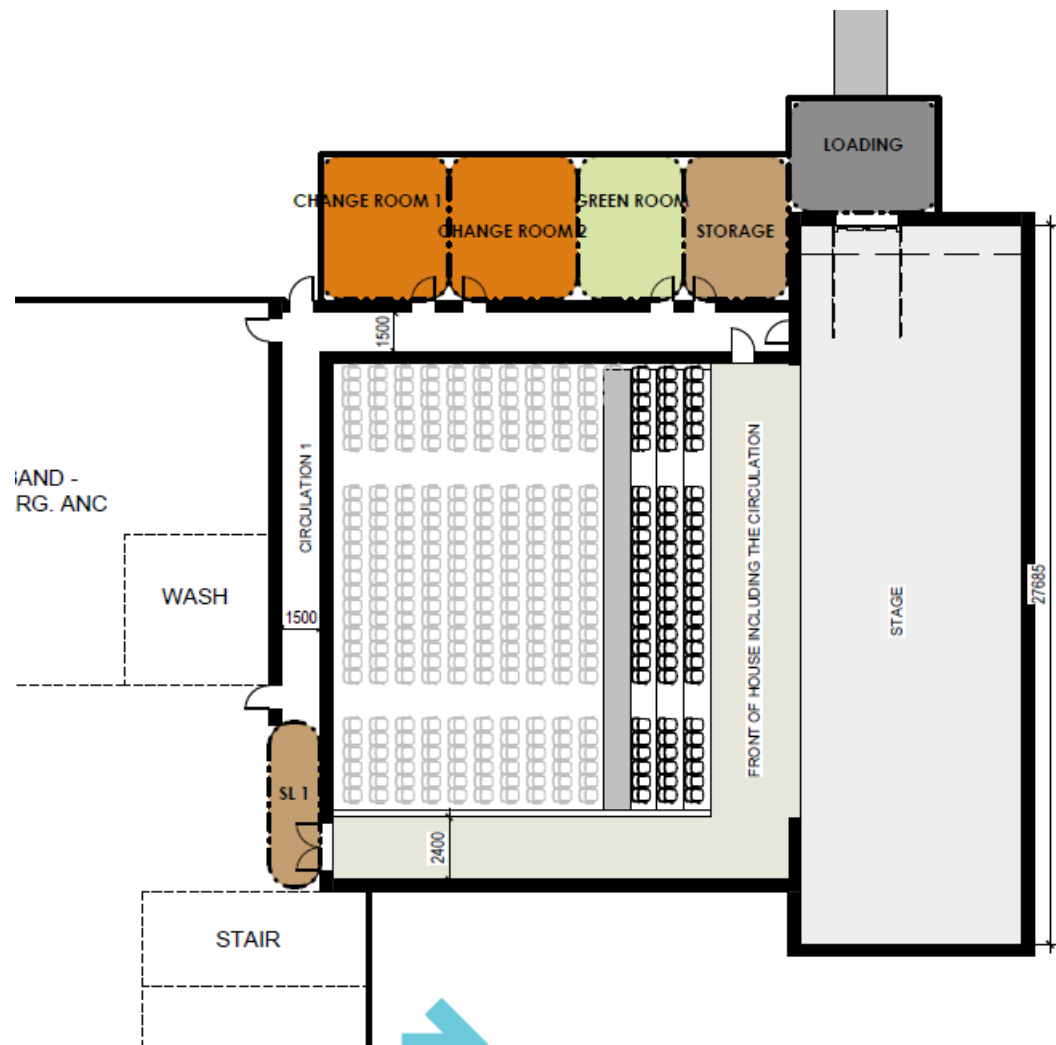
	Option 2 (April 14)	Option 2A (April 28)	Option 2A (May 12)
Area	1080 m ²	1281 m ²	1281 m ²
Construction	\$ 6,479,592	\$6,627,090	\$ 7,617,318.00
Soft Costs @approx. 20%	\$1,407,000	\$2,550,410	\$1,560,174.00
Total (before school contribution)	\$8,099,490	\$9,177,500	\$9,177,500
School contribution	\$1,712,550	\$1,712,550.00	\$1,712,550
Town Contribution (excluding F&E)	\$6,386,940	\$7,464,950	\$7,464,950

*based on a rough-order magnitude estimate (+/- 50%)

Conceptual Floor Plan of 1281 m²



Conceptual Floor Plan of 1096 m²



Area Breakdown

	Option 2 (April 14)	Option 2A (April 28 & May 12)	Priority	Possible Future optional addition
Base Area:				
Stage	✓	✓		No
Seating	✓	✓		No
Circulation	✓	✓		No
Amenities:				
Change room (1-2)				Yes
Loading area			High	Yes
Storage room			High	Yes
Sound/light locks				No
Sound/light booths (1-3)				Yes
Catwalks				No

Opportunities for the City

► Opportunities of partnership (approx. value of \$5M):

- Parking lot use (\$600,000 *based on 400 stalls)
- School washroom access (\$400,000)
- Use of school flex space/main entrance (\$1,800,000)
- Electrical transformer supply & installation (\$300,000)
- Site services/connections (water, sewer, etc.) (\$600,000)
- Site mobilization (\$150,000)
- Security system monitoring (\$100,000)
- Fire alarm monitoring (\$400,000)
- Fire department connection/access (\$100,000)
- Construction and design efficiencies (shared stairway, HVAC system, BMS system, boilers, and others) (\$200,000-\$500,000)
- Promotions of events within the school community

► P3 Contract Highlight:

- **Long-Term Building Maintenance**

A 30-year maintenance agreement is included in the P3 structure, valued at approximately **\$6.1 million**, ensuring predictable lifecycle management, sustained facility quality, and reduced risk for the public owner.

Design Build Finance Maintain Model

1. Future change orders/additions will include prorated maintenance costs

Any future change orders will be required to account for the associated maintenance costs, calculated based on the remaining duration of the maintenance period in the contract.

2. Tendering with owner requirements; Preferred Proponent/Contractor

The project will proceed to tender based on the owner's initial requirements, with the selected Preferred Proponent/Contractor is responsible for completing the detailed design as part of the P3 delivery.

Furniture, Fixtures and Equipment

- ▶ Examples of FF&E
 - ▶ Furniture
 - ▶ Loose seating
 - ▶ Tables
 - ▶ Platform stage (choral performance)
 - ▶ Mobile bar/server
 - ▶ Equipment
 - ▶ Audio/visual
 - ▶ IT
 - ▶ Fixtures
 - ▶ Specialized lifts
 - ▶ Upgraded curtains
- ▶ There is a large scale of FF&E which makes it very difficult to include in the costing
- ▶ There could be items coming from existing facilities
- ▶ Recommendation for the town to carry 9-20% of construction cost for FF&E

Town Contribution

- ▶ \$6.5M town contribution will support:
 - ▶ Design and construction of approx. 1080 m² theatre spaces
 - ▶ 340+ retractable seat theatre
 - ▶ Acoustic treatment designed to meet professional black box theatre standard
 - ▶ Amenities as the budget allows and as prioritized by the owner group

- ▶ \$7.5M town contribution will support:
 - ▶ Design and construction of approx. 1281 m² theatre spaces
 - ▶ 340+ retractable seat theatre
 - ▶ Acoustic treatment designed to meet professional black box theatre standard
 - ▶ Amenities as the budget allows and as prioritized by the owner group

* The above does not include budget for fixtures, furniture or equipment



FIVE-YEAR TRANSIT OUTCOMES

Issue

The Five-Year Transit Outcomes Report (2026-2030) is provided to support the planning, maintenance, and growth of Okotoks Transit Services over the next five years.

Motion Proposed by Administration

That the Five-Year Transit Outcomes Report be used as a planning tool to guide the delivery of transit in Okotoks.

Report, Analysis and Financial Implications

Over the next five years, Okotoks Transit aims to develop a responsive, accessible, and sustainable transit system to meet the evolving needs of the community. The future vision is focused on supporting diverse travel patterns and ensuring the service meets the needs of all residents, whether they are commuting, accessing essential services, or requiring flexible mobility options. A core objective is to enhance the overall rider experience.

These key goals and desired outcomes are strategically aligned with broader community guiding plans, including the Municipal Development Plan (MDP), Environmental Master Plan (EMP), Climate Action Plan (CAP), and the Social Needs Assessment.

Alignment with these plans drives several desired outcomes:

- Promoting sustainable growth, environmental responsibility, and enhanced community well-being by providing viable alternatives for residents to access employment, services, and amenities.
- Increasing access to efficient transportation alternatives.
- Contributing to environmental targets through reduced greenhouse gas (GHG) emissions and environmental impact, supporting a decrease in emissions and enhanced air quality.
- Addressing community transportation as a top social priority, recognized as vital for residents, particularly seniors and individuals without private vehicles, to maintain independence and community connections.
- Supporting community connectivity and fostering a resilient, livable town.

Decision-making will be guided by the quadruple-bottom line framework:

- Purpose: Ensures that transit initiatives reflect broader community impacts and values, extending beyond operational outcomes.
- People: Prioritizes improved connectivity, accessibility, and equity for all residents, supporting social inclusion.
- Planet: Focuses on minimizing environmental impact and promoting sustainable travel choices.

- Profit: Emphasizes long-term financial sustainability through efficient resource management and innovation.

Decision-making will continue to be evidence-based, using data, rider feedback, and performance metrics to drive continuous improvement. This framework allows for transparent evaluation of trade-offs, priority setting, and alignment with community needs and values.

Ultimately, by providing an affordable, reliable, and accessible transit system, the Town aims to empower every resident to participate fully in community life and foster a connected, inclusive town where opportunity and well-being are within everyone's reach.

Strategic Plan Goals

<input checked="" type="checkbox"/>	Responsibly Managed Growth	<input checked="" 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

Equity/Diversity/Inclusivity Impacts and Strategy

Transit options are essential to ensuring all residents, regardless of economic status or mobility challenges, can access healthcare, education, and employment opportunities. Okotoks Transit plays a key role in reducing mobility barriers that contribute to social and economic inequities. The Social Needs Assessment further highlighted this, listing transportation as a top five (5) social priorities under accessibility and inclusive services. Furthermore, feedback highlights that access to essential services, such as transportation, is vital for residents, particularly seniors and individuals without private vehicles. Many rely on public transit to maintain independence and community connections, yet current transit options can be unreliable.

Environmental Impacts

The Resilient Okotoks Climate Action Plan 2021-2033 outlines the Town's target of achieving carbon neutrality by 2050, with a key goal of improving access to regional and local transit to increase trips made by transit or active transportation. Promoting the use and availability of alternative transportation can decrease car dependency, increase shared rides, and play a role in reducing GHG emissions. The introduction of fixed routes is expected to increase transit usage, thereby reducing GHG emissions, and enhancing efficiency.

Governing Policies/Bylaws/Legislation or Agreements

n/a

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

This report provides a five year plan to both maintain and grow transit. This plan will guide the evolution of the program and will form the basis of the next annual and four year budget cycles.

Attachment(s)

1. Five-Year Transit Outcomes Report (2026-2030)

Prepared by:
Cassidy Stillie
Transit & Mobility Technician
May 06, 2025



Town of Okotoks

Five-Year Transit Outcomes

2026-2030

Table of Contents

Table of Contents.....	2
Land Acknowledgement	3
Executive Summary.....	4
Background	6
Current Service Delivery Model	8
Alignment with Municipal Plans & Community Priorities	9
Quadruple Bottom Line: Foundation for Decision-Making	9
Capital and Infrastructure Planning.....	10
Fleet Planning and Right-Sizing	10
Lifecycle Capital Planning	10
Fleet Expansion	11
Long-term Infrastructure Needs.....	11
Passenger Amenities and Accessibility.....	12
Service Operations and Efficiency.....	12
Capital Funding Sources and Partnerships	12
Zero-Emission Fleet Transition Plan	13
Implementation Plan.....	14
Five-Year Transit Outcomes.....	14
Expected Outcomes	15
Service Analysis and Future Needs.....	16
Service Optimization and Modifications	16
Ongoing Performance Monitoring and Evaluation.....	16
Outcomes and Measures	16
Conclusion.....	18

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 Métis 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.

Executive Summary

The future vision for Okotoks Transit embraces a multi-faceted approach designed to meet the evolving needs of the community. Over the next five years, a set of desired outcomes will guide the development of a responsive, accessible, and sustainable transit system. These outcomes will focus on supporting diverse travel patterns and ensuring the service continues to meet the needs of all residents, whether commuting, accessing essential services, or requiring flexible mobility options. By planning with intention, Okotoks Transit aims to enhance the overall rider experience while aligning with broader community goals.

Okotoks' commitment to a sustainable future is evident in its guiding plans, including the Municipal Development Plan (MDP), Environmental Master Plan (EMP), and the Climate Action Plan (CAP), with transit playing a key role in achieving these goals. Transit helps to promote sustainable growth, environmental responsibility, and enhanced community well-being. The MDP highlights compact, mixed-use development patterns that reduce reliance on personal vehicles and a well-developed transit system will provide viable alternatives for residents to access employment, services, and amenities.

The CAP sets targets for reducing greenhouse gas emissions and promoting sustainable transportation options. As stated in the CAP, increasing access to regional and local transit provides efficient transportation alternatives.

Okotoks' EMP targets a decrease in emissions and enhanced air quality, both achievable via effective transportation alternatives. The future of transit in Okotoks envisions a network that supports community connectivity, reduces environmental impact, and fosters a resilient, livable town.

In addition, the Social Needs Assessment has identified community transportation as one of the top five social priorities under accessibility and inclusive services. The assessment highlighted that access to essential services, such as transportation, is vital for residents, particularly seniors and individuals without private vehicles. Many rely on public transit to maintain independence and community connections, yet current transit options can be unreliable.

By strategically aligning Okotoks Transit with its guiding plans, such as the MDP, the Town can create a more sustainable, resilient, and livable community for all residents. This aligns with community priorities noted in the Social Needs Assessment. By providing an affordable, reliable and accessible transit, Okotoks can empower every resident to participate fully in community life, reduce environmental impact, and foster a connected, inclusive town where opportunity and well-being are within everyone's reach.

Background

Okotoks Town Council approved the Local Transit Implementation Plan in February 2019 with on-demand transit service launching in December 2019. This innovative service model provides curb-to-curb transit within town boundaries and provides a range of benefits to customers and the community, such as increased mobility options, lower greenhouse gas emissions, and improved access to community amenities.

The service's success is evident in its rapid adoption and recognition, winning the Minister's Award for Municipal Excellence for Service Delivery Innovation from the Government of Alberta. Key features include a flexible, app-based booking system and the use of vans or shuttle buses that are smaller in size to match Okotoks' urban form and scale. The success and demand resulted in service expansion in January 2022, a time when many communities operating transit were still recovering from the impact to their ridership as a result of the pandemic.

Okotoks' on-demand service comprises seven Town-owned vehicles. Peak customer demand periods are from 7:30-9:30 a.m. and 3:00-6:00 p.m. on weekdays, often resulting in ride unavailability. Transit ridership has exceeded expectations, reaching its 2026 target of 45,000 rides by its second year of service and achieving over 76,000 rides in 2023. Ridership experienced its first decline from 73,000 rides to 68,000 rides in 2024. This suggests there are potential service gaps, particularly in reliability and availability.

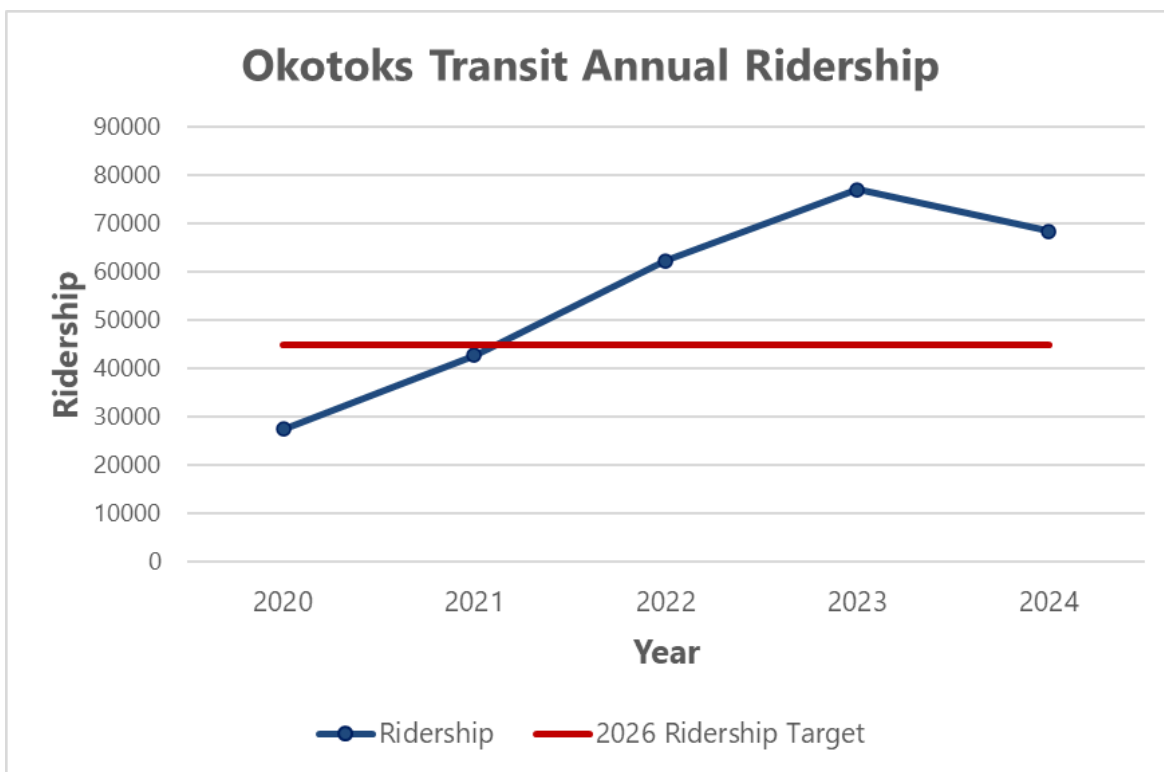


Figure 1. Okotoks Transit annual ridership (2020–2024) with a trendline indicating the 2026 ridership target.

To address the challenges of oversubscription and operational strain in the on-demand transit system, Leading Mobility conducted a fixed-route feasibility study in August 2023. The study assessed the current on-demand system, established service objectives for a potential fixed-route option, and analyzed trip data to guide future planning. The findings revealed that a significant portion of on-demand trips clustered along two primary corridors, presenting an opportunity to improve efficiency by introducing fixed routes in these high-demand areas. Two fixed-route concepts were proposed to complement the existing on-demand service, focusing on key employment locations and civic amenities. The proposed routes were informed by multi-year trip data to capture the highest concentrations of origins and destinations.

By introducing a hybrid model that combines fixed routes with the existing on-demand service, the study aimed to optimize cost-effectiveness, service reliability, and overall network efficiency. Fixed routes are better suited for high-volume corridors, offering

predictable schedules, while on-demand service remains ideal for low-density areas and first/last-mile connections.

This approach not only alleviates pressure on the on-demand service, freeing up capacity for more dispersed trips, but also aligns with Okotoks' strategic priorities of responsibly managed growth, a strong local economy, and enhanced culture and community health. The hybrid model offers a scalable, equitable, and sustainable solution to meet the community's current and future transit needs.

Current Service Delivery Model

The Town delivers public transit services via a contracted service delivery model. The Town defines the level of service, desired service outcomes, and targeted key performance indicators to the market who respond through a competitive bidding process. The successful contracted provider enters into a multi-year agreement, which provides the Town with budget certainty and consistent service delivery. Under this arrangement, the service provider is responsible for key operational tasks, including providing drivers, training, scheduling, vehicle maintenance, customer service, storage facilities, and software solutions. In return, the Town receives a fully managed transit service while maintaining oversight. The Town retains control over strategic decisions like determining service hours, implementing service level changes, and planning the future of the transit system.

The service delivery model is reassessed every three years to ensure cost-efficiency and value. This review includes a comparative analysis of the contracted model's costs versus the potential costs of delivering transit services in-house. This evaluation ensures that the most effective and economical approach is maintained while meeting the community's transit needs.

Alignment with Municipal Plans & Community Priorities

The direction and priorities of Okotoks Transit are shaped by several foundational documents along with priorities expressed by the community:

- **Municipal Development Plan (MDP):** Establishes a long-term vision for land use and supports the creation of a safe, equitable, and sustainable multi-modal transportation network, aiming to reduce dependence on personal vehicles.
- **Environmental Master Plan (EMP):** Sets priorities for environmental stewardship and sustainability, directly influencing the planning and operation of transit infrastructure.
- **Climate Action Plan (CAP):** Provides strategies to lower greenhouse gas emissions and bolster climate resilience, guiding the shift toward low-emission transit options.
- **Social Needs Assessment:** Identified community transportation as one of the top five social priorities under accessibility and inclusive services.

Together, these municipal plans and community feedback provide a clear mandate for Okotoks Transit to pursue initiatives that foster a connected, environmentally responsible, and accessible community.

Quadruple Bottom Line: Foundation for Decision-Making

The quadruple bottom line framework will inform all major transit decisions:

- **Purpose:** Ensures that transit initiatives reflect broader community impacts and values, extending beyond operational outcomes.
- **People:** Prioritizes improved connectivity, accessibility, and equity for all residents, supporting social inclusion.
- **Planet:** Focuses on minimizing environmental impact and promoting sustainable travel choices.

- **Profit:** Emphasizes long-term financial sustainability through efficient resource management and innovation.

Decision-making will continue to be evidence-based, using data, rider feedback, and performance metrics to drive continuous improvement. This framework allows for transparent evaluation of trade-offs, priority setting, and alignment with community needs and values.

Capital and Infrastructure Planning

Fleet Planning and Right-Sizing

To align with evolving ridership demand and sustainability goals, the future of transit will focus on right-sizing the fleet. For the on-demand service, this would involve purchasing smaller vehicles, such as hybrid or electric wheelchair-accessible vans. For the fixed-route service, evaluating the use of low-floor shuttle buses with a capacity of up to 21 passengers.



Vehicle Type	Capacity	Approx. Cost (2025)	
Hybrid Accessible Van	Up to 5 passengers & 1-2 wheelchairs	<\$116,000 CAD	
Low-Floor Shuttle Bus	Up to 21-passengers & 1-2 wheelchairs	\$325,000 CAD	

Table 1. Future vehicle type and seating capacity examples for fixed-route and on-demand services.

Lifecycle Capital Planning

The five-year lifecycle capital plan focuses on phased fleet renewal. Beginning in 2026, the plan outlines the acquisition of one (1) to two (2) shuttles annually to gradually replace aging vehicles as they reach their 5-7-year operational lifespan. The estimated replacement vehicle costs include a projected average increase of 5.4% each year and are outlined in Table 2.

Year	Type and number of Replacement Units	Projected Capital Expenditure
2026	Two (2) buses	\$650,000
2027	Two (2) vans	\$245,000
2028	One (1) van	\$129,000
2029	One (1) van	\$136,000
2030	Two (2) vans	\$287,000

Table 2. The five-year lifecycle capital plan for fleet renewal.

Fleet Expansion

It is industry practice to separate lifecycle replacement vehicles from growth vehicles. This provides budget clarity for vehicles to reliably deliver existing levels of service (lifecycle) in comparison to additional vehicles required to meet increased levels of service (expansion). The five-year table provides a projection of when expansion vehicles may be required. These timelines can be adjusted based on community demand and changing priorities.

Year	Number of vehicles	Projected Capital Expenditure	Anticipated Operational Expenditure
2026	N/A		
2027	N/A		
2028	Two (2) buses	\$725,000	Increase local fixed route level of service: \$600,000
2029	N/A		
2030	One (1) bus	\$405,000	Increase local fixed route level of service: \$175,000

Table 3. Projected fleet expansion over the next five years.

Long-term Infrastructure Needs

To date, the Town's investment in the transit program has centred on rolling stock. This is not uncommon for communities' that deliver service via an on-demand transit model.

As the service, and service types evolve, the type of infrastructure investment will diversify to support accessibility, customer amenities, and service operations.

Passenger Amenities and Accessibility

The introduction and growth of a fixed-route network will create demand for customer amenities at bus stops. It is recommended, that the level of investment and amenities at bus stops is guided by average daily boardings. Consideration will also be given to other factors such as exposure to inclement or extreme weather, customer demographics, and proximity of similar amenities.

Amenity	0-10 Boardings	10-30 Boardings	30+ boardings
Lighting	X	X	X
Bus stop sign	X	X	X
Accessible Pad	X	X	X
Bench		X	X
Shelter			X
Three Stream			X
Waste Receptacle			
Bike Rack			X

Service Operations and Efficiency

The Town's contracted service provider is responsible for the storage and maintenance of the Town's transit assets. As the service grows, there will be a need to review these arrangements, including the possible provision of the Town providing storage and/or maintenance at a Town-owned facility as the transit fleet expands. This facility is noted as a potential future investment and falls outside of the 5-year horizon.

Capital Funding Sources and Partnerships

Public transit projects have traditionally received capital funding support from higher orders of government for state of good repair, lifecycle replacement, rolling stock, and

facilities. Funding, such as the Housing Infrastructure and Communities Canada's Public Transit Fund, is critical in supporting fleet replacement, expansion, and infrastructure while minimizing local budgetary impacts. The Town will engage with funding partners to identify grant opportunities to offset capital investments made at the local level.

In absence of grant funding opportunities, the Town will ensure that future investments are aligned with the quadruple bottom-line approach and supported through evidence-based decision making. This will ensure that transit capital projects are prioritized to achieve desired outcomes focused on service reliability, environmental sustainability, and long-term financial viability.

Zero-Emission Fleet Transition Plan

The Town of Okotoks has taken proactive steps to explore zero-emission opportunities for its public transit system. In 2022, the Town commissioned a comprehensive feasibility study by the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) to assess the potential implementation of a zero-emissions bus fleet. This study evaluated the suitability and performance of zero-emission buses (ZEBs) for Okotoks Transit, considering the specific operational conditions of the local transit system.

The feasibility analysis examined a range of factors, including transit data simulations, geographical conditions, technical specifications of vehicles, and charging infrastructure. It assessed the existing on-demand service and the potential introduction of fixed routes and electric low-speed autonomous shuttles. While the study provides valuable insights for future transit planning, the adoption of low-carbon technologies will ultimately depend on securing the necessary funding and resources. Any new vehicle procurement will be carefully evaluated based on total lifecycle costs and alignment with greenhouse gas reduction targets outlined in the EMP and CAP.

CUTRIC's report offers detailed recommendations on implementing fixed-route transit and electrifying Okotoks Transit's fleet. It highlights that fixed-route operations are particularly well suited for electrification due to their predictable schedules, which align with the capabilities of battery electric buses (BEBs). Simulations suggest that BEBs can

efficiently support peak-hour fixed-routes. The report recommends starting with smaller buses for fixed routes to minimize upfront costs while gradually transitioning to full electrification. The study identifies significant long-term benefits of fleet electrification, including lower operational costs, reduced greenhouse emissions, and alignment with the Town's climate action goals.

Implementation Plan

Five-Year Transit Outcomes

The five-year transit outcomes will serve as a strategic guide for the future development of Okotoks Transit, ensuring that service enhancements and priorities are closely aligned with the Town's overarching vision for a sustainable, inclusive, and prosperous community. These outcomes are firmly rooted in the quadruple bottom line framework, which integrates four essential pillars-Purpose, People, Planet, and Profit-into decision-making.

Under **Purpose**, Transit service will celebrate and strengthen Okotoks' unique identity and create a lasting positive impact by bringing people together around shared values, traditions, and aspirations. Transit will be innovative, evolving to meet the changing needs of the community.

Under **People**, the focus is creating and maintaining community bonds through connecting people to the places they want to access. Transit services will be inclusive, including barrier-free and free of financial barriers, ensuring universal accessibility for all residents. Our evidence-based approach will provide residents and transit customers with a clear roadmap of service adjustments to improve their confidence and satisfaction in the service. The fixed-route network will evolve with the community, based on community engagement and usage data.

Transit service will be strategically and incrementally modified as part of the **Profit** pillar. Service delivery changes will improve ridership and, in turn, increase revenues. This will improve the revenue-cost ratio making transit a more financially sustainable service.

For **Planet**, over the next five years Transit will be positioned as a mode of choice for residents. This will help reduce greenhouse gas emissions and promote a more environmentally sustainable transportation network. To support this outcome, the Town has completed an assessment of transitioning to zero-emission transit vehicles. This transition will be a longer-term goal due to the rapid changes and market forces that impact zero-emission vehicle technologies.

This holistic approach ensures that transit investments address immediate needs while supporting the community's long-term values and aspirations.

Expected Outcomes

Desired outcomes for Okotoks Transit over the next five years:

- **Enhance Reliability and Availability:** Enhance service consistency to make transit accessible when and where residents need it most.
- **Grow Ridership:** Attract new users through system improvements that prioritize efficiency and user-friendly experiences.
- **Improve Customer Experience:** Integrate real-time tracking and spontaneous boarding options to empower riders with greater convenience and accessibility.
- **Reduce Greenhouse Gas Emissions:** Public transit can reduce greenhouse gas (GHG) emissions aligning with the EMP goals in creating a low-carbon environment and improving air quality.
- **Vitalize the Local Economy:** Strengthen local economic growth by improving access to employment hubs, retail centers, and business districts, fostering workforce mobility and commercial activity.
- **Enhance Community Well-Being:** Promote community well-being by connecting residents to healthcare, education, recreation, and social services, ensuring equitable access for all demographics.
- **Pursue Funding Opportunities:** Pursue grants, partnerships, and innovative funding models to align with long-term transit objectives and community priorities.

Service Analysis and Future Needs

Service Optimization and Modifications

Any modifications to levels of service will be guided by the following criteria:

Service Type	Minimum Thresholds (Passengers per Vehicles Hour)	Modification Thresholds (Passengers per Vehicles Hour)	Recommended Action
On-demand	4 PVH	N/A	No changes are recommended
Fixed-route	4 PVH	8 PVH	Increase additional service hours

Table 4. Transit service performance thresholds and recommended actions.

For the fixed-route modification threshold to instigate a service level change, the threshold of 8 PVH must be met for 20% of fixed-route service hours over three consecutive months.

Ongoing Performance Monitoring and Evaluation

Okotoks Transit is dedicated to ongoing performance monitoring and evaluation. By tracking key success measures, the system can identify both achievements and opportunities for enhancement. This commitment ensures that transit remains responsive to community needs, adapts to changing demands, and remains aligned with the Town's broader goals for sustainability and accessibility.

Outcomes and Measures

The following table outlines the desired outcomes for Okotoks Transit over the next five years, along with corresponding success measures:

Desired Outcome	Key Actions	Success Measure
Increased transit ridership.	1. Develop targeted campaigns designed to attract new customers and increase usage from existing transit customers.	1. Growth in overall ridership
Improve transit accessibility and social inclusion.	1. Alignment with evolving policies and community needs.	1. Number of accessible features included in Transit program.
Affordable transit options for all income levels.	1. Introduction of transit affordability program.	1. Affordability program is available to residents in need.
Better understanding of rider experience through regular feedback.	1. Customer satisfaction surveys.	1. Maintain an overall customer satisfaction rating of 85%.
A transit fleet that includes zero-emission vehicles where feasible.	1. Monitor changes in zero emission technologies that align with environmental objectives.	1. Increase number of zero-emission vehicles in the fleet.
Right-sized fleet that aligns with rider demand and reduces operational costs.	1. Update fleet specifications to match right-sized approach. 2. Create and implement new tracking processes to analyze cost per vehicle type.	1. Optimization of fleet size and reduced per-rider cost.
Stronger partnerships with local businesses to improve access to jobs and generate revenue.	1. Explore new revenue streams. 2. Collaborate with Economic Development and private businesses to encourage use of transit.	1. Growth in advertising or partnership revenue. 2. Increased transit trips to commercial/employment areas.

Conclusion

Okotoks Transit has achieved remarkable success, with strong ridership and industry recognition reflecting the value it brings to residents. The Town remains committed to evolving the transit service to meet the needs of the community. Over the next five years, Okotoks Transit will focus on enhancing reliability, improving connectivity, and ensuring equitable access for all residents. These priorities and expected outcomes directly support the vision of the Municipal Development Plan by fostering a safe, multi-modal transportation network and encouraging sustainable, compact growth. The Social Needs Assessment reinforces the importance of transit in promoting accessibility and social inclusion, particularly for those who rely on public transportation to access essential services and maintain community connections. By aligning future transit initiatives with these guiding plans and maintaining an evidence-based approach, Okotoks Transit will continue to strengthen community well-being, support managed growth, and foster a barrier-free transit network for everyone.



TRANSIT UPDATE

Issue

The implementation of a fixed-route transit service which will complement the on-demand transit service and address public concerns is provided for Council approval.

Motion Proposed by Administration

That the proposed fixed-route transit service be endorsed as presented for implementation by September 1, 2025, and the required amendments to the Fees, Rates, and Charges Bylaw be brought forward prior to June 30, 2025.

That Transit Services and Service Level Inventory updates attached in Council Policy GP-E-2.1 Program and Service Review: Appendix A be updated as presented.

Report, Analysis and Financial Implications

The existing on-demand service is oversubscribed impacting availability, reliability, and customer satisfaction. Administration is presenting a proposed fixed route complementing the existing the on-demand transit service. Together, this hybrid transit model will improve service reliability and availability. This improved service will operate within the existing budget.

The Okotoks on-demand transit system has proven to be an overwhelming success since its introduction in 2019, far surpassing initial expectations. At launch, as per the Okotoks Municipal Development Plan (D.2.3.2), a target of 18,000 rides was set for the first year and was exceeded with 27,402 rides. The 2026 target of 45,000 rides was reached by the second year (2021) and in 2023, ridership grew to 76,937, nearly double the initial projection. However, a slight decrease to 68,000 rides in 2024 suggests potential service gaps, particularly in reliability and availability.

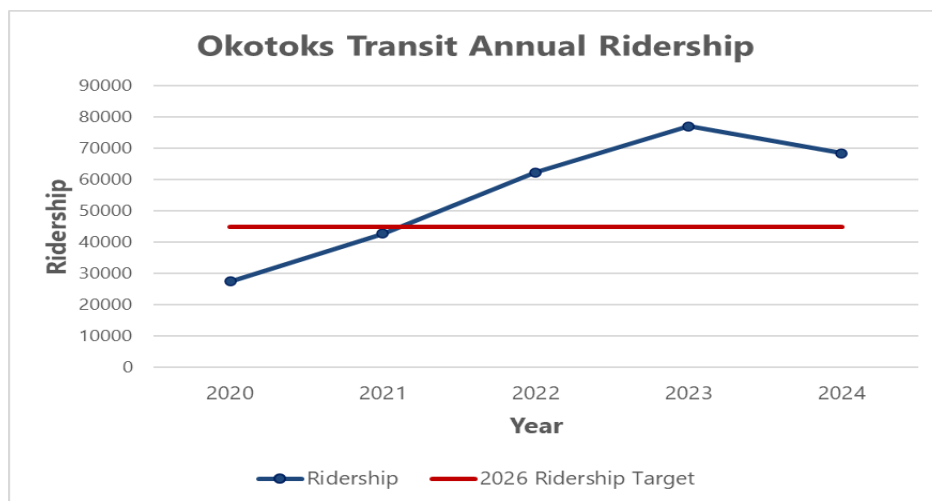


Figure 1. Okotoks Transit annual ridership (2020 - 2024) with a trendline indicating the 2026 ridership target.

The on-demand service faces limitations during peak weekday hours, (7:00 a.m. to 6:00 p.m.), when demand is highest. This results in limited trip availability, extended wait times, and unserved trip requests unless booked well in advance. While the on-demand service offers coverage, flexibility, and convenience, these capacity constraints have raised public concerns about reliability and availability during critical travel periods. Customers have expressed frustration over the difficulty of securing desired trips during peak hours, highlighting the need for a more predictable and efficient solution.

A fixed-route service is proposed to address customers' challenges and plan for future ridership growth. This includes transitioning from an exclusively on-demand model to a hybrid model using evidence-based data to establish a fixed route. A hybrid transit model combines on-demand services with fixed routes to provide customers with greater flexibility and transit options based on their needs and location. The proposed routes were informed by on-demand trip data to design a route that captures the highest origin and destinations over a multi-year period.

The Okotoks Municipal Development Plan (2.4.1.c.IV) indicates that a fixed-route transit service is important in the creation and success of neighbourhood hubs. This transition supports responsibly managed growth by enabling denser developments with reduced parking, strengthens the local economy by attracting and retaining businesses, and enhances community health by ensuring equitable access to services for all residents, particularly those without access to a personal vehicle.

Fixed Route Details

The implementation of the fixed-route service will not require any additional assets or service hours. The proposed route will operate in a figure-eight layout to streamline trips without requiring bus transfers, with two (2) vehicles running in opposite directions. Stops will be approximately 300m to 500m apart, with a 60-minute frequency. The proposed fixed route will initially operate on weekdays from 7:00 a.m. to 6:00 p.m., aligning with peak hours identified in a feasibility study conducted by Leading Mobility. These hours reflect the highest demand for transit services and were further confirmed through public engagement feedback. The hybrid model aims to alleviate pressure on the on-demand service by offering reliable, predictable scheduled service without requiring advance booking. This approach ensures greater accessibility and efficiency for users during the busiest times of the day.

The introduction of the proposed fixed route is anticipated to increase transit ridership while improving customer satisfaction, both desired outcomes in the five-year transit outcomes plan. Maintaining the on-demand service ensures flexibility for residents requiring curb-to-curb transportation or traveling outside fixed-route boundaries and hours.

Community Engagement Strategy

The Town is committed to meaningful community engagement, as outlined in the Community Engagement Policy, ensuring residents and businesses have a voice in decisions that affect them. To support the transition to a fixed-route transit service, Administration launched a comprehensive public engagement strategy guided by the International Association of Public

Participation (IAP2) framework. This strategy adopted a Consult approach, gathering input on service hours, route design, and stop locations.

Engagement activities ran from February 6 to 28 and included three (3) in-person pop-up events at the Recreation Centre and Food Bank, a dedicated workshop with the Seniors Club, and an online survey on the Shape Our Town website. In total, 809 online responses and 132 in-person participants provided input, representing both current transit customers and non-customers.

Public engagement, combined with ridership data from the Leading Mobility feasibility study, directly informed the proposed fixed route. The feasibility study provided critical data on travel patterns, peak demand periods, and potential ridership, allowing Administration to align community feedback with operational realities and resource constraints.

Key Findings from What We Learned Report (WWLR):

- Priority destinations for stop locations included Downtown (Elizabeth Street/McRae Street), Westmount/Cornerstone commercial areas, the Recreation Centre, and Southbank Business Park.
- Frequent requests were made for stops near the D'Arcy commercial zone, improved access to the Recreation Centre, and expanded service into Drake Landing, Ranchers Rise, and Air Ranch.
- 56% of respondents expressed interest in evening service hours (6:00 p.m. to 9:00 p.m.).
- 82% indicated that stops close to their workplace would increase their likelihood of using the service.
- 64% highlighted the importance of real-time tracking and schedule alignment for reliability.

Immediate Adjustments:

Based on public feedback, Administration recommends two (2) immediate changes to the proposed fixed route:

- Inclusion of the D'Arcy commercial area to enhance accessibility for residents and businesses in this growing community.
- Relocation of a Milligan Drive stop closer to the Okotoks Recreation Centre to improve access.

For the initial rollout, service hours are recommended from 7:00 a.m. to 6:00 p.m. This approach prioritizes responsible resource use while enabling accurate ridership data collection during core hours. The phased strategy ensures that future extensions, such as evening service, are sustainable and respond to demonstrated demand.

Phased Implementation:

Requests for expanded service into Drake Landing, Ranchers Rise, Air Ranch, and for evening hours, were carefully considered. However, the Leading Mobility feasibility study indicates that

initial demand in these areas and time periods does not yet justify immediate expansion. A phased approach will allow the Town to:

- Maintain a high standard of reliability and on-time performance during rollout.
- Allocate resources efficiently and respond to ridership growth as it occurs.
- Minimize operational risks while building a foundation for future service enhancements.

To support the fixed route, existing service hours from the on-demand transit service will be reallocated. Two (2) on-demand transit vehicles, previously serving up to eight (8) customers per revenue hour combined, will be reassigned to operate on the fixed-route. This shift is expected to significantly improve operational efficiency, as fixed-route vehicles are projected to serve two (2) to three (3) times more passengers per revenue hour. By focusing resources on high-demand corridors, the Town can maximize ridership, enhance cost-effectiveness, and increase the overall benefit of transit investments to the community. Residents in areas not initially included in the fixed route, or seeking service outside core hours, will continue to have access to the existing on-demand transit service.

Communications Plan:

As part of the implementation plan for the proposed fixed-route service, Administration will collaborate closely with the Community Engagement Team to develop a comprehensive communications plan that will incorporate both awareness and educational tactics. This strategy will include in-person informational sessions to help residents understand the new service and its benefits. Key information will be disseminated through appropriate channels to allow for timely and widespread outreach. Community Engagement efforts will continue post-launch to support a smooth transition and address any emerging community questions. This proactive approach is designed to build public confidence and encourage early adoption of the fixed-route service.

Future Recommendations:

Feedback from this engagement process will directly inform future service enhancements for Okotoks Transit. As ridership patterns develop, Administration will reassess both service hours and route coverage, with a comprehensive review planned for Q2 2026. Future phases may include expanding service coverage, right-sizing the fleet, and introducing additional stop infrastructure to further improve accessibility and the overall user experience.

Administration remains committed to ongoing engagement and continuous improvement, ensuring that the fixed-route service evolves to meet the changing needs of the community and supports long-term urban mobility goals. Earlier start times or later finish hours will be considered if ridership during current service hours consistently exceeds the threshold of eight (8) passengers per vehicle hour (PVH) over three (3) consecutive months consistent with the service optimization and modifications thresholds in the Transit outcomes plan.

Service reductions, restructuring, and replacement of fixed-route with on-demand service, or discontinuation will be considered when the minimum passenger PVH threshold is not being achieved over three (3) consecutive months. It is recommended that new services, such as the

proposed fixed-route service, be provided a twelve-month service review period which is a common industry practice. This accommodates potential changes in travel patterns, data collection across multiple periods of demand, and opportunities for continued community engagement.

Capital Investments

In 2025, the immediate priority will be the installation of on-street bus stop signage, with costs estimated at under \$15,000 and accommodated within the existing transit budget. This investment will enhance route visibility and accessibility, laying the groundwork for improved customer experience based on ridership at specific stop locations.

New Customer Fare Option

Administration proposes the introduction of a monthly transit pass for the fixed route and on-demand services (Table 1). Increasing fare options will provide more affordable choices for frequent users and streamline access for fixed routes through a convenient flash pass system. Separate fare options for youth and seniors are included to better support key demographic groups.

To support the introduction of a new monthly transit pass, Administration reviewed fare structures from comparable municipal transit systems and examined internal monthly pass rates at the Okotoks Recreation Centre. This comparison helps ensure the proposed pricing is competitive, equitable, and aligned with broader affordability goals in the community. The proposed pass pricing is also based on a frequent user benchmark of 18 one-way trips per month, equivalent to approximately two (2) round trips per week. A flat-rate structure is intended to incentivize public transit as a model of choice through convenience, reliability and affordability.

Municipality/Facility	Adult Monthly Pass	Youth/Senior Monthly Pass	One-Way Fare	18 One-Way Trips (Cost)
Proposed Okotoks Transit Fare Pricing	\$55	\$35	\$3.50	\$63.00
Okotoks Recreation Centre	\$63.25	\$51.50	N/A	N/A
Leduc Transit	\$55	\$55	\$2.00	\$45.00
Cochrane (COLT)	\$50	\$25.00 (Youth) / \$30.00 (Senior)	\$2.50	\$54.00

Table 1. Comparison of monthly transit pass costs with similar transit systems in Alberta and Okotoks Recreation Centre monthly rates.

The required amendments to the Fees, Rates, and Charges Bylaw will be brought to Council prior to June 30, 2025.

Strategic Plan Goals

<input checked="" type="checkbox"/>	Responsibly Managed Growth	<input checked="" 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

Transit options are essential to ensuring all residents, regardless of economic status or mobility challenges, can access healthcare, education, and employment opportunities. Okotoks Transit plays a key role in reducing mobility barriers that contribute to social and economic inequities. The Social Needs Assessment further highlighted this, listing transportation as a top five (5) social priorities under accessibility and inclusive services. Furthermore, feedback highlights that access to essential services, such as transportation, is vital for residents, particularly seniors and individuals without private vehicles. Many rely on public transit to maintain independence and community connections, yet current transit options can be unreliable.

The proposed fixed-route service will improve community access to programs, services, key destinations, and events. This will strengthen community connections and promote inclusivity, fostering a stronger sense of belonging for all Okotoks residents.

A future desired outcome is the integration of the public transit program with in-town and wheelchair accessible trips for the Community Access Program (CAP). This is a first step towards this outcome, ensuring future services can support customer demand while maintaining service reliability and availability. Additionally, the introduction of a low-income transit pass program will be explored as part of ongoing efforts to enhance accessibility and affordability.

Environmental Impacts

The Resilient Okotoks Climate Action Plan 2021 - 2033 outlines the Town's target of achieving carbon neutrality by 2050, with a key goal of improving access to regional and local transit to increase trips made by transit or active transportation. Promoting the use and availability of alternative transportation can decrease car dependency, increase shared rides, and play a role in reducing greenhouse gas (GHG) emissions. The introduction of fixed routes is expected to increase transit usage, thereby reducing GHG emissions, and enhancing efficiency.

Governing Policies/Bylaws/Legislation or Agreements

Municipal Development Plan
Climate Action Plan
Environmental Action Plan
Social Needs Assessment

Alternatives for Consideration

1. That Council endorse the proposed fixed-route service for implementation by September 1, 2025.
2. That Council endorse the proposed fixed route, including extended evening service hours until 9:00 p.m., for implementation by September 1, 2025. The projected net cost of the extended evening service hours is estimated at \$120,000 annually.
3. That Council directs Administration to provide additional information or route alternatives for consideration.
4. That Council accepts this report for information and maintains the existing on-demand transit service.

CAO Comments

The initial launch of Okotoks Transit highlight that the 'need' Administration had been hearing about was real and that there was a genuine requirement for transit in the community. Although the first years were very successful the declining ridership shows that the popularity of the system could no longer meet the needs and adjustments to the system are required. The launch of the hybrid system will meet the needs for certainty and access... knowing where a bus will be and at what time. This should result in the reduction of need for the on demand, so it can focus energy on those who have needs that can not be met with the peak hour fixed route. Data will be collected to drive future enhancements to the system so we can refine the hybrid delivery model to continue to meet the needs of the community.

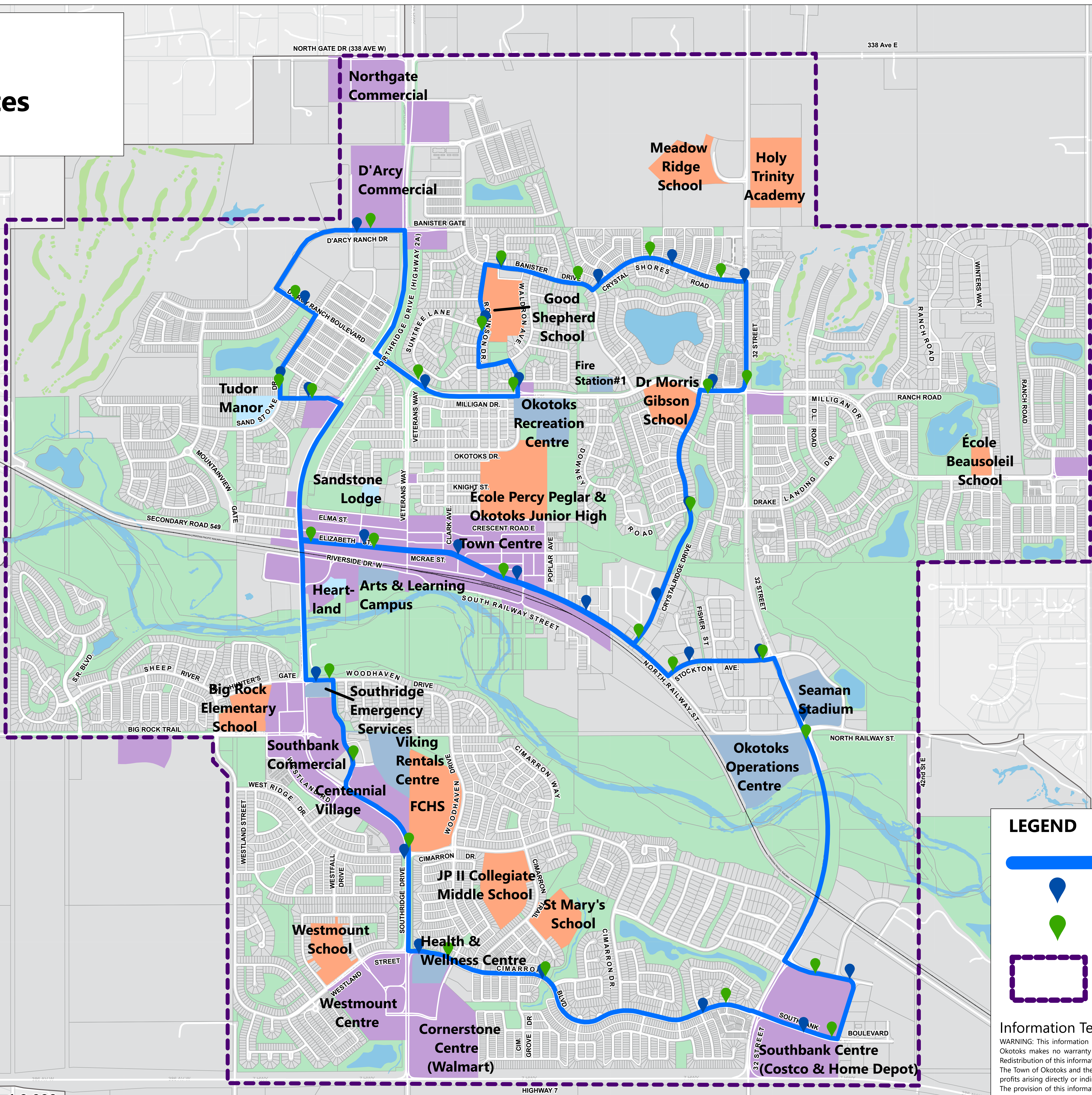
Attachment(s)

1. Proposed Fixed-Route Map
2. Transit Fixed-Route What We Learned Report
3. Program and Service Review Policy GP-E-2.1 Appendix A – Transit Services and Service Level Inventory - Redlined Version
4. Draft Program and Service Review Policy GP-E-2.1 with Appendix A – Transit Services and Service Level Inventory




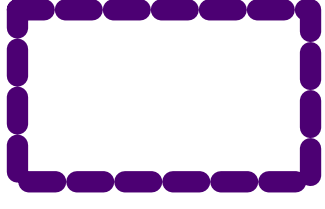
Prepared by:
Cassidy Stillie
Transit & Mobility Technician
April 17, 2025



Proposed Bus Routes



LEGEND

-  Proposed Route
-  Proposed Bus Stop (Blue Route)
-  Proposed Bus Stop (Green Route)
-  Transit Service Area

Information Technology Created: 2025-04-08

WARNING: This information is provided on an "as is" basis and is subject to change without notice. The Town of Okotoks makes no warranty or representation as to the completeness, currency or accuracy of this information. Redistribution of this information without the express written permission of the Town of Okotoks is strictly prohibited. The Town of Okotoks and the Town's officials, employees and contractors shall not be liable for any damages or lost profits arising directly or indirectly from the use of this information. Use of this information is at the user's sole risk. The provision of this information is not and shall not be deemed to be the Town's consent or approval to carry out any work, construction or development.





Okotoks Transit Fixed-Route

APRIL 2025



**WHAT
WE
LEARNED**



Background

The Okotoks on-demand transit service has proven to be an overwhelming success since its introduction in 2019, far surpassing initial expectations. The 2026 target of 45,000 rides was reached by the second year (2021) and in 2023, ridership grew to 76,937, nearly double the initial projection. However, a slight decrease to 68,000 rides in 2024 suggested potential service gaps, particularly in reliability and availability.

In response, the Town is proposing the introduction of a fixed-route service to enhance overall service delivery. A 2023 feasibility study analyzing four years of transit data identified opportunities for a fixed-route model to offer more consistent and accessible travel options for residents.

This proposed approach involves reallocating current transit resources to focus on the busiest times of day, with the goal of improving convenience, predictability and coverage.

The fixed-route system is designed in a figure-8 configuration, with buses running in opposite directions to minimize wait times and improve travel efficiency. Stops will be located approximately 300 to 500 metres apart and placed near high-demand destinations, key intersections, and employment hubs to maximize accessibility.

The proposed service will have two transit vehicles servicing the route, operating on weekdays from 7 a.m. to 6 p.m.—hours identified as peak demand periods based on both feasibility study findings and ridership data.

2025 TIMELINE

FEB **FEB**
6 **TO** **28**

Gathered input from transit customers and residents through online survey.

FEB **FEB**
7 **TO** **28**

Gathered in person feedback at community engagement pop-up and workshop events held at the Seniors Club, Recreation Centre and the Food Bank.

APR
28

Present findings to Council.

2025
Q3

If approved by Council, begin mapping out bus stops and implementing fixed-route service.

2025
Q4

Fixed-route service operational and serving community needs.



Community Engagement

We are committed (through the Town's Community Engagement Policy) to give the community an opportunity for input into decisions that will affect residents and businesses.

Who did we engage?

Okotoks residents were engaged online and in person. People who participated in the engagement were both current Okotoks Transit customers and non-customers.

LEVEL OF COMMUNITY ENGAGEMENT

This project falls within the **CONSULT** level.



809

Residents provided feedback online



132

Residents provided feedback across four in-person engagement events

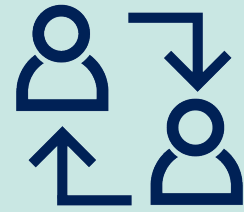


	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide balance and objective information to assist the public in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, issues, alternatives, and decisions.	To work directly with the public throughout the process to make sure that 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 provided 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."

Highlights

Through in-person and online engagement we heard from 941 voices on the proposed addition of a fixed-route to Okotoks Transit and these are some of the highlights that we found.

- ★ 66.1% of survey respondents had a positive or neutral sentiment towards adding a fixed-route service.
- ★ Based on engagement feedback, we have adjusted the transit stop to be closer to the recreation centre parking lot to eliminate additional walking.
- ★ Based on in-person engagement feedback, we have adjusted the proposed route to include the D'Arcy Commercial area to accommodate the needs that residents shared.
- ★ 150 survey respondents selected downtown (Elizabeth Street and McRae Street) as the number one destination that they would like to see the fixed-route access.
- ★ 55.5% survey respondents would like to see the fixed-route service run into the evening hours from 6 p.m. to 9 p.m.
- ★ 21.6% survey respondents are current Okotoks Transit customers.



Thank You for your Feedback

We've received a lot of thoughtful feedback through this public engagement—thank you to everyone who took the time to share their ideas and insights. Some of your input has already helped shape immediate changes to the proposed route, stop locations and service hours. We are excited about those improvements.

That said, we know there's still feedback we haven't been able to act on just yet. Please know that your voices are being heard. Even if you don't see your specific suggestions reflected right away, they're being considered carefully, alongside ridership data, to help guide future planning for Okotoks Transit and the development of a fixed-route service.

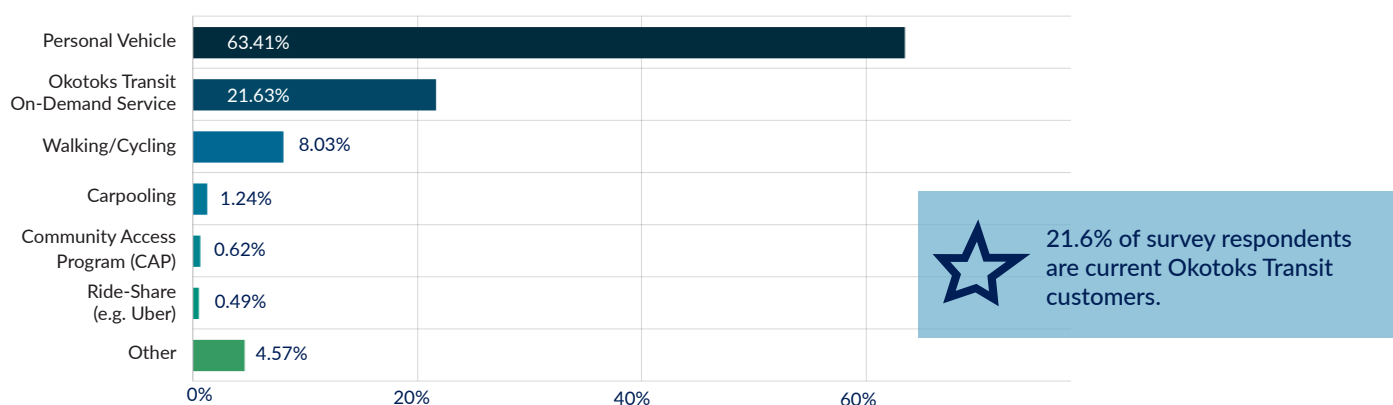
Your input truly makes a difference, and we're grateful to have such an engaged community helping us move forward.



Online Engagement

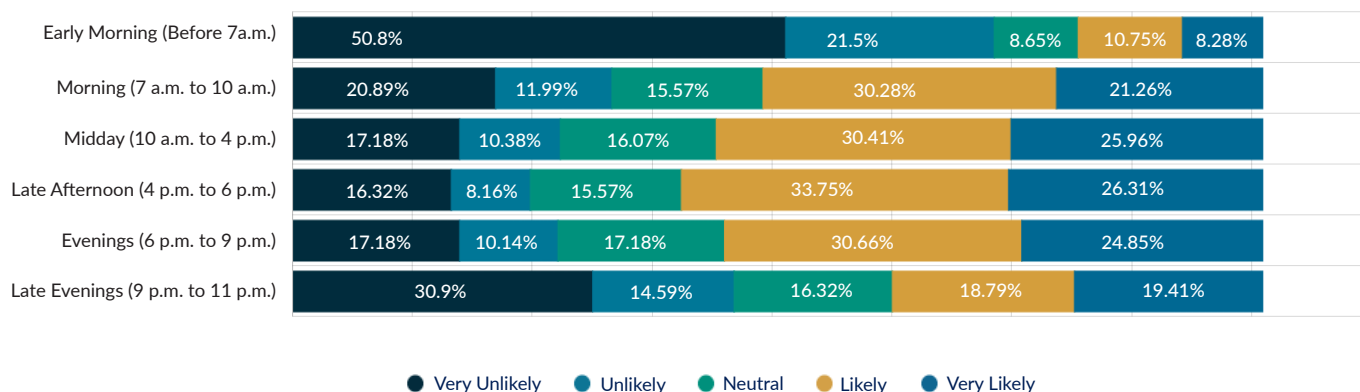
Q1

How do you currently get around in Okotoks?



Q2

From 'Very Unlikely' to 'Very Likely' mark how likely you would be to use a fixed-route service during these windows of time? (Weekdays Only)

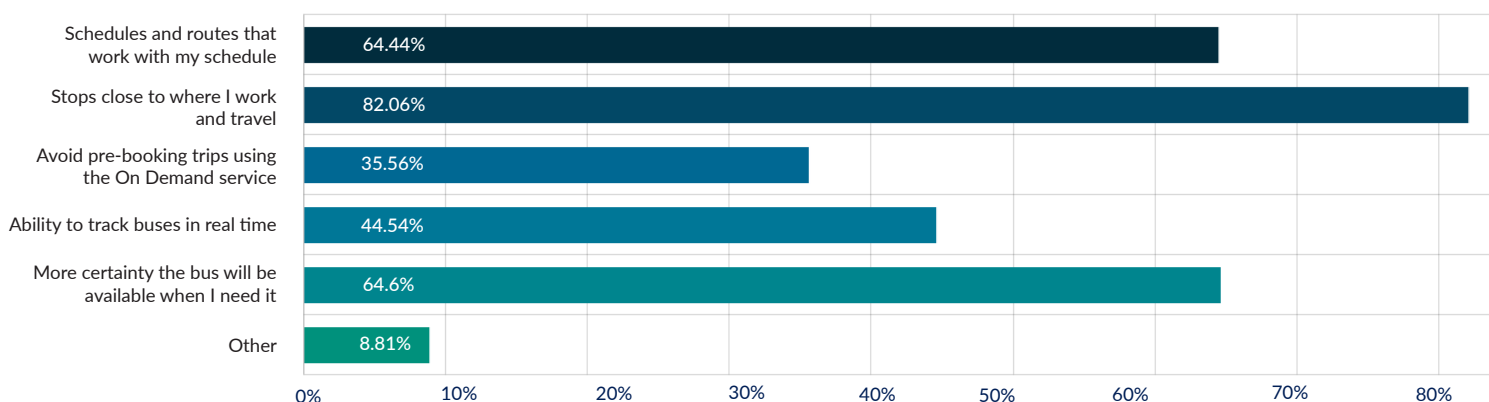


According to the feasibility study, peak hours run from 7 a.m. to 6 p.m., however 56% of online survey respondents would also be likely or very likely to use a fixed-route transit service in the evenings from 6 p.m. to 9 p.m.

Online Engagement

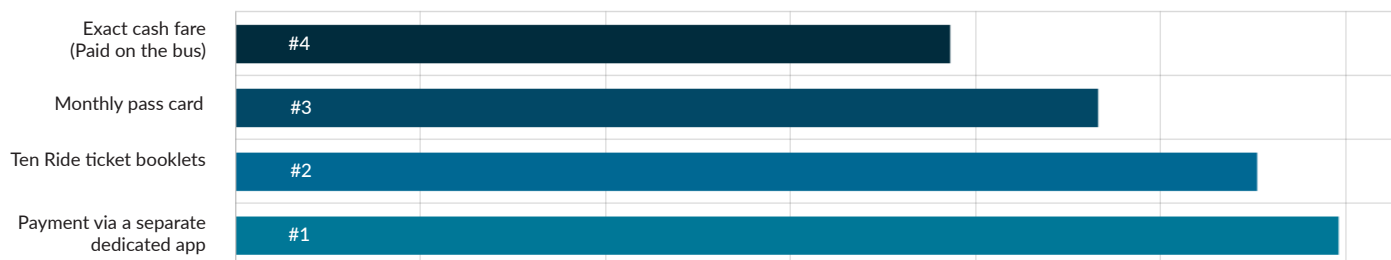
Q3

What would make you more likely to use a fixed-route transit service in Okotoks? (Select your top three)



Q4

Please rank the following payment methods in order of convenience, with 1 being the most convenient and 4 being the least convenient:

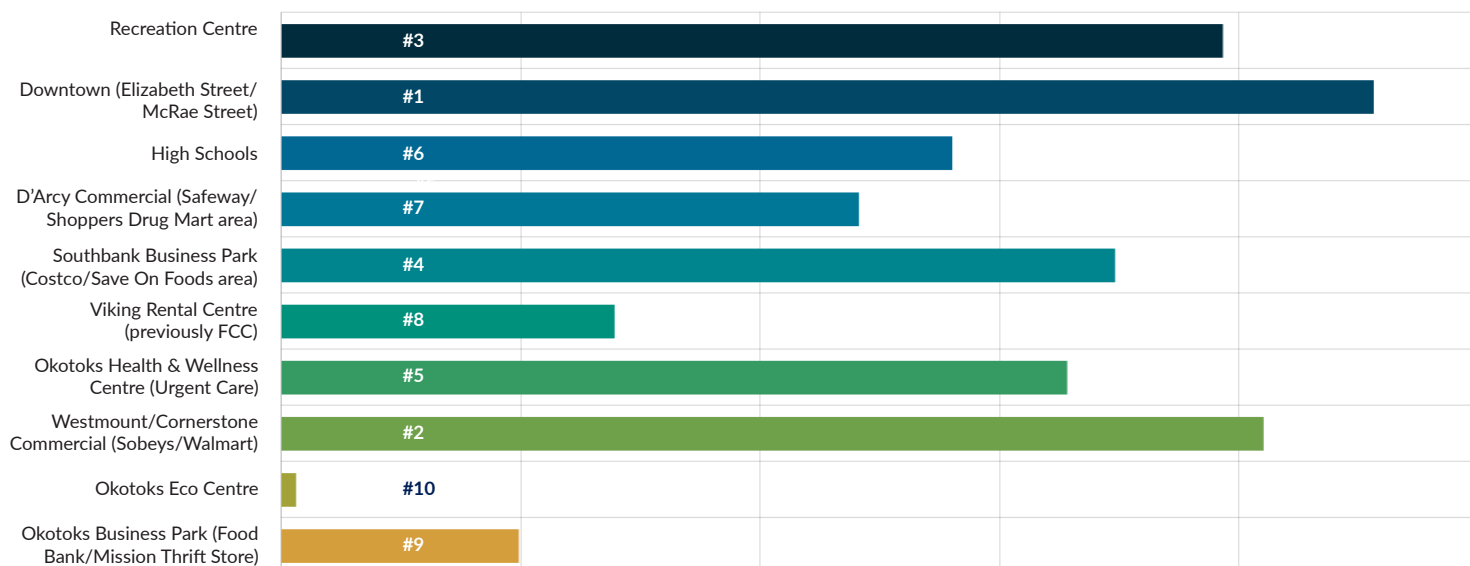


369 survey respondents selected 'Payment via a separate, dedicated app' as their number one payment method.

Online Engagement

Q5

Please rank the three most important places in Okotoks that a fixed-route should provide service to/from, with 1 being the highest priority.



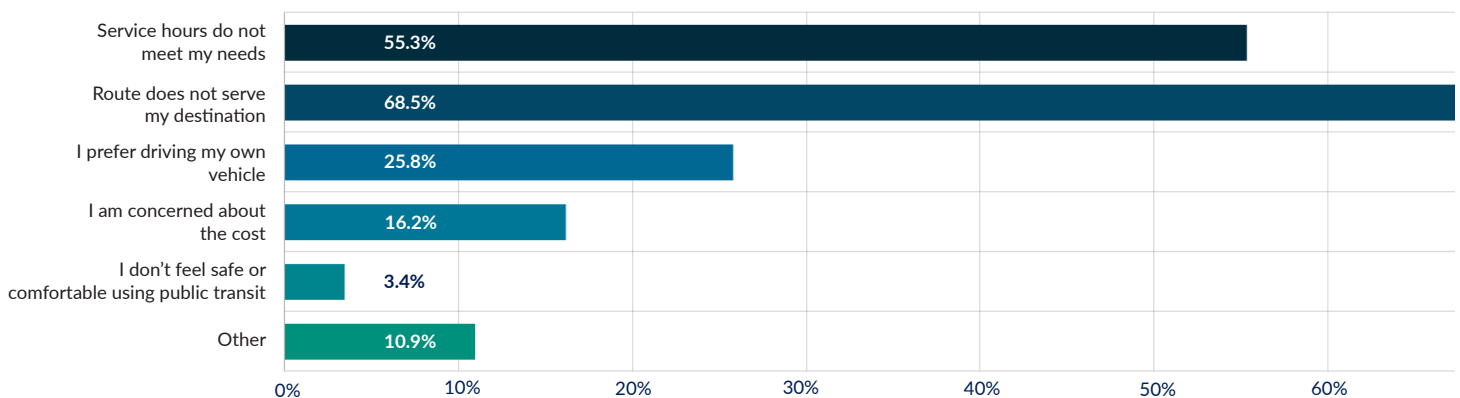
TOP 5 RANKED LOCATIONS

- ★ Downtown (Elizabeth St & McRae St)
- ★ Westmount/Cornerstone Commercial
- ★ Okotoks Recreation Centre
- ★ Southbank Business Park
- ★ Okotoks Health & Wellness Centre

Online Engagement

Q6

What are the main reasons you might not use a fixed-route service? (Select all that apply)



Q7

Do you have any other thoughts, suggestions or concerns about the proposed fixed-route transit service?



The sentiment of open ended responses.



Most common words and phrases in open ended responses.



69 survey respondents requested the route be extended into the Drake Landing area.



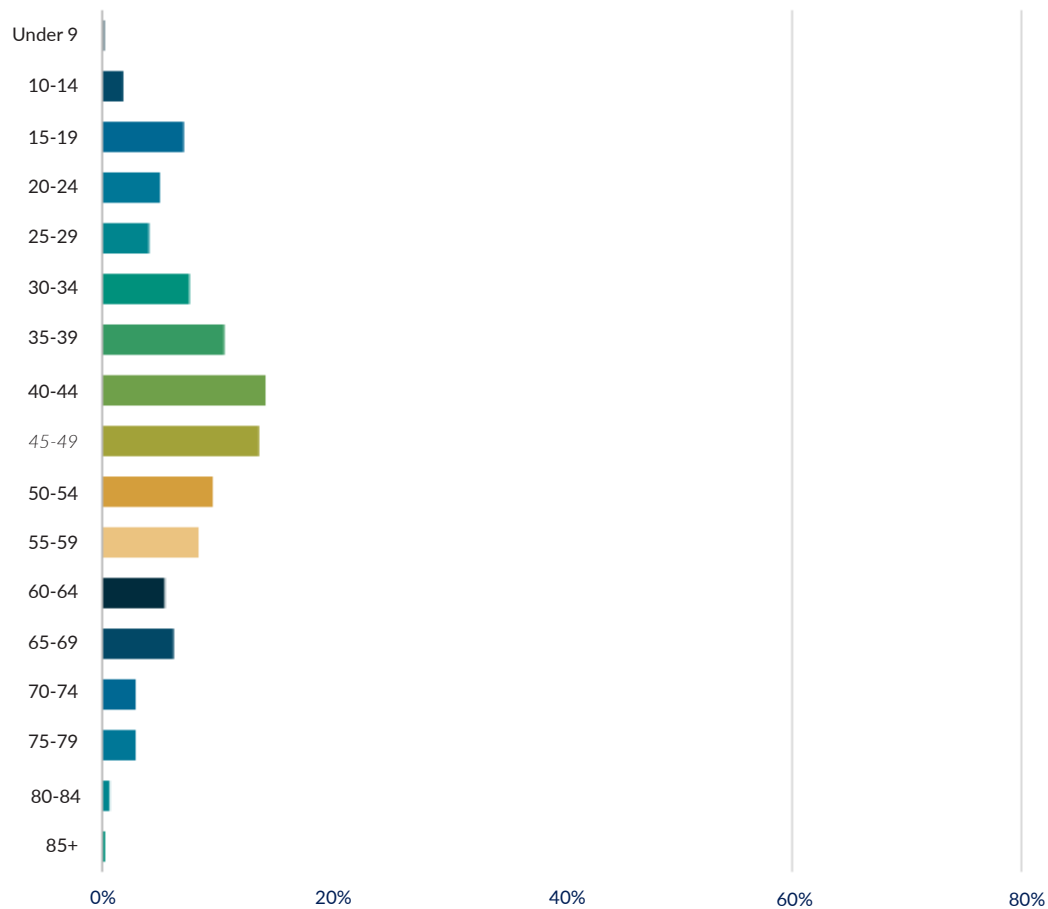
46 open ended responses requested the fixed-route service run past the proposed 6 p.m.



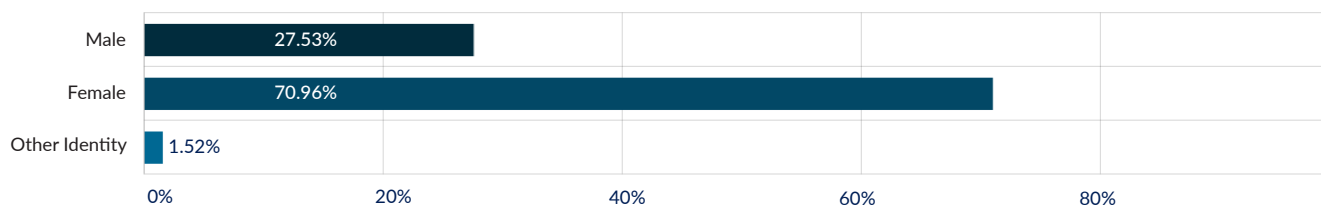
25 survey respondents requested the route be extended into the D'Arcy Commercial area.

Survey Demographics

Age Group



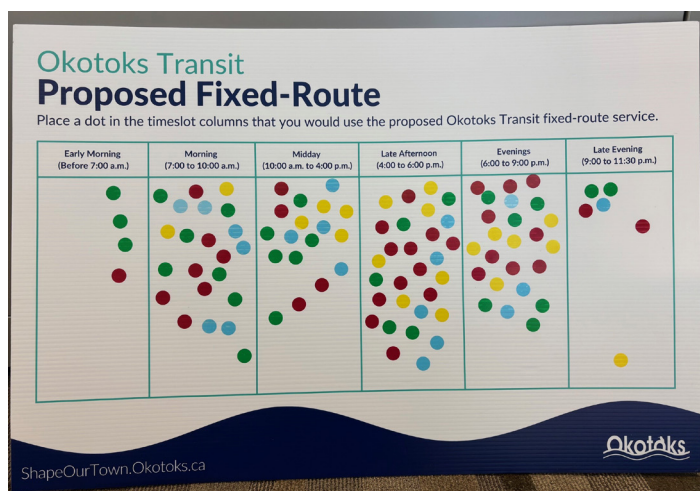
Gender



In-Person Engagement

Q1

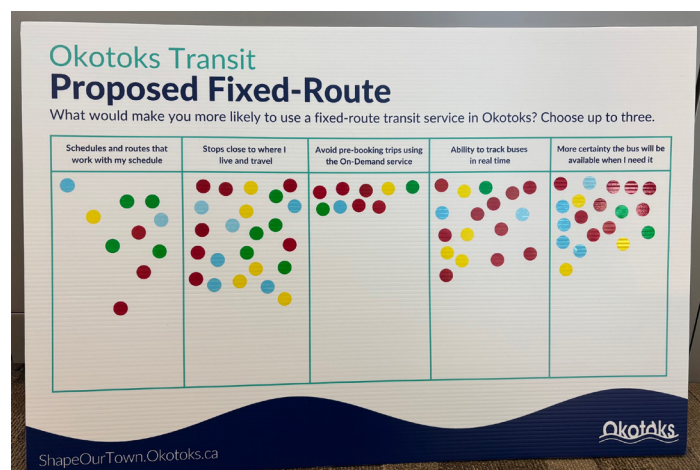
Place a dot in the timeslot columns that you would use the proposed Okotoks Transit fixed-route service.



Early Morning	4 Votes	#6
Morning	22 Votes	#3
Midday	18 Votes	#4
Late Afternoon	29 Votes	#1
Evenings	24 Votes	#2
Late Evenings	6 Votes	#5

Q2

What would make you more likely to use a fixed-route transit service in Okotoks? (Choose up to three)

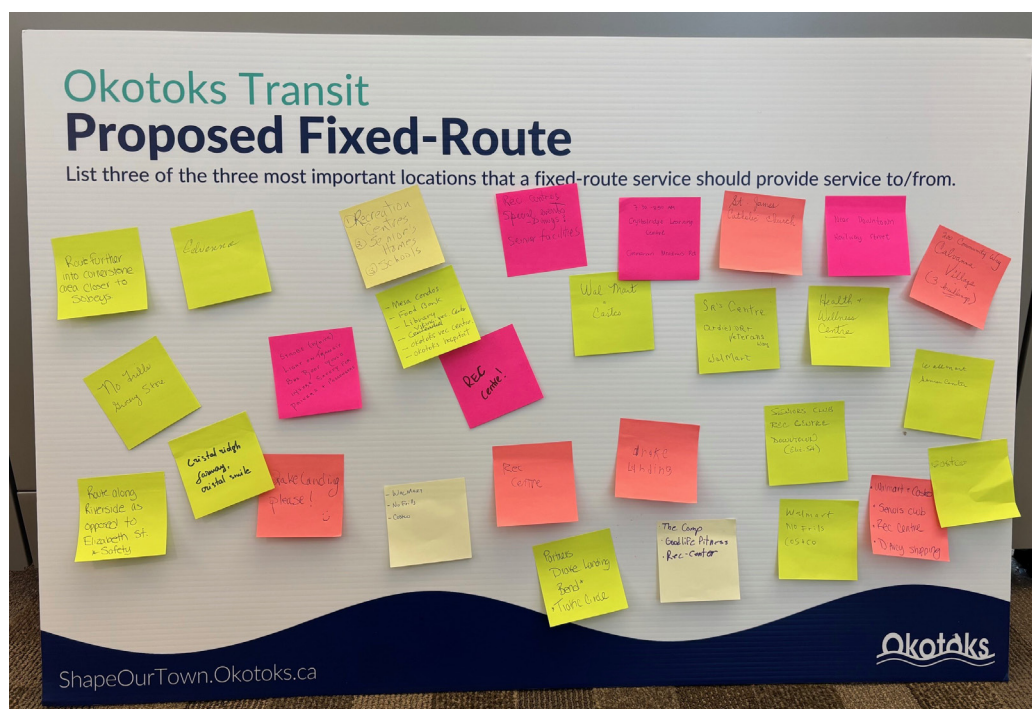


Schedules & routes that work with my schedule	10 Votes	#4
Stops close to where I live and travel	23 Votes	#1
Avoid pre-booking trips	9 Votes	#5
Ability to track buses in real time	17 Votes	#3
More certainty the bus will be available when I need it	19 Votes	#2

In-Person Engagement

Q3

List three of the most important locations that a fixed-route service should provide service to/from.



Ardiel Drive
Arts and Learning Campus
Calvanna Village (2)
Cimarron Meadows Road
Cornerstone Commercial (6)
Crystal Ridge
Crystal Ridge Learning Centre
D'Arcy Shopping Area
Downtown (2)
Drake Landing (3)
Food Bank
Foothills Composite High School

Goodlife Fitness
Health and Wellness Centre
Library
Mesa Condos
No Frills (2)
Railway Street
Recreation Centre (8)
Riverside Drive
Schools
Senior Centre (2)
Senior Facilities
Seniors Club

Seniors Homes
Southbank Business Park (6)
Special Events (Dawgs)
St. James Catholic Church
Traffic Circle (Milligan Drive)
Urgent Care
Veterans Way
Viking Rentals Centre

All suggested locations. Number beside location indicates number of times it was suggested.

Recommendations

Based on the engagement results—where 66.1% of survey respondents provided either positive or neutral feedback—we believe that implementing a fixed-route service alongside the existing on-demand system will enhance overall transit service and better meet the needs of residents.

The insights shared by all participants through these engagements are valuable inputs that have led to proposing several adjustments to the fixed route service, as well as informing future stages and potential expansion of the transit service. These recommendations will be proposed to Council as part of the fixed route service:

IMMEDIATE RECOMMENDATIONS

Include D'Arcy Commercial Area:

We recommend the immediate addition of the D'Arcy Commercial area to the proposed fixed-route. This will improve transit accessibility for residents and businesses in this growing part of the community.

Adjust Recreation Centre Stop Location:

We recommend relocating one of the Milligan Drive stops to be directly at the Okotoks Recreation Centre, a location identified as a high-priority destination by the community during engagement.

FUTURE RECOMMENDATIONS

Phase In Service to Outlying Areas:

We recommend launching the fixed-route service without initially including Drake Landing, Ranchers Rise and the Air Ranch. Launching without these areas will help to ensure reliable service delivery from the outset, with future expansion guided by ridership data and public engagement feedback. Okotoks Transit will continue to offer a high level of service in these areas through the existing on-demand service in the meantime.

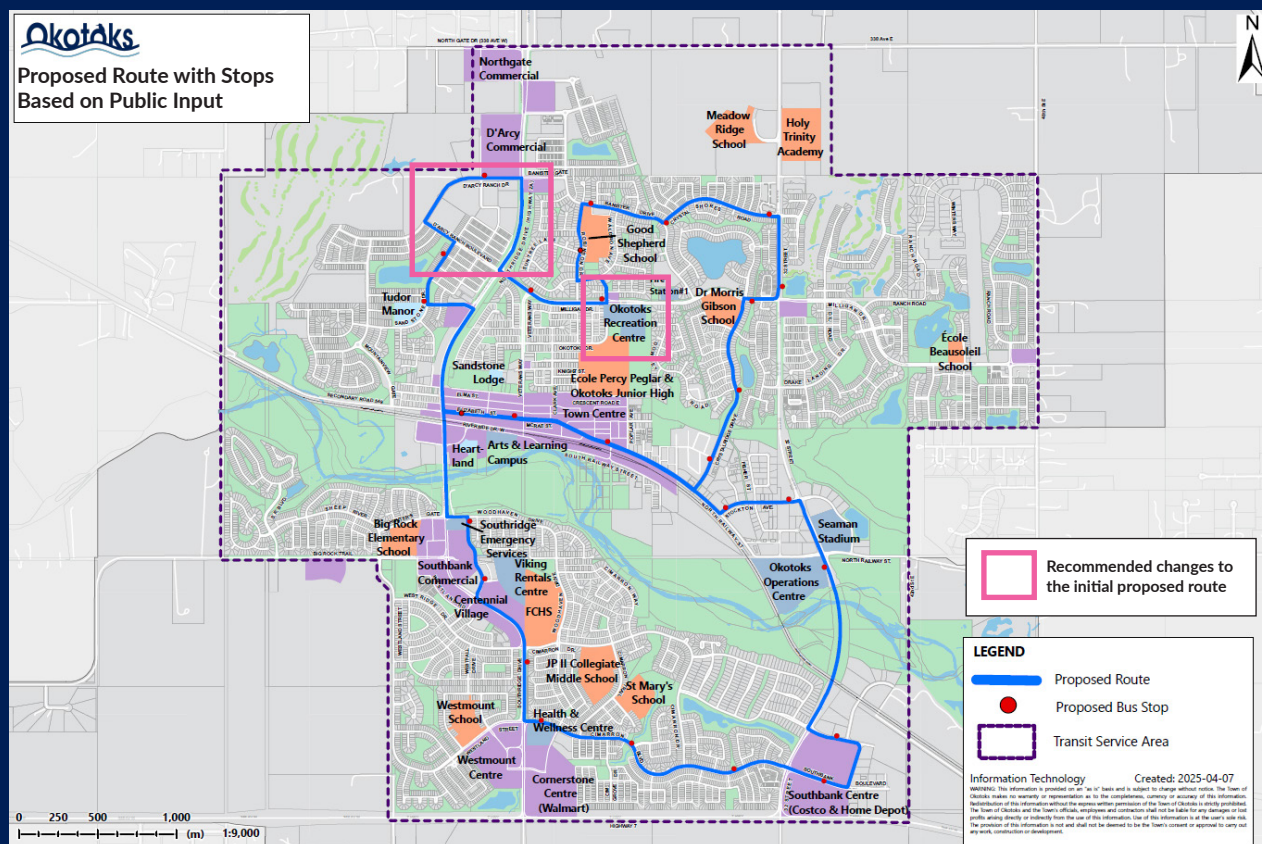
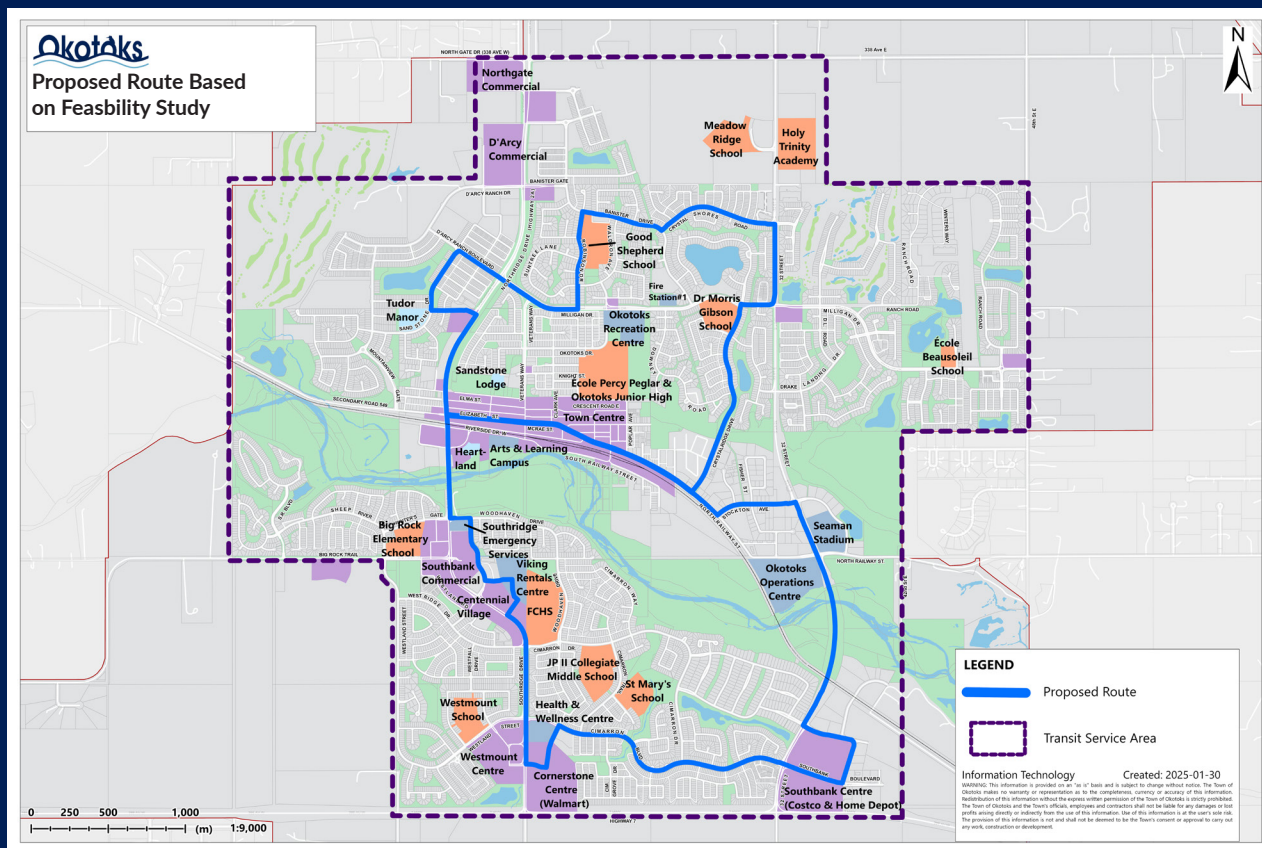
Adjust Service Hours:

We recommend using ridership data in combination with public feedback gathered through this engagement to evaluate the addition of evening service hours from 6 to 9 p.m.

Conduct an Annual Service Review:

We recommend a comprehensive review of ridership data annually, using insights from the transit app to evaluate route performance, service hours and to make data-driven adjustments as needed.

Immediate Route Adjustments



Next Steps

2025**Q2**

Present engagement findings to Council at the Regular Council Meeting on April 28.

2025**Q3**

If approved by Council, begin mapping out bus stops and implementing fixed-route service.

2025**Q4**

Fixed-route service operational and serving community needs.

2026**Q3**


Review of ridership data from the first year of the fixed-route service and present findings to Council.



Appendix A – Transit Services and Service Level Inventory – May 12, 2025, Proposed Changes

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>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.</p> <p>Service on-time Performance 90% of the time.</p> <p>All owned vehicles are wheelchair accessible.</p> <p>Cashless system. Riders can create accounts, book trips, bike racks and purchase bulk ride credits in advance using the Okotoks Transit application. Transit passes are available at various locations as noted on the Town of Okotoks website.</p> <p>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 Fixed-Route Transit	Service provided along the designated route with designated stops	<p>Available within the developed Okotoks boundary. Operating Hours: Monday - Friday 7:00 am – 6:00 pm.</p> <p>All owned vehicles are wheelchair accessible.</p> <p>Service on-time Performance 90% of the time.</p> <p>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>

Services	Description	Sub-Services	Description	Level of Service
		D.1.1.c 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.
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.	N/A	N/A	Contracted service through a third party available within the developed Okotoks boundary. A typical e-Scooter season runs from April to October, weather permitting. Cashless system. Riders can create accounts and book trips.

	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> <div>25.C.161</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> <div>April 28, 2025 (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.

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.	<p>Create or host opportunities for networking and partnerships.</p> <p>Facilitate ad hoc meetings with housing providers to understand community needs.</p> <p>Celebrate housing success stories throughout the year.</p>
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.	<p>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.</p> <p>Schools serviced are those that are within walking distance of the Okotoks Recreation Centre and include Percy Pegler, Dr. Morris Gibson and Good Shepherd.</p> <p>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.</p>
		A.6.1.b Community Resource Support	Assist individuals and families with information, referrals, help with forms and/or connections to other supports.	<p>This service is provided to residents from Okotoks and surrounding areas, including Diamond Valley and Foothills County.</p> <p>Hours of operation of the Okotoks Family Resource Centre as outlined below.</p>

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. Compliance with provincial and federal regulatory/legislative requirements.
		A.11.1.b Fire and Rescue Dispatch	Receive and evaluate calls for fire/rescue response.	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.	<p>Access simple terrain and perform basic extrication techniques.</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. Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		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.	<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>

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.	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. 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. Compliance with related provincial regulatory/legislative standards.
		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.	Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial legislation and requirements. The Town may ban all fires if conditions become dry enough.
		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.	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.

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% - 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.
				Organized two months a year; spring and fall for residents to pick up for household use.
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.	
		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 Telecommunication 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.	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. Service on-time Performance 90% of the time. All owned vehicles are wheelchair accessible. Transit passes are available at various locations as noted on the Town of Okotoks website. 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. Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative standards.
		D.1.1.b Fixed-Route Transit	Service provided along the designated route with designated stops.	Available within the developed Okotoks boundary. Operating Hours: Monday – Friday 7:00 am – 6:00 pm. All owned vehicles are wheelchair accessible. Service on-time Performance 90% of the time. 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. Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative standards.
		D.1.1.c 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.

Services	Description	Sub-Services	Description	Level of Service
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.	N/A	N/A	Contracted service through a third party available within the developed Okotoks boundary. A typical e-Scooter season runs from April to October, weather permitting.

Sub – Programs

D.2. Snow Clearing and Ice Control

Services	Description	Sub-Services	Description	Level of Service
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.	<p>Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.</p> <p>Compliance with provincial and federal legislative/regulatory standards.</p>
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.	<p>Firebreak strips provided adjacent private property line where topography permits.</p> <p>Mowing strips along primary pathways.</p> <p>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.</p> <p>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.</p>
		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.	<p>Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.</p> <p>Compliance with provincial and federal legislative/regulatory standards.</p>
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.	<p>Emergent repairs to maintain minimum industry standards.</p> <p>Compliance with provincial and federal legislation/regulatory standards.</p>

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		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.
	Administration of the annual and supplementary tax levy, pre-authorized payment system, school support declarations, property tax collection process and land title changes.	E.6.2.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.	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. 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.

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





PROGRAM AND SERVICE REVIEW POLICY UPDATE

Issue

The Program and Service Review Policy GP-E-2.1 detailing the Town's program and service reviews update for internal services is provided to Council for approval.

Motion Proposed by Administration

That the addition of internal services to Program and Service Review Policy GP-E-2.1, addition of Appendix B, and updates to Appendix A be approved as presented.

Report, Analysis and Financial Implications

The Program and Service Review Policy and process enhances the Town's understanding of the services it delivers, their costs, and alignment with its core mandate and strategic objectives. This supports a priority-based approach that ensures effective resource allocation towards appropriate service levels to achieve internal municipal operations and community outcomes.

Proposed revisions to Policy GP-E-2.1 define the management of internal services and their service levels. The service inventory in Appendix B of the draft policy was developed using the Municipal Reference Model (MRM), a common framework used by Canadian municipalities to assess and improve service delivery. Appendix B identifies enabling services that support organizational functions and contribute to external service delivery.

Specific updates include:

1. Moving items from Appendix A to Appendix B that are enabling services that support organizational functions and/ or contribute to external service delivery already defined in Appendix A.
2. Moving Utility Account Management, Tax Payment and Collection and Accounts Payable to Clients Services.
3. Revised to provide updated information regarding hours of service.

Given their organization-wide impact and alignment with Council-approved service levels, internal services are recommended to be overseen by the Chief Administrative Officer (CAO). Council's oversight remains through the establishment of financial policies affecting internal services and approval of internal service changes through budget consideration.

The review process encourages continuous improvement by identifying ways to use resources more efficiently. Additional policy items for the review process are being developed and will

be finalized later this year to include elements from the Enterprise Risk Management Project underway.

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

Council's Roles and Responsibilities Policy GP-B-2.0

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a


CAO Comments

I support these changes as they align with our governance framework and provide clarity on both internal and external service levels.

Attachment(s)

1. Program and Service Review Policy GP-E-2.1 - Redlined Version
2. Draft Program and Service Review Policy GP-E-2.1

Prepared by:
Bernice Gordon
Corporate Planning Specialist
May 05, 2025

	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> <div>25.C.161</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> <div>April 28, 2025 (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.

External programs, services, and service levels are documented in Appendix A – *Serving the Community - External Services and Service Level Inventory*, which forms of this policy. Internal programs and services are documented in Appendix B - *Managing the Organization - Internal Service Inventory*.

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. Program – refers to a collection of services that contribute to achievement of shared outcomes. Programs are external or (citizen/community) facing or internal (employee/organization) facing.
- 1.3. 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.

- 1.4. Service - the provision of specific outputs for external delivery that address the needs of clients (citizens, businesses, employees, ~~partners~~, etc.) and/or identified program goals. Services may be delivered to either external (citizen/community) or internal (employee/organization).
- 1.5. 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.
- 1.6. Service standard - the defined quality of service that a service user may expect. This quality of service may be defined by a recognized external organization.
- 1.7. Services and Service Levels Inventory - the Council approved document that contains an inventory of services delivered by the Town in Appendix A and B and documents the associated service levels as contained in Appendix A.
- 1.8. Sub-Program - further specializes the target group to provide more clarity around the program and who may need to be engaged on specific topics.
- 1.9. Sub-Service - further specializes the target group to provide more clarity around the service and who may need to be engaged on specific topics.

2. Responsibilities

Council shall:

- 2.1. Approve services and service levels as contained in Appendix A.
- 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. Approve services and service levels as contained in Appendix B.
- 2.5. Foster a culture of continuous improvement within the Town and initiate the review of external programs/services to continually improve service delivery.

- 2.6. 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. **Timing for reviews requiring approval of, or requests for additional resources are preferred to align with the business planning and budget process so, if resources are approved, a review can take place the following year.**
- 2.7. **Determine review on internal programs and services provided in Appendix B and maintain a schedule in alignment with the approved budgeting cycle. This schedule will be used to inform the annual presentation of any proposed internal program and/or service reviews to Council during the regular budget priority setting meeting/check-in.**
- 2.8. Ensure that when deemed appropriate citizens, **interested parties, partners,** and Administration have opportunities to provide input during the review process.
- 2.9. 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.
- 2.10. Present an updated Appendix A **and B** to Council for consideration and approval annually and is amended to include service and service level changes enacted by Council as required.
- 2.11. Provide updates on the progress and/or outcomes of reviews to Council. **Updates on the progress and/or outcomes of reviews shall be provided to Council either through a final report following the review or through a corporate biannual progress report.**

Appendix A - **Serving the Community - External** Service and Service Level Inventory – **May 12, 2025**

Services	Description	Sub-Services	Description	Level of Service
Programs				
A. Community Life				
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.n Utility Account Management	Management of utility accounts for water, wastewater, stormwater and solid waste (garbage, organics and recycling).	<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> <p>Bills are processed and issued bi-monthly (every two months). Paper and electronic options are available.</p> <p>When closing accounts, final bills are processed pending completed Property Change of Ownership form or Land Title.</p> <p>Payment must be received by the Town on or before the payment due date to avoid late fees.</p> <p>Pay Utilities:</p> <p>Payments are collected through pre-authorized withdrawals, or through a bank or credit union.</p> <p>By cheque, money through the mail or in our 24-Hour Drop Off Box at the Municipal Centre.</p> <p>By debit card at the Municipal Centre as per hours below Utilities cannot be paid by credit card or e-transfer.</p> <p>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>

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.o Tax Payment and Collections	Provide access to payment systems and conduct collections for tax accounts.	<p>Tax Installment Payment Plan (TIPP) accounts are administered semi-monthly, on an as-required basis.</p> <p>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.</p>
		A.2.1.p Accounts Payable	Provision of accurate, timely processing of all vendor invoices and staff expense claims while ensuring policies and procedures are followed.	<p>Acknowledge response to vendor inquiries within two business days. Provide cheque runs once a month, Electronic Funds Transfer (EFT) runs bi-weekly.</p>

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
B.5 Land Use Planning and Development				
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.
Programs				
E. Business and Financial Management				
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.	Utility accounts are set up with confirmed notification of change. Accounts are set up and closed within five business days. Service is provided in-person, by phone and online.

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.	<p>Ensure the integrity of the competitive bid process through process control, transparency and competition in compliance with relevant Trade Agreements.</p>
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.	<p>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.</p> <p>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.</p>

Services	Description	Sub-Services	Description	Level of Service
		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 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.6.2.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.7.2 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.

Services	Description	Sub-Services	Description	Level of Service
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.
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.

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.

Please see www.activeokotoks.ca for daily schedules

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
8:30 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

Appendix B – Managing the Organization - Internal Service Inventory – May 12, 2025

Services	Description
Programs	
A. Community Life	
Sub – Programs	
A.1 Client Services	
A.1.10 Administrative Support Services	Support the municipality through clerical, organizational, and operational tasks that assist in the effective and efficient functioning of an organization. Includes duties such as data entry, scheduling, filing, handling correspondence, managing office supplies, and providing support to Council, executives, business centres or teams.
Programs	
B. Sustainable Okotoks	
Sub - Programs	
B.1 Environmental Protection	
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.
Sub - Programs	
B.2 Environmental Stewardship	
B.2.2 Environmental Strategy, Planning and Policies	Support the municipality through the curation of environmental data and consultation to help inform the development of strategies, plans, and policies related to environmental stewardship.
Programs	
E. Business and Financial Management	
Sub – Programs	
E.1 Asset Management	
E.1.10 Tangible Capital Assets (TCA)	Management and stewardship of the Town's asset management program. This includes the establishment of the corporate asset management framework and the operational processes required to maintain existing assets. Additionally, asset stewards work to maintain Town assets to Town standards. All aspects of asset maintenance, risk, depreciation, and field observations are incorporated into asset management practices to ensure a consistent forecasting approach is maintained throughout the Town of Okotoks.
E.1.11 Corporate Property Administration	Manage the purchase, sale or lease of municipally owned buildings, land and land rights/interests.


Services	Description
E.1.12 Municipal Fleet Management	Oversee, maintain, and optimize the performance and cost-efficiency of the municipality's vehicle and equipment fleet. This includes administrative, operational, and technical services that ensure municipal fleet assets are safe, reliable, compliant, and cost-effective throughout their lifecycle from acquisition to retirement.
E.1.13 Technology Lifecycle Management	Oversee, maintain, and optimize the performance and cost-efficiency of the municipality's information technology infrastructure and telecommunications, including servers, networks, and cloud services. This includes administrative, operational, and technical services to ensure municipal technology assets are safe, reliable, compliant, and cost-effective throughout their lifecycle from acquisition to retirement while planning for future growth and technological advancements.
Sub – Programs E.3 Strategic and Business Planning	
E.3.3 Business Planning and Organizational Performance	Support the municipality in achieving its strategic priorities and operations through integrated planning and performance measurement that keeps services aligned, efficient, and continuously improving. This enables data-driven decisions, long-term sustainability, and a culture of innovation and excellence.
E.3.4 Technology Strategy and Planning	Align digital infrastructure and IT investments with community goals, regulatory requirements, and emerging technology trends. The service ensures that municipal leaders are equipped with actionable strategies to modernize services, enhance cybersecurity, and drive innovation—all while remaining fiscally responsible and citizen-focused.
E.3.5 Corporate Leadership	<p>Provision of strategic leadership and oversight to staff.</p> <p>Administrative liaise with other orders of government, other municipalities, and municipal partners to collaborate on mutually beneficial solutions.</p> <p>Assist Council in fulfilling legislative responsibilities and duties by providing management and professional advice and decision-making options to elected officials in the establishment of strategic objectives, key issues, policies, programs and delivery of services.</p>
Sub – Programs E.4 Financial Operations and Management	
E.4.3 Procurement	Acquisition of goods and/or services, including the development and execution of contracts, managing the competitive bid process and life cycle of contracts with external suppliers and/or contractors
E.4.4 Treasury Management	Manage daily cash flow, investments, and long-term financial planning to improve the understanding of the Town's financial situation and enhance financial decision-making with a focus on sustainability to favorably influence its financial future.
E.4.5 Government Grant Management	Support the municipality by managing applications and reporting for Town grants from provincial and federal funding sources.

Services	Description
E.4.6 Year End and Audit	Conduct year end activities and work through a financial audit with a third party.
E.4.7 Risk Management	Provide support to the Corporation through risk management including the management of insurance policies and claims.
E.4.8 Corporate Budget Planning and Consolidation	Develop transparent, strategic, and legislatively compliant budgets that align financial planning with municipal priorities, long-term asset management goals, and accountability to citizens and council.
Sub – Programs E.6 Municipal Assessment and Taxation	
E.6.1 Property Assessment	Delivery of accurate and equitable property assessments that are essential for the distribution of the annual tax levy.
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.
Sub – Programs E.7 Communications	
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.
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 and website content.
E.7.4 Special Communication Events	Provide planning, support and implementation of special communication events such as park and facility renaming and funding announcements.
E.7.5 Internal Communications	Provide access to relevant and timely information for employees to promote workplace culture and engagement.
E.7.6 Strategic Communications Planning and Consulting	Work with business centre representatives to develop strategies and plans for sharing information.
E.7.7 Issue Communications	Distribution of information in response to emergent municipal communication needs.
Sub – Programs E.8 Positive Employee Experience	

Services	Description
E.8.1 Human Resources Supports	Develop employees and foster a positive, fair, and engaged workplace through hiring, training, compensation, benefits, employee learning and development, labour relations, organizational effectiveness support, and wellness programs.
E.8.2 Workplace Health and Safety	Promote awareness and understanding of legislation, education of staff, opportunities for enhancement and a proactive approach to mental and psychological well-being.
Sub – Programs	
E.9 Technology and Data	
E.9.1 Technology Business Solution Delivery	Work with business centres to plan and implement and support business solutions to meet the needs of the organization.
E.9.2 Information and Data Management	Establish clear data governance, standards, and records management practices to support effective decision-making, legislative compliance, digital transformation, and public transparency. It ensures that municipal data is organized, secure, accessible, and aligned with provincial and federal regulations.
E.9.3 Information Analysis and Innovation	Empower municipal operations through the strategic use of data and innovative technology. This service enables evidence-based, data-driven decision making while fostering a culture of innovation that drives operational excellence and supports long-term strategic planning.
E.9.4 Geographic Information System (GIS)	Develop, manage and utilize the Town's geographic data and technologies, including drones, to capture, store, analyze and visualize spatial data to support planning, decision making and service delivery. Example uses include land use planning, emergency management and infrastructure management.
E.9.5 IT Security and Compliance	Protect Town systems, networks and data from security threats. This includes activities such as risk assessment, implementing security controls and measures, managing access and identities, conducting security audits and assessments, incident response, and maintaining awareness of emerging threats.
Sub - Programs	
E.10 Project Management	
E.10.1 Design and Construction Standards	Maintain and update Okotoks General Design & Construction Specifications
E.10.2 Capital Project Management	Implement the Capital Plan through project management including meeting the priorities of the Town's assets. Contribute to developing asset management and long-term capital budget plans.
Programs	
F. Local and Regional Governance	
Sub - Programs	
F.1 Local Governance	

Services	Description
F.1.2 Public Bylaw and Policy Development	Support the municipality in the development, retention and revision of public policies, bylaws, procedures and standards to guide the delivery of public services including public access.
F.1.3 Administrative Guidelines Development	Support the municipality in the development, retention and revision of corporate administrative guidelines to guide the delivery of services.
F.1.4 Internal Compliance and Legal Advice	<p>Support the municipality by providing compliance advice and recommendations to ensure adherence to internal policies, guidelines, procedures, policies, applicable acts, legislation and regulations.</p> <p>Legal advice is sought through a third party as required.</p>

REDLINED VERSION

	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> <div>25.C.161</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> <div>April 28, 2025 (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.

External programs, services, and service levels are documented in Appendix A – Serving the Community - External Service and Service Level Inventory. Internal programs and services are documented in Appendix B - Managing the Organization - Internal Service Inventory.

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. Program – refers to a collection of services that contribute to achievement of shared outcomes. Programs are external or (citizen/community) facing or internal (employee/organization) facing.
- 1.3. 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.

- 1.4. Service - the provision of specific outputs for external delivery that address the needs of clients (citizens, businesses, employees, etc.) and/or identified program goals. Services may be delivered to either external (citizen/community) or internal (employee/organization).
- 1.5. 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.
- 1.6. Service standard - the defined quality of service that a service user may expect. This quality of service may be defined by a recognized external organization.
- 1.7. Services and Service Levels Inventory - the Council approved document that contains an inventory of services delivered by the Town in Appendix A and B and documents the associated service levels as contained in Appendix A.
- 1.8. Sub-Program - further specializes the target group to provide more clarity around the program and who may need to be engaged on specific topics.
- 1.9. Sub-Service - further specializes the target group to provide more clarity around the service and who may need to be engaged on specific topics.

2. Responsibilities

Council shall:

- 2.1. Approve services and service levels as contained in Appendix A.
- 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. Approve services and service levels as contained in Appendix B.
- 2.5. Foster a culture of continuous improvement within the Town and initiate the review of external programs/services to continually improve service delivery.

- 2.6. 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. Timing for reviews requiring approval of, or requests for additional resources are preferred to align with the business planning and budget process so, if resources are approved, a review can take place the following year.
- 2.7. Determine review on internal programs and services provided in Appendix B and maintain a schedule in alignment with the approved budgeting cycle. This schedule will be used to inform the annual presentation of any proposed internal program and/or service reviews to Council during the regular budget priority setting meeting/check-in.
- 2.8. Ensure that when deemed appropriate citizens, interested parties, and Administration have opportunities to provide input during the review process.
- 2.9. 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.
- 2.10. Present an updated Appendix A and B to Council for consideration and approval annually and is amended to include service and service level changes enacted by Council as required.
- 2.11. Provide updates on the progress and/or outcomes of reviews to Council. Updates on the progress and/or outcomes of reviews shall be provided to Council either through a final report following the review or through a corporate biannual progress report.

Appendix A – Serving the Community - External 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.	<p>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.</p> <p>A one-time inspection fee is charged upon an application for urban hens.</p> <p>Compliance with the Okotoks Fees, Rates and Charges Bylaw and Responsible Pet Owner Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.n Utility Account Management	Management of utility accounts for water, wastewater, stormwater and solid waste (garbage, organics and recycling).	<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> <p>Bills are processed and issued bi-monthly (every two months). Paper and electronic options are available.</p> <p>When closing accounts, final bills are processed pending completed Property Change of Ownership form or Land Title.</p> <p>Payment must be received by the Town on or before the payment due date to avoid late fees.</p> <p>Pay Utilities: Payments are collected through pre-authorized withdrawals, or through a bank or credit union. 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 Utilities 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, and transfers to property tax accounts.</p>
		A.2.1.o Tax Payment and Collections	Provide access to payment systems and conduct collections for tax accounts.	<p>Tax Installment Payment Plan (TIPP) accounts are administered semi-monthly, on an as-required basis.</p> <p>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.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.p Accounts Payable	Provision of accurate, timely processing of all vendor invoices and staff expense claims while ensuring policies and procedures are followed.	Acknowledge response to vendor inquiries within two business days. Provide cheque runs once a month, Electronic Funds Transfer (EFT) runs bi-weekly.
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.
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.

Services	Description	Sub-Services	Description	Level of Service
		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.
		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.

Services	Description	Sub-Services	Description	Level of Service
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.	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.	<p>Access simple terrain and perform basic extrication techniques.</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. Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		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.	<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>

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 Assessments School 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.	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. 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. Compliance with related provincial regulatory/legislative standards.
		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.	Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial legislation and requirements. The Town may ban all fires if conditions become dry enough.
		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.	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.

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.
				Organized two months a year; spring and fall for residents to pick up for household use.
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.	
		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 Telecommunication 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.
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				

Services	Description	Sub-Services	Description	Level of Service
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.
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>

Services	Description	Sub-Services	Description	Level of Service
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	Response times may vary due to the complexity of the request or the volume of requests.
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.

Services	Description	Sub-Services	Description	Level of Service
		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.
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.

Services	Description	Sub-Services	Description	Level of Service
C.3.3 Economic Development Relations	Consultation, coordination and collaboration with external business and economic development organizations.	C.3.3.a Consultation with Business	<p>Provide regular consultation and liaison services to improve the Town's understanding of local business interests and perspectives.</p> <p>This includes consultation and meetings with businesses, groups, and conducting surveys.</p>	<p>A Business Survey is conducted every two years.</p> <p>Meet monthly with the Chamber Board of Directors</p> <p>Meet regularly with support network (OEE) that includes Community Futures, Attend regular conferences with Industry Associations such as the Economic Development Association.</p>
		C.3.3.b Regional Economic Development	<p>Regular coordination, collaboration and consultation with regional economic development organizations related to regional economic development.</p>	<p>Coordinating, collaborating and consulting where there is an organizational requirement or strategic alignment.</p> <p>Meet monthly with Calgary Regional Economic Development, (a branch of the Calgary Regional Metropolitan Board).</p>

Programs
D. Integrated and Accessible Transportation
Sub – Programs
D.1 Public Transportation

Services	Description	Sub-Services	Description	Level of Service
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.
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.	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>

Sub – Programs

D.2. Snow Clearing and Ice Control

Services	Description	Sub-Services	Description	Level of Service
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.	<p>Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.</p> <p>Compliance with provincial and federal legislative/regulatory standards.</p>
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.	<p>Firebreak strips provided adjacent private property line where topography permits.</p> <p>Mowing strips along primary pathways.</p> <p>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.</p> <p>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.</p>
		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.	<p>Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.</p> <p>Compliance with provincial and federal legislative/regulatory standards.</p>
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.	<p>Emergent repairs to maintain minimum industry standards.</p> <p>Compliance with provincial and federal legislation/regulatory standards.</p>

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	Items are addressed on a priority and impact basis. Quarterly Okotoks/Foothills County Intermunicipal committee meetings with representatives from Town of Okotoks and Foothills County. Attendance at Alberta Municipalities and other municipal partnership committees as required. Compliance with Okotoks Mayor and Deputy Mayor's Roles Policy GP-B-2.1.
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.	Audited financial statements are provided annually by an external auditor. The Town's Annual Report is available online by June 30th of each year. Compliance with GFOA criteria and timelines.

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.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

Services	Description	Sub-Services	Description	Level of Service
		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.
		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.
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.

Services	Description	Sub-Services	Description	Level of Service
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>
		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.

Services	Description	Sub-Services	Description	Level of Service
		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.
		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.

Services	Description	Sub-Services	Description	Level of Service
		F.2.4.b Election Candidates Nominations	Management of established election standards and processes to election candidates.	<p>The general election is organized and conducted every four years as per legislation.</p> <p>Compliance with the Alberta Local Authorities Election Act, Municipal Government Act, School Act.</p> <p>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.</p>
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>

Services	Description	Sub-Services	Description	Level of Service
		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>
		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.

Please see www.activeokotoks.ca for daily schedules

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
8:30am - 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

Appendix B – Managing the Organization - Internal Service Inventory

Services	Description
Programs	
A. Community Life	
Sub – Programs	
A.1 Client Services	
A.1.10 Administrative Support Services	Support the municipality through clerical, organizational, and operational tasks that assist in the effective and efficient functioning of an organization. Includes duties such as data entry, scheduling, filing, handling correspondence, managing office supplies, and providing support to Council, executives, business centres or teams.
Programs	
B. Sustainable Okotoks	
Sub - Programs	
B.1 Environmental Protection	
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.
Sub - Programs	
B.2 Environmental Stewardship	
B.2.2 Environmental Strategy, Planning and Policies	Support the municipality through the curation of environmental data and consultation to help inform the development of strategies, plans, and policies related to environmental stewardship.
Programs	
E. Business and Financial Management	
Sub – Programs	
E.1 Asset Management	
E.1.10 Tangible Capital Assets (TCA)	Management and stewardship of the Town's asset management program. This includes the establishment of the corporate asset management framework and the operational processes required to maintain existing assets. Additionally, asset stewards work to maintain Town assets to Town standards. All aspects of asset maintenance, risk, depreciation, and field observations are incorporated into asset management practices to ensure a consistent forecasting approach is maintained throughout the Town of Okotoks.
E.1.11 Corporate Property Administration	Manage the purchase, sale or lease of municipally owned buildings, land and land rights/interests.

Services	Description
E.1.12 Municipal Fleet Management	Oversee, maintain, and optimize the performance and cost-efficiency of the municipality's vehicle and equipment fleet. This includes administrative, operational, and technical services that ensure municipal fleet assets are safe, reliable, compliant, and cost-effective throughout their lifecycle from acquisition to retirement.
E.1.13 Technology Lifecycle Management	Oversee, maintain, and optimize the performance and cost-efficiency of the municipality's information technology infrastructure and telecommunications, including servers, networks, and cloud services. This includes administrative, operational, and technical services to ensure municipal technology assets are safe, reliable, compliant, and cost-effective throughout their lifecycle from acquisition to retirement while planning for future growth and technological advancements.
Sub – Programs	
E.3 Strategic and Business Planning	
E.3.3 Business Planning and Organizational Performance	Support the municipality in achieving its strategic priorities and operations through integrated planning and performance measurement that keeps services aligned, efficient, and continuously improving. This enables data-driven decisions, long-term sustainability, and a culture of innovation and excellence.
E.3.4 Technology Strategy and Planning	Align digital infrastructure and IT investments with community goals, regulatory requirements, and emerging technology trends. The service ensures that municipal leaders are equipped with actionable strategies to modernize services, enhance cybersecurity, and drive innovation—all while remaining fiscally responsible and citizen-focused.
E.3.5 Corporate Leadership	Provision of strategic leadership and oversight to staff.
	<p>Administrative liaise with other orders of government, other municipalities, and municipal partners to collaborate on mutually beneficial solutions.</p> <p>Assist Council in fulfilling legislative responsibilities and duties by providing management and professional advice and decision-making options to elected officials in the establishment of strategic objectives, key issues, policies, programs and delivery of services.</p>
Sub – Programs	
E.4 Financial Operations and Management	
E.4.3 Procurement	Acquisition of goods and/or services, including the development and execution of contracts, managing the competitive bid process and life cycle of contracts with external suppliers and/or contractors
E.4.4 Treasury Management	Manage daily cash flow, investments, and long-term financial planning to improve the understanding of the Town's financial situation and enhance financial decision-making with a focus on sustainability to favorably influence its financial future.

Services	Description
E.4.5 Government Grant Management	Support the municipality by managing applications and reporting for Town grants from provincial and federal funding sources.
E.4.6 Year End and Audit	Conduct year end activities and work through a financial audit with a third party.
E.4.7 Risk Management	Provide support to the Corporation through risk management including the management of insurance policies and claims.
E.4.8 Corporate Budget Planning and Consolidation	Develop transparent, strategic, and legislatively compliant budgets that align financial planning with municipal priorities, long-term asset management goals, and accountability to citizens and council.
Sub – Programs	
E.6 Municipal Assessment and Taxation	
E.6.1 Property Assessment	Delivery of accurate and equitable property assessments that are essential for the distribution of the annual tax levy.
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.
Sub – Programs	
E.7 Communications	
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.
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 and website content.
E.7.4 Special Communication Events	Provide planning, support and implementation of special communication events such as park and facility renaming and funding announcements.
E.7.5 Internal Communications	Provide access to relevant and timely information for employees to promote workplace culture and engagement.
E.7.6 Strategic Communications Planning and Consulting	Work with business centre representatives to develop strategies and plans for sharing information.
E.7.7 Issue Communications	Distribution of information in response to emergent municipal communication needs.

Services	Description
Sub – Programs E.8 Positive Employee Experience	
E.8.1 Human Resources Supports	Develop employees and foster a positive, fair, and engaged workplace through hiring, training, compensation, benefits, employee learning and development, labour relations, organizational effectiveness support, and wellness programs.
E.8.2 Workplace Health and Safety	Promote awareness and understanding of legislation, education of staff, opportunities for enhancement and a proactive approach to mental and psychological well-being.
Sub – Programs E.9 Technology and Data	
E.9.1 Technology Business Solution Delivery	Work with business centres to plan and implement and support business solutions to meet the needs of the organization.
E.9.2 Information and Data Management	Establish clear data governance, standards, and records management practices to support effective decision-making, legislative compliance, digital transformation, and public transparency. It ensures that municipal data is organized, secure, accessible, and aligned with provincial and federal regulations.
E.9.3 Information Analysis and Innovation	Empower municipal operations through the strategic use of data and innovative technology. This service enables evidence-based, data-driven decision making while fostering a culture of innovation that drives operational excellence and supports long-term strategic planning.
E.9.4 Geographic Information System (GIS)	Develop, manage and utilize the Town's geographic data and technologies, including drones, to capture, store, analyze and visualize spatial data to support planning, decision making and service delivery. Example uses include land use planning, emergency management and infrastructure management.
E.9.5 IT Security and Compliance	Protect Town systems, networks and data from security threats. This includes activities such as risk assessment, implementing security controls and measures, managing access and identities, conducting security audits and assessments, incident response, and maintaining awareness of emerging threats.
Sub - Programs E.10 Project Management	
E.10.1 Design and Construction Standards	Maintain and update Okotoks General Design & Construction Specifications
E.10.2 Capital Project Management	Implement the Capital Plan through project management including meeting the priorities of the Town's assets. Contribute to developing asset management and long-term capital budget plans.

Services	Description
Programs	
F. Local and Regional Governance	
Sub - Programs	
F.1 Local Governance	
F.1.2 Public Bylaw and Policy Development	Support the municipality in the development, retention and revision of public policies, bylaws, procedures and standards to guide the delivery of public services including public access.
F.1.3 Administrative Guidelines Development	Support the municipality in the development, retention and revision of corporate administrative guidelines to guide the delivery of services.
F.1.4 Internal Compliance and Legal Advice	<p>Support the municipality by providing compliance advice and recommendations to ensure adherence to internal policies, guidelines, procedures, policies, applicable acts, legislation and regulations.</p> <p>Legal advice is sought through a third party as required.</p>



BYLAW 08-25 LAND USE BYLAW AMENDMENT – 800-200 SOUTHRIDGE DRIVE

Purpose

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

Readings

This Bylaw is ready for third and final reading.

Report, Analysis and Financial Implications

The Town has received an application to amend Land Use Bylaw 17-21 by redesignating approximately 2.85 hectares (7.04 acres) of land comprising Lot 11, Block 1, Plan 051 3261, from the General Commercial District (GC) to the Neighbourhood Core District (NC). This land use redesignation will facilitate the development of approximately 256 residential units on the site (subject to the development permit application).

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 Southwest Okotoks Area Structure Plan. The application proposes approximately 256 residential units (subject to DP submission).

The application is subject to the 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 08-25. 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 and third reading can now be considered by Council.

<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

An open house was held for this application on November 21, 2024, at the Viking Rentals Centre, with approximately 300 postcards sent to surrounding residents. 21 residents attended the open house. A public hearing was held on April 14, 2025, as advertised in the Okotoks Western Wheel, Town website, and by direct mail to adjacent landowners in accordance with the requirements of section 606 of the *Municipal Government Act*.

Alternatives for Consideration

n/a

CAO Comments

As the water clearance certificate requirements have now been met, this bylaw is ready for third reading.

Attachment(s)

1. Bylaw 08-25 Land Use Redesignation – 800-200 Southridge Drive - Second Reading Version

Prepared by:
Colton Nickel
Senior Planner
April 29, 2025

BYLAW 08-25

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

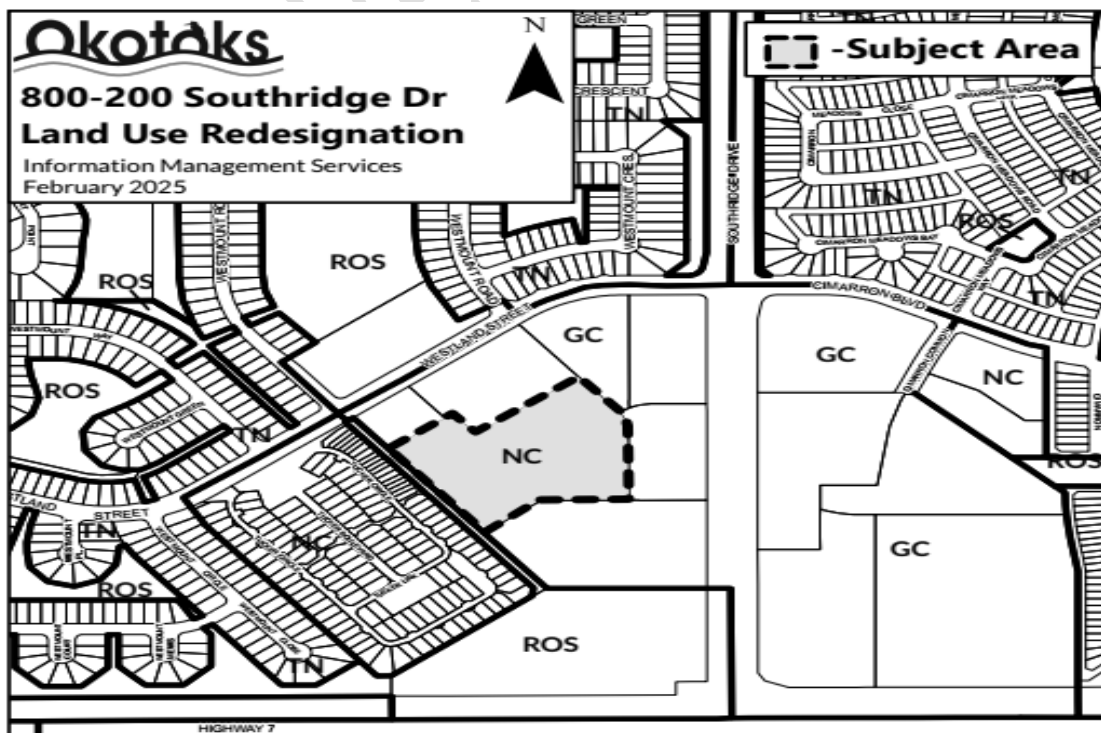
WHEREAS Council deems it necessary to amend the Land Use Bylaw by amending the land use designation of certain lands within the Town of Okotoks; and

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 2.85 hectares (7.04 acres) of Lot 11, Block 1, Plan 051 3261 from General Commercial District (GC) to Neighbourhood Core District (NC) as shown on the sketch map below:



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

READ A FIRST TIME this 10th day of March 2025.

READ A SECOND TIME this 14th day of April 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer



BYLAW 05-25 – ASSESSABLE AND SUPPLEMENTARY TAX RATES

Purpose

The purpose of Bylaw 05-25 is to authorize the rates of taxation levied against assessed taxable properties, including properties with supplementary assessments for the 2025 tax year.

Readings

That Bylaw 05-25 Assessable and Supplementary Tax Rates Alternative ____ be read a first time.

That Bylaw 05-25 Assessable and Supplementary Tax Rates Alternative ____ be read a second time.

That authorization be given to read Bylaw 05-25 Assessable and Supplementary Tax Rates Alternative ____ a third time.

That Bylaw 05-25 Assessable and Tax Rates Alternative ____ be read a third time and passed.

That Council directs Administration to draw up to \$_____ from the general capital reserve to fund the under-collection of 2025 municipal property taxes arising from setting tax rates at those in Bylaw 05-25 Assessable and Supplementary Tax Rates Alternative ____.

Report, Analysis and Financial Implications

Section 353(1) of the *Municipal Government Act (MGA)* states that a Council must pass a property tax bylaw annually. The property tax bylaw authorizes Council to impose a tax on:

- a. the expenditures and transfers set out in the budget of the municipality; and
- b. the requisitions of external organizations (these include amounts for Provincial Education, Westwinds Communities, and Designated Industrial Properties).

Council has approved the 2025 Municipal tax revenue budget of \$39,044,900, plus requisitions of \$21,284,887 for a total of \$60,329,787.

General Municipal	<u>\$39,044,900</u>
Provincial Education	\$20,571,072
Westwinds Communities	\$ 711,184
Designated Industrial Properties	<u>\$ 2,631</u>
Subtotal Requisitions	<u>\$21,284,887</u>
	<u>\$60,329,787</u>

Determination of the property tax rates is a three-step process:

Step 1: calculation of the budget and tax requisition revenue requirements;

Step 2: finalization of the assessment roll for the Town; and

Step 3: calculation of the property tax rates.

Step 1: Calculation of the budgeted revenue requirements:

In November of 2024, Council approved the 2025 budget which included a 4.8% property tax increase for existing property owners, 1.6% increase for growth in new taxable properties, and estimates of the required requisitions. It is important to note that revenues increased from both the 4.8% property tax increase and the 1.6% increase from new taxable properties, this leads to an overall property tax base growth of 6.4%, or a \$2,342,500 increase from the 2024 tax revenue base.

Step 2: Finalization of assessment roll:

The following chart shows the trend in Okotoks' assessed values, excluding annexed properties, along with the impact on the residential to non-residential assessment split. The assessment value, determined as of July 2024, results in a \$898,614,750 increase in residential assessed value and a \$79,026,340 increase in non-residential, for a total assessment increase of \$977,641,090. Important to note in these assessed value changes is the rate of growth for residential properties at 14.5% is higher than the rate of growth for non-residential properties at 8.5%.

Municipal Taxable Assessment Base – Residential / Non-Residential Split (excluding Annexed Properties)						
	2024 Declared		2025 Declared		Value Change	Change
	\$	% Split	\$	% Split	\$	%
Residential	6,210,640,390	86.9	7,109,255,140	87.5	898,614,750	14.5
Non-Residential	32,446,150	13.1	1,011,472,490	12.5	79,026,340	8.5
Total Assessment	7,143,086,540		8,120,727,630		977,641,090	13.7

The following chart shows the trend in Annexed Properties, along with the impact on the residential to non-residential assessment split. The assessment value, determined as of July 2024, results in a \$5,268,500 increase for residential, (\$45,910) decrease for farmland and \$605,810 increase for non-residential, for a total increase of \$5,828,400 in assessed value. Important to note is that the value of assessment for annexed properties did not increase at the same rate as the traditional assessment base.

Municipal Taxable Assessment Base – Residential / Non-Residential Split (Annexed Properties)						
	2024 Declared		2025 Declared		Value Change	Change
	\$	% Split	\$	% Split	\$	%
Residential	52,257,750	82.4	57,526,250	83.2	5,268,500	10.1
Farmland	940,020	1.6	894,110	1.3	(45,910)	(4.9)
Non-Residential	10,131,180	16.0	10,736,990	15.5	605,810	6.0
Total Assessment	63,328,950		69,157,350		5,828,400	9.2

Step 3: Calculation of the tax rate:

Okotoks has two classes of taxation (residential and non-residential) in which non-residential is calculated as a percentage of residential taxation.

For 2024, the total municipal tax revenue was \$36,702,400, of which \$29,337,814 (79.9%) was recovered from the residential tax base and \$7,364,586 (20.1%) from non-residential.

For 2025, maintaining a tax split of 80% residential and 20% non-residential results in a non-residential to residential tax ratio of 175%, up from 166.5% in 2024. The total budgeted municipal tax revenue is \$39,044,900, and at the 80/20 split, \$31,225,993 (79.97%) is to be recovered from the residential tax base, \$10,242 from Farmland (0.03%) and \$7,808,666 (20.0%) from non-residential.

Alternatives:

At the end of 2024, the Town had a one-time surplus of \$1,048,000, which was transferred to the General Capital Reserve. Council has options for how it uses the surplus, including:

- fund a portion of the \$58 million of unfunded capital projects contained in the 10-year capital plan,
- fund as-yet unidentified capital projects, or
- fund a reduction of the 2025 municipal property taxes.

Should Council opt to reduce the 2025 budgeted tax increase, this decision will impact future tax increases. Using a non-recurring source (for example, a one-time surplus or reserve draw) to fund recurring expenditures (for example, operating budgets) will impact future tax requirements. Future years will require either annual reserve draws or permanent reductions in expenditures of the same amount to mitigate this impact. Any surplus used to offset the 2025 tax variance would also not be available to fund capital projects.

Administration has prepared four (4) alternative Bylaws for Council to consider as follows:

1. Maintain current budgeted tax revenue and use none of the surplus to reduce tax.
2. Use \$369,863 of the surplus to reduce taxes by 1%.
3. Use \$739,781 of the surplus to reduce taxes by 2%.
4. Use \$1,035,689 of the surplus to reduce taxes by 2.8%.

Alternative 1 (recommended): Maintain collection of current budgeted \$39,044,900 and use \$0 of the surplus:

Municipal Taxes (Alternative 1: Maintain Budgeted Tax Revenue Collection)				
	2024	2025	Change	Percentage
Residential	29,337,814	31,236,234	1,898,420	6.5
Non-Residential	7,364,586	7,808,666	444,080	6.0
Total	36,702,400	39,044,900	2,342,500	6.4

This alternative maintains the budgeted 4.8% tax revenue increase to existing taxable properties, and the 1.6% tax revenue increase for new taxable properties; resulting in tax collection as budgeted in the amount of \$39,044,900 and maintains the surplus transferred to reserves.

Administration recommends this alternative as there are \$58 million of unfunded capital projects in the 10-year capital plan; the surplus could help fund some of them.

Alternative 2: Reduce budgeted tax revenue by 1% from \$39,044,900 to \$38,675,037, creating a variance of \$369,863, or approximately 1/3 of the surplus:

Municipal Taxes (Alternative 2: Decrease 4.8% to 3.8% Tax Revenue Increase)				
	2024	2025	Change	Percentage
Residential	29,337,814	30,940,728	1,602,914	5.5
Non-Residential	7,364,586	7,734,309	369,723	5.0
Total	36,702,400	38,675,037	1,972,637	5.4

Decreasing the collection of tax revenue by 1% from the budgeted 4.8% to 3.8% would create a variance between the budgeted tax revenue and the actual amount collected equivalent to approximately 1/3 of the 2024 surplus in the General Capital Reserve, or \$369,863.

Alternative 3: Reduce budgeted tax revenue by 2% from \$39,044,900 to \$38,305,119, creating a variance of \$739,781, or approximately 2/3 of the surplus:

Municipal Taxes (Alternative 3: Decrease 4.8% to 2.8% Tax Revenue Increase)				
	2024	2025	Change	Percentage
Residential	29,337,814	30,645,178	1,307,364	4.5
Non-Residential	7,364,586	7,659,941	295,355	4.0
Total	36,702,400	38,305,119	1,602,719	4.4

Decreasing the collection of tax revenue by 2% from the budgeted 4.8% to 2.8% would create a variance between the budgeted tax revenue and the actual amount collected equivalent to approximately 2/3 of the 2024 surplus, or \$739,781.

Alternative 4: Reduce budgeted tax revenue by 2.8% from \$39,044,900 to \$38,009,211, creating a variance of \$1,035,689, or almost 100%:

Municipal Taxes (Alternative 3: Decrease 4.8% to 2.0% Tax Revenue Increase)				
	2024	2025	Change	Percentage
Residential	29,337,814	30,408,759	1,070,945	3.7
Non-Residential	7,364,586	7,600,452	235,866	3.2
Total	36,702,400	38,009,211	1,306,811	3.6

Decreasing the collection of tax revenue by 2.8% from the budgeted 4.8% to 2.0% would create a variance between the budgeted tax revenue and the actual amount collected equivalent to almost all of the 2024 surplus, or \$1,035,689.

If Council chooses to reduce the tax revenue, this will result in a variance that may need to be offset with a draw from the General Capital Reserve. A Council resolution would be required to do so.

Properties annexed from Foothills County are subject to tax rates set by Foothills County and not those otherwise set by the Town. The 2025 tax bylaw rates for properties within Foothills County passed second and third reading by Foothills County Council on April 23, 2025. Bylaw 05-25 applies Foothills County's municipal tax rates to the subject properties under the Annexation Orders.

Section 369 of the *MGA* requires that if in any year a Council passes a supplementary assessment bylaw it must, in the same year pass a bylaw to impose a supplementary tax in respect of that property. Bylaw 01-25, passed January 13, 2025, authorizes the preparation of supplementary assessments for improvements completed, occupied, or moved into the municipality during any part of 2025. Proposed Bylaw 05-25 – Assessable and Supplementary Tax Rates proposes supplementary tax rates equal to the assessable tax rates.

Administration's recommendation is to maintain collection of currently budgeted \$39,044,900 municipal tax revenue, Alternative 1.

Strategic Plan Goals

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

Community Engagement Strategy

n/a

Alternatives for Consideration

See alternatives presented in the body of the report.

CAO Comments

Council has options available for the property tax bylaw and will need to provide direction on which option they feel is most appropriate. For context, I offer the following information:

	4.8% tax increase	3.8% tax increase	2.8% tax increase	2.0% tax increase
Base municipal property tax	2926.80	2898.97	2871.08	2848.82
Base 2024 tax	2829.64	2829.64	2829.64	2829.64
Difference	97.16	69.33	41.44	19.18

Okotoks Tax Rate Increase vs Alberta Inflation Rate Increase (2014–2024)		
Year	Okotoks Tax Rate Increase (%)	Alberta Inflation Rate Increase (%)
2014	4.3	1.9
2015	4.8	1.2
2016	1.6	1.5
2017	1.7	1.7
2018	3.0	2.4
2019	2.0	2.0
2020	0.0	0.9
2021	0.0	3.7
2022	2.5	6.5
2023	4.5	4.1
2024	4.6	3.2
Average	2.63	2.49

Property tax as a % of total revenue			
Year	Total Revenue (\$M)	Total Property Tax (\$M)	%
2016	58733	26540	45
2017	59005	27296	46
2018	65263	27915	43
2019	62822	29156	46
2020	62173	29399	47

2021	65157	29954	46
2022	69448	32274	46
2023	78067	34540	44
2024	83014	36491	44

Attachment(s)

1. Alternative 1 Draft Bylaw 05-25 Assessable and Supplemental Tax Rates (4.8% + 1.6%)
2. Alternative 2 Draft Bylaw 05-25 Assessable and Supplemental Tax Rates (3.8% + 1.6%)
3. Alternative 3 Draft Bylaw 05-25 Assessable and Supplemental Tax Rates (2.8% + 1.6%)
4. Alternative 4 Draft Bylaw 05-25 Assessable and Supplemental Tax Rates (2.0% + 1.6%)
5. Tax Rate Math

Prepared by:
Katherine Van Keimpema
Chief Financial Officer
May 07, 2025

BYLAW 05-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE AND SUPPLEMENTARY PROPERTY FOR THE 2025 TAXATION YEAR

WHEREAS pursuant to the provisions of the *Municipal Government Act (MGA)*, RSA 2000, c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) is required each year to levy on the assessed value of all property, tax rates sufficient to raise revenue within the Town of Okotoks (Town) to be used towards the payment of:

- a) the expenditures and transfers set out in the budget of the Town; and
- b) the requisitions;

WHEREAS pursuant to the provisions of the *MGA* Council must pass a bylaw to impose supplementary property tax in respect to property authorized for supplementary assessment, and must use the tax rates set by the portion of this Bylaw applicable to property tax; and

WHEREAS Council has prepared and adopted detailed estimates of municipal revenue, expenses, and expenditures as required, at the Annual Budget meeting held on November 19, 2024; and

WHEREAS the estimated municipal revenues from all sources other than property taxation is \$42,981,440; and

WHEREAS the estimated municipal expenses (excluding non-cash items) set out in the annual budget for the Town for 2025 is \$75,698,104; and

WHEREAS the balance to be raised by general municipal property taxation is \$32,716,664; and

WHEREAS the estimated amount required to repay principal debt to be raised by general municipal taxation is \$966,018; and

WHEREAS the estimated amount required for transfers to capital reserves to be raised by municipal taxation is \$5,362,218; and

WHEREAS the total amount to be raised by general municipal taxation is \$39,044,900; and

WHEREAS the requisitions are:

Alberta School Foundation	
Residential and Farmland	\$17,010,168
Non-residential	<u>\$3,560,904</u>
	<u>\$20,571,072</u>

\$711,184
\$2,631; and

Residential and Farmland	\$7,109,255,140
Non-Residential	\$973,905,860
Designated Industrial Property	\$37,566,630
Annexed Residential	\$57,526,250
Annexed Farmland	\$894,110
Annexed Non-Residential	<u>\$10,736,990</u>
Total Assessed Value	\$8,189,884,980

1. SHORT TITLE

2. PROPERTY TAX RATES

General Municipal		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$31,032,943	\$7,109,255,140	0.0043651
Town	- Non-Residential and Machinery and Equipment	\$7,726,646	\$1,011,472,490	0.0076391
Annexed	- Residential	\$193,049	\$57,526,250	0.0033558
	- Farmland	\$10,242	\$894,110	0.0114546
Annexed	- Non-Residential and Machinery and Equipment	\$82,020	\$10,736,990	0.0076391
Total		<u>\$39,044,900</u>	<u>\$8,189,884,980</u>	
Alberta School Foundation Fund		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$16,866,138	\$7,109,255,140	0.0023724
Town	- Non-Residential and Machinery and Equipment	\$3,528,878	\$1,011,472,490	0.0034889
Annexed	- Residential	\$136,475	\$57,526,250	0.0023724
Annexed	- Farmland	\$2,121	\$894,110	0.0023724
Annexed	- Non-Residential and Machinery and Equipment	\$37,460	\$10,736,990	0.0034889

Total	<u>\$20,571,072</u>	<u>\$8,189,884,980</u>	
Westwinds Communities	\$711,184	\$8,189,884,980	0.0000868
Designated Industrial Property	\$2,631	\$37,566,630	0.0000701

2.2 There shall be assessed, imposed, and collected for the year of 2025, on the properties annexed to the Town which are subject to the Order in Council 519/2003 and Order in Council 199/2017, those rates which are provided in the Orders.

2.3 The tax rate to be established on the area annexed to the Town, set by Order in Council 199/2017, must be taxed by the Town in respect of each assessment class that applies to the annexed land and the assessable improvements to it using:

2.3.1 the tax rate established by the Foothills County; or

2.3.2 the tax rate established by the Town,
whichever is lower for property of the same assessment class.

3. SEVERABILITY

3.1 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 the date of 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 05-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE AND SUPPLEMENTARY PROPERTY FOR THE 2025 TAXATION YEAR.

WHEREAS pursuant to the provisions of the *Municipal Government Act (MGA)*, RSA 2000, c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) is required each year to levy on the assessed value of all property, tax rates sufficient to raise revenue within the Town of Okotoks (Town) to be used towards the payment of:

- a) the expenditures and transfers set out in the budget of the Town; and
- b) the requisitions; and

WHEREAS pursuant to the provisions of the *MGA* Council must pass a bylaw to impose supplementary property tax in respect to property authorized for supplementary assessment, and must use the tax rates set by the portion of this Bylaw applicable to property tax; and

WHEREAS Council has prepared and adopted detailed estimates of municipal revenue, expenses, and expenditures as required, at the Annual Budget meeting held on November 19, 2024; and

WHEREAS the estimated municipal revenues from all sources other than property taxation is \$43,351,303; and

WHEREAS the estimated municipal expenses (excluding non-cash items) set out in the annual budget for the Town for 2025 is \$75,698,104; and

WHEREAS the balance to be raised by general municipal property taxation is \$32,346,675; and

WHEREAS the estimated amount required to repay principal debt to be raised by general municipal taxation is \$966,018; and

WHEREAS the estimated amount required for transfers to capital reserves to be raised by municipal taxation is \$5,362,218; and

WHEREAS the total amount to be raised by general municipal taxation is \$38,675,037; and

WHEREAS the requisitions are:

Alberta School Foundation	
Residential and Farmland	\$17,010,168
Non-residential	<u>\$3,560,904</u>
	<u>\$20,571,072</u>

WHEREAS the total assessed value of all taxable properties in the Town as shown on the assessment roll is \$8,189,884,980, is determined as follows:

NOW THEREFORE Council enacts as follows:

1.1 This Bylaw may be known as the "Assessable and Supplementary Tax Rates Bylaw".

2.1 That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on the assessed value of all property as shown on the assessment roll of the Town:

General Municipal		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$30,737,437	\$7,109,255,140	0.0043236
Town	- Non-Residential and Machinery and Equipment	\$7,653,070	\$1,011,472,490	0.0075663
Annexed	- Residential	\$193,049	\$57,526,250	0.0033558
	- Farmland	\$10,242	\$894,110	0.0114546
Annexed	- Non-Residential and Machinery and Equipment	\$81,239	\$10,736,990	0.0075663
Total		<u>\$38,675,037</u>	<u>\$8,189,884,980</u>	
Alberta School Foundation Fund		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$16,866,138	\$7,109,255,140	0.0023724
Town	- Non-Residential and Machinery and Equipment	\$3,528,878	\$1,011,472,490	0.0034889
Annexed	- Residential	\$136,475	\$57,526,250	0.0023724
Annexed	- Farmland	\$2,121	\$894,110	0.0023724
Annexed	- Non-Residential and Machinery and Equipment	\$37,460	\$10,736,990	0.0034889

Total	<u>\$20,571,072</u>	<u>\$8,189,884,980</u>	
Westwinds Communities	\$711,184	\$8,189,884,980	0.0000868
Designated Industrial Property	\$2,631	\$37,566,630	0.0000701

- 2.2 There shall be assessed, imposed, and collected for the year of 2025, on the properties annexed to the Town which are subject to the Order in Council 519/2003 and Order in Council 199/2017, those rates which are provided in the Orders.
- 2.3 The tax rate to be established on the area annexed to the Town, set by Order in Council 199/2017, must be taxed by the Town in respect of each assessment class that applies to the annexed land and the assessable improvements to it using:
- 2.3.1 the tax rate established by the Foothills County; or
- 2.3.2 the tax rate established by the Town,
- whichever is lower for property of the same assessment class.

3. SEVERABILITY

- 3.1 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 the date of 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 05-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE AND SUPPLEMENTARY PROPERTY FOR THE 2025 TAXATION YEAR

WHEREAS pursuant to the provisions of the *Municipal Government Act (MGA)*, RSA 2000, c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) is required each year to levy on the assessed value of all property, tax rates sufficient to raise revenue within the Town of Okotoks (Town) to be used towards the payment of:

- a) the expenditures and transfers set out in the budget of the Town; and
- b) the requisitions; and

WHEREAS pursuant to the provisions of the *MGA* Council must pass a bylaw to impose supplementary property tax in respect to property authorized for supplementary assessment, and must use the tax rates set by the portion of this Bylaw applicable to property tax; and

WHEREAS Council has prepared and adopted detailed estimates of municipal revenue, expenses, and expenditures as required, at the Annual Budget meeting held on November 19, 2024; and

WHEREAS the estimated municipal revenues from all sources other than property taxation is \$43,721,221; and

WHEREAS the estimated municipal expenses (excluding non-cash items) set out in the annual budget for the Town for 2025 is \$75,698,104; and

WHEREAS the balance to be raised by general municipal property taxation is \$31,976,619; and

WHEREAS the estimated amount required to repay principal debt to be raised by general municipal taxation is \$966,018; and

WHEREAS the estimated amount required for transfers to capital reserves to be raised by municipal taxation is \$5,362,218; and

WHEREAS the total amount to be raised by general municipal taxation is \$38,305,119; and

WHEREAS the requisitions are:

Alberta School Foundation	
Residential and Farmland	\$17,010,168
Non-residential	<u>\$3,560,904</u>
	<u>\$20,571,072</u>

WHEREAS the total assessed value of all taxable properties in the Town as shown on the assessment roll is \$8,189,884,980, is determined as follows:

NOW THEREFORE Council enacts as follows:

1.1 This Bylaw may be known as the "Assessable and Supplementary Tax Rates Bylaw".

2.1 That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on the assessed value of all property as shown on the assessment roll of the Town:

General Municipal		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$30,441,887	\$7,109,255,140	0.0042820
Town	- Non-Residential and Machinery and Equipment	\$7,579,483	\$1,011,472,490	0.0074935
Annexed	- Residential	\$193,049	\$57,526,250	0.0033558
	- Farmland	\$10,242	\$894,110	0.0114546
Annexed	- Non-Residential and Machinery and Equipment	\$80,458	\$10,736,990	0.0074935
Total		<u>\$38,305,119</u>	<u>\$8,189,884,980</u>	
Alberta School Foundation Fund		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$16,866,138	\$7,109,255,140	0.0023724
Town	- Non-Residential and Machinery and Equipment	\$3,528,878	\$1,011,472,490	0.0034889
Annexed	- Residential	\$136,475	\$57,526,250	0.0023724
Annexed	- Farmland	\$2,121	\$894,110	0.0023724

Annexed - Non-Residential and Machinery and Equipment	\$37,460	\$10,736,990	0.0034889
Total	<u>\$20,571,072</u>	<u>\$8,189,884,980</u>	
Westwinds Communities	\$711,184	\$8,189,884,980	0.0000868
Designated Industrial Property	\$2,631	\$37,566,630	0.0000701

2.2 There shall be assessed, imposed, and collected for the year of 2025, on the properties annexed to the Town which are subject to the Order in Council 519/2003 and Order in Council 199/2017, those rates which are provided in the Orders.

2.3 The tax rate to be established on the area annexed to the Town, set by Order in Council 199/2017, must be taxed by the Town in respect of each assessment class that applies to the annexed land and the assessable improvements to it using:

2.3.1 the tax rate established by the Foothills County; or

2.3.2 the tax rate established by the Town,
whichever is lower for property of the same assessment class.

3. SEVERABILITY

3.1 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 the date of 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 05-25

**A BYLAW OF THE TOWN OF OKOTOKS
IN THE PROVINCE OF ALBERTA
TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED
AGAINST ASSESSABLE AND SUPPLEMENTARY PROPERTY
FOR THE 2025 TAXATION YEAR**

WHEREAS pursuant to the provisions of the *Municipal Government Act (MGA)*, RSA 2000, c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) is required each year to levy on the assessed value of all property, tax rates sufficient to raise revenue within the Town of Okotoks (Town) to be used towards the payment of:

- a) the expenditures and transfers set out in the budget of the Town; and
- b) the requisitions; and

WHEREAS pursuant to the provisions of the *MGA* Council must pass a bylaw to impose supplementary property tax in respect to property authorized for supplementary assessment, and must use the tax rates set by the portion of this Bylaw applicable to property tax; and

WHEREAS Council has prepared and adopted detailed estimates of municipal revenue, expenses, and expenditures as required, at the Annual Budget meeting held on November 19, 2024; and

WHEREAS the estimated municipal revenues from all sources other than property taxation is \$44,017,129; and

WHEREAS the estimated municipal expenses (excluding non-cash items) set out in the annual budget for the Town for 2025 is \$75,698,104; and

WHEREAS the balance to be raised by general municipal property taxation is \$31,680,668; and

WHEREAS the estimated amount required to repay principal debt to be raised by general municipal taxation is \$966,018; and

WHEREAS the estimated amount required for transfers to capital reserves to be raised by municipal taxation is \$5,362,218; and

WHEREAS the total amount to be raised by general municipal taxation is \$38,009,211; and

WHEREAS the requisitions are:

Alberta School Foundation Fund	
Residential and Farmland	\$17,010,168
Non-residential	<u>\$3,560,904</u>
	<u>\$20,571,072</u>

WHEREAS the total assessed value of all taxable properties in the Town as shown on the assessment roll is \$8,189,884,980, is determined as follows:

NOW THEREFORE Council enacts as follows:

1.1 This Bylaw may be known as the "Assessable and Supplementary Tax Rates Bylaw".

2.1 That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on the assessed value of all property as shown on the assessment roll of the Town:

General Municipal		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$30,205,468	\$7,109,255,140	0.0042488
Town	- Non-Residential and Machinery and Equipment	\$7,520,619	\$1,011,472,490	0.0074353
Annexed	- Residential	\$193,049	\$57,526,250	0.0033558
	- Farmland	\$10,242	\$894,110	0.0114546
Annexed	- Non-Residential and Machinery and Equipment	\$79,833	\$10,736,990	0.0074353
Total		<u>\$38,009,211</u>	<u>\$8,189,884,980</u>	
Alberta School Foundation Fund		Tax Levy	Assessment	Tax Rate
Town	- Residential and Farmland	\$16,866,138	\$7,109,255,140	0.0023724
Town	- Non-Residential and Machinery and Equipment	\$3,528,878	\$1,011,472,490	0.0034889
Annexed	- Residential	\$136,475	\$57,526,250	0.0023724
Annexed	- Farmland	\$2,121	\$894,110	0.0023724
Annexed	- Non-Residential and Machinery and Equipment	\$37,460	\$10,736,990	0.0034889

Total	<u>\$20,571,072</u>	<u>\$8,189,884,980</u>	
Westwinds Communities	\$711,184	\$8,189,884,980	0.0000868
Designated Industrial Property	\$2,631	\$37,566,630	0.0000701

- 2.2 There shall be assessed, imposed, and collected for the year of 2025, on the properties annexed to the Town which are subject to the Order in Council 519/2003 and Order in Council 199/2017, those rates which are provided in the Orders.
- 2.3 The tax rate to be established on the area annexed to the Town, set by Order in Council 199/2017, must be taxed by the Town in respect of each assessment class that applies to the annexed land and the assessable improvements to it using:
- 2.3.1 the tax rate established by the Foothills County; or
- 2.3.2 the tax rate established by the Town,
- whichever is lower for property of the same assessment class.

3. SEVERABILITY

- 3.1 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 the date of 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

4.8% increase

2025

Average Assessment

\$ 670,500.00

Municipal

Provincial

Westwinds

Total Property Taxes

Tax Rates

0.0043651

0.0023724

0.0000868

Annual

\$ 2,926.80

\$ 1,590.69

\$ 58.20

\$ 4,575.69

Monthly

\$ 243.90

\$ 132.56

\$ 4.85

\$ 381.31

2024

Average Assessment

\$ 603,000.00

Municipal

Provincial

Westwinds

Total Property Taxes

Tax Rates

0.0046926

0.0021897

0.0000931

Annual

\$ 2,829.64

\$ 1,320.39

\$ 56.14

\$ 4,206.17

Monthly

\$ 235.80

\$ 110.03

\$ 4.68

\$ 350.51

Difference in taxes

Municipal

Provincial

Westwinds

Annual

\$ 97.16

\$ 270.31

\$ 2.06

\$ 369.53

Monthly

\$ 8.10

\$ 22.53

\$ 0.17

\$ 30.79

3.8% increase

2025

Average Assessment

\$ 670,500.00

Tax Rates

Annual

Monthly

Municipal

0.0043236

\$ 2,898.97

\$241.58

Provincial

0.0023724

\$ 1,590.69

\$132.56

Westwinds

0.0000868

\$ 58.20

\$4.85

Total Property Taxes

\$4,547.87

\$378.99

2024

Average Assessment

\$ 603,000.00

Tax Rates

Annual

Monthly

Municipal

0.0046926

\$ 2,829.64

\$235.80

Provincial

0.0021897

\$ 1,320.39

\$110.03

Westwinds

0.0000931

\$ 56.14

\$4.68

Total Property Taxes

\$4,206.17

\$350.51

Difference in taxes

Annual

Monthly

Municipal

* \$ 69.34

\$5.78

Provincial

\$ 270.31

\$22.53

Westwinds

\$ 2.06

\$0.17

\$ 341.70

\$28.48

* Difference of 0.01 due to rounding

2.8% increase

2025

Average Assessment

\$ 670,500.00

Municipal

0.0042820

Annual

\$ 2,871.08

Monthly

\$ 239.26

Provincial

0.0023724

\$ 1,590.69

\$ 132.56

Westwinds

0.0000868

\$ 58.20

\$ 4.85

Total Property Taxes

\$ 4,519.97

\$ 376.66

2024

Average Assessment

\$ 603,000.00

Municipal

0.0046926

Annual

\$ 2,829.64

Monthly

\$ 235.80

Provincial

0.0021897

\$ 1,320.39

\$ 110.03

Westwinds

0.0000931

\$ 56.14

\$ 4.68

Total Property Taxes

\$ 4,206.17

\$ 350.51

Difference in taxes

Annual

Monthly

Municipal

\$ 41.44

\$ 3.45

Provincial

\$ 270.31

\$ 22.53

Westwinds

\$ 2.06

\$ 0.17

\$ 313.81

\$ 26.15

2.0% increase

2025

Average Assessment

\$ 670,500.00

Municipal

0.0042488

Annual

\$ 2,848.82

Monthly

\$ 237.40

Provincial

0.0023724

\$ 1,590.69

\$ 132.56

Westwinds

0.0000868

\$ 58.20

\$ 4.85

Total Property Taxes

\$ 4,497.71

\$ 374.81

2024

Average Assessment

\$ 603,000.00

Municipal

0.0046926

Annual

\$ 2,829.64

Monthly

\$ 235.80

Provincial

0.0021897

\$ 1,320.39

\$ 110.03

Westwinds

0.0000931

\$ 56.14

\$ 4.68

Total Property Taxes

\$ 4,206.17

\$ 350.51

Difference in taxes

Municipal

\$ 19.18

\$ 1.60

Provincial

\$ 270.31

\$ 22.53

Westwinds

\$ 2.06

\$ 0.17

\$ 291.55

\$ 24.30



**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 • Okotoks Policing 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 • Okotoks Policing Committee • 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 Policing Committee • Okotoks Public Library Board 	
Councillor Lang	<ul style="list-style-type: none"> • Governance and Priorities Committee • Emergency Advisory Committee • Okotoks Policing 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 • Okotoks Policing 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 • Okotoks Policing 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.*



PUBLIC HEARING FOR BYLAW 13-25 – DOWNTOWN AREA REDEVELOPMENT PLAN

Purpose

The purpose of Bylaw 13-25 is to adopt a new downtown area redevelopment plan, known as Our Plan for Downtown.

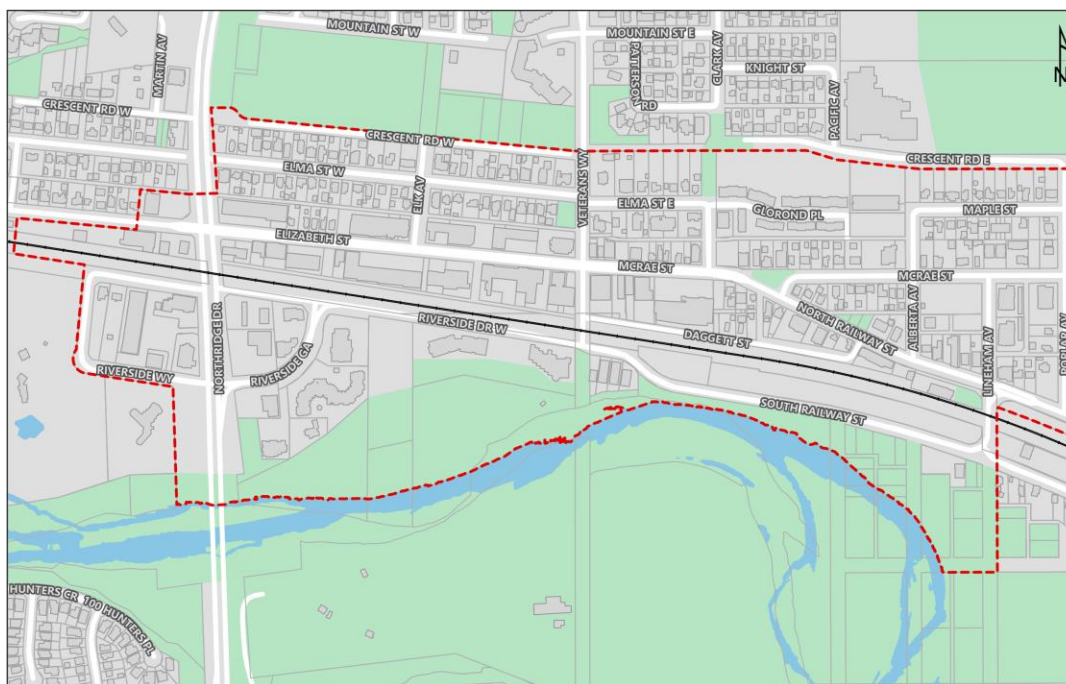
Readings

Depending on the outcome of the public hearing this Bylaw is ready for second and third readings.

Report, Analysis and Financial Implications

Our Plan for Downtown, the proposed downtown area redevelopment plan (ARP), is the culmination and consolidation of the various plans, studies, and bylaws that give direction to the current and future development of the downtown area. The development and adoption of the ARP is a key objective of Council's Strategic Plan goal of a strong local economy and will work in concert with the major infrastructure initiatives currently underway or planned, such as the Main Street Improvements, to enhance and revitalize the downtown area.

The boundary of the Downtown ARP is illustrated below and is defined to the north by the escarpment, to the south by the Sheep River bank, to the west by the commercial lands and Northridge Drive, and to the east by Poplar Avenue north of the railway lands and Lineham Avenue south of the railway lands.



In accordance with section 634 of the *Municipal Government Act (MGA)*, an area redevelopment plan (ARP) enables the Town to designate an area of the municipality as a redevelopment area for matters such as preserving or improving land and buildings in the area, rehabilitating buildings in the area, removing buildings from the area, constructing or replacing buildings in the area, establishing, improving or relocating roads, public utilities or other services in the area, or facilitating any other development in the area. The ARP also allows for the establishment of a redevelopment levy for the area, which can only be used to fund land for parks, school buildings, or recreation facilities that are proposed within the plan area.

Additionally, the *MGA* requires that an ARP “must describe (i) the objectives of the plan and how they are proposed to be achieved, (ii) the proposed land uses for the redevelopment area, (iii) if a redevelopment levy is to be imposed, the reasons for imposing it, and (iv) any proposals for the acquisition of land for any municipal use, school facilities, parks and recreation facilities or any other purposes the council considers necessary, and may contain any other proposals that the council considers necessary. No further acquisitions of land are proposed for parks, school facilities, or recreation facilities within the downtown and as such, no redevelopment levy is proposed.

Background

In 2021, the current Municipal Development Plan (MDP) was adopted, which directed the development of a downtown area structure plan. However, there is a long history of plans, studies, and engagement on the downtown area beginning with the original 1980 Downtown Area Redevelopment Plan, which was repealed in 1997, to the more recent non-statutory 2018 Downtown Urban Design Master Plan and the updated downtown policy and provisions in the MDP and the Land Use Bylaw (LUB). In 2023, Council directed Administration to focus on physical enhancement and vitalization of the downtown based on its most recent design concepts than to re-start a further planning and design exercise. As such, the core focus of the new Downtown ARP was on consolidating and updating the available work and direction for the downtown into a single modern statutory planning document that provides clear and certain direction for redevelopment, improvement and growth to downtown businesses, residents and visitors. The main starting point being the 2018 Downtown Urban Design Master Plan, which the ARP would replace, consistent with the vision and policy direction of the MDP supported with development and design regulation in the LUB.

Development and formulation of the ARP built on the Vision and Guiding Principles of the DUDMP. The division of the downtown into four different character areas, which formed the basis of the Downtown District in the 2021 LUB was also a key element in the ARP structure. These aspects were reviewed, brought back to the public for comment as part of a larger engagement process on various downtown projects, known as Downtown’s Next Chapter, beginning in June 2024. This approach was preferred to guide long-term infill and redevelopment of the downtown, while parallel capital renewal projects would bring forward streetscape enhancements and critical utility infrastructure upgrades required to both support long-term development of new communities across Okotoks while attracting new businesses, investment and visitors to downtown as the heart and cultural centre of the community.

Through this process of policy review, technical considerations, and engagement, aspects of the DUDMP were revisited, including the vision and guiding principles as well as revising some of the boundaries and aspects of the character areas. The new vision of “Downtown is the social, cultural, and economic heart of the community; through the continued evolution of a unique walkable area that attracts people and investment” speaks more holistically to the downtown than the DUDMP vision that largely singled out the main street. The vision, along with the guiding principles of vibrant economy and active spaces, connected and walkable, celebrate unique character, enhanced natural spaces, and a place to live; build on the direction from the DUDMP and the downtown policies of the MDP, while providing clear language that is more inclusive to the entire downtown area.

Given the focus on consolidation and updating of existing direction of the downtown, the plan did not include other lands outside of the core downtown that do not have area structure or redevelopment plans in place, such as East Lineham or the Westend (residential area west of Northridge Drive and south of the escarpment).

Land Uses and Character Areas

Holistically, the downtown is a mixed use district that supports a variety of business actively and housing forms. The plan breaks down land use policy into the four separate character areas. These four character areas – Main Street, Elma Street West, Maple, and Riverfront – areas are based on the areas originally established by the DUDMP and enshrined in the LUB, with some minor changes to the boundaries, which are:

- the addition of 149 Elizabeth Street (Lots 30-37, Block F, Plan 1420L) as part of the Main Street Character Area as Council directed this property be considered for Downtown District;
- 18, 22, and 26 North Railway Street being part of the Main Street Character Area instead of the Maple Character Area (referred to as Elma Street East in the LUB) as these properties front onto the Main Street; and
- Lands south of the CPKC railway corridor between Veterans Way and Lineham Avenue as part of the Riverfront Character Area as opposed to the Main Street Character Area as the land has more in common with the Riverfront and supports comprehensive infrastructure planning for the area, including a proposed realignment of South Railway Street.



The Main Street Character Area includes the Elizabeth, McRae, and North Railway Street corridor and the properties fronting onto these roads as well as the Willow and Riverside Gate development areas. Most of the downtown commercial businesses are with this area and it is the primary economic and social activity spine of the Downtown, with street-fronted buildings and wide sidewalks that encourage walking and other means of active transportation.

The Elma Street West Character Area includes the historic properties along Elma Street West that contain a mix of commercial and residential uses. The vision of this area is to blend old and new, with retention and conservation of heritage assets while new buildings are added or renovated in a way that blends in seamlessly. Local small businesses and residents both flourish, visitors are drawn to unique shops and services, while the area provides a unique location where people can still live and work on the same property. The streetscape provides for all modes of transportation, with sidewalks on both sides of streets and a continuous tree canopy.

The Maple Character Area is a mainly residential area in the northeast portion of the Downtown that has a variety of attached and detached residential units developed displaying architectural design of various eras. The area provides Downtown with a growing population base to support businesses. Properties closest to Main Street have seen growth of home-businesses, which is likely to continue and expand. The ARP and LUB support redevelopment of sites to midrise residential buildings, which will add to the economic and social activity in the Downtown.

The Riverfront Character Area is largely defined by the Sheep River and the naturalized landscape and open space along the shoreline, which provides a transition from the Main Street area to the river. Contextually sensitive development, where flood mitigation can be implemented, can be considered. The Riverfront includes the Okotoks Arts and Learning Campus as well as a mix of commercial and other institutional uses.

Mobility

In conjunction with the ongoing utility infrastructure and surface improvements to key linkages in the downtown, the Downtown ARP provides direction and support for enhancements to downtown streets to improve walkability and accessibility, safety, and maintain a sense of place. The Downtown ARP supports unifying aspects of current and future streetscape improvements, including a standardized 'kit of parts' for public realm areas, such as benches and bollards, core design elements for public realm areas. The intention is to support the direction of the MDP in prioritizing pedestrians first while still managing and supporting access for motor vehicles.

Parking remains a key focus for downtown to support visitors, businesses, and residents of the area. There are currently more than 2,000 on-street and off-street parking spaces in the Downtown, with additional opportunities for parking being considered as part of public realm improvements in the Downtown, such the new formalized parking that was constructed along Daggett Street in 2024.

MDP Policy 8.3.4.a directs that parking in the Downtown should be carefully managed to provide enough parking supply to entice people to shop in the area and support local businesses, while avoiding onerous parking standards that dominate the public realm and discourage new development. The recently adopted Land Use Bylaw removed the requirement for minimum parking standards for all uses but contains standards on how parking is configured, if it is provided on-site.

In 2024, Bunt and Associates was commissioned to update and expand on the Town's 2013 downtown parking analysis to assess both the current conditions and the impact of further redevelopment and densification on parking supply. The parking study identified that there currently is no significant parking shortfall in the downtown area. Of the total available on-street spaces, there is up to 524 on weekdays and 566 on weekends. There are sufficient off-street (onsite) spaces at up to 536 on weekdays and 834 on weekends available during the peak parking periods. Although the current parking demands do not exceed the available parking supply, there are a few areas that are experiencing high-use, which makes it difficult to park in front or very close to some locations, but parking is available within 2-block walking distance during the peak periods.

The report also concluded that substantial redevelopment and infill of downtown properties can occur before any significant parking issues are anticipated to occur. However, the current and future parking situation should be reviewed periodically to determine if any further parking management measures should be implemented. These possible measures include changes to time period restrictions for parking, the introduction of market pricing for parking spaces; the sufficiency of access to transit and active transportation networks; addition of bicycle and scooter parking stands, including bike shelters for winter cycling; and additional Town investment in centralized public parking opportunities.

A secondary main line for CPKC (Canadian Pacific Kansas City Rail) runs through downtown, providing a critical goods route for rail transportation. The line also provides a potential opportunity for heavy rail passenger transportation, if regional passenger rail is introduced in the Calgary Region. The provincial government is currently developing a Passenger Rail Master Plan that is expected to be completed later this year. However, the railway also provides a challenge for noise, vibration, and safety to the community from the transport of dangerous goods and moving trains. The railway also provides a barrier through the Downtown limiting access to only a few key crossing points. Policy direction of the MDP and the regulations of the LUB currently guide development considerations within 75 m of the railway corridor and railway proximity policy was not reviewed as part of the Downtown ARP.

Environment and Natural Assets

Natural assets are the naturally occurring features of an area, such as trees, soil, and wetlands, that provide important services to citizens. For example, wetlands store water, improve water quality, and moderate climate through carbon storage. Vegetation such as trees, regulates local microclimates and reduces urban heat island effects, thereby improving physical health and human comfort. The Downtown contains riparian areas of the Sheep River, natural escarpments, and numerous mature trees that should be protected and enhanced to the extent possible. The Downtown ARP provides direction on enhancing natural assets in support of the directed under the MDP.

A significant portion of the downtown is within the established provincial flood hazard area, which provides areas of flood fringe and floodway within a 1:100 year flood event. This current mapping is enshrined in policy direction and development regulations under the Municipal Development Plan and the Land Use Bylaw. Both of these plans take precedence over the Downtown ARP. The provincial government is currently working on a Sheep River Hazard Study, which provides a much more comprehensive look at flood hazard along the length of the Sheep River but that study is not yet complete. Once the Sheep River Hazard Study is completed, the flood hazard area policy in the MDP and LUB will be reviewed to ensure consistency with the provincial mapping.

Plans and Policy Considerations

The proposed Downtown ARP supports the relevant direction under the South Saskatchewan Regional Plan for the subject lands, specifically policies to support efficient use of land and strengthening communities. As of February 18, 2025, alignment with the Calgary Region Growth Plan is no longer a requirement for new area redevelopment plans or the circulation of plans through the regional evaluation framework, but the DARP does align with a preferred place type of infill and redevelopment as well as other Growth Plan policies that apply to the area, including flood hazard policies.

The Okotoks-Foothills County Intermunicipal Development Plan (Bylaw 12-16) does not provide any specific direction for the subject lands and the boundaries of the Downtown ARP fall outside of the Intermunicipal referral area; therefore the plan was not circulated to Foothills County for review and comment.

Municipal Development Plan	Downtown ARP Alignment (green – supports; yellow – supports with some caution; red – conflicts)
1. Managing Growth	The Plan encourages infill and redevelopment (s. 1.1.3) of the downtown, acknowledges and doesn't conflict with flood hazard area provisions (s 1.4.1), acknowledges intention to relocate utilities underground (s 1.4.3), as well as acknowledges and does not conflict with railway proximity direction (s 1.10.2).
2. Neighbourhood Planning + Design	Policy and design direction within the Plan ensures alignment with the livable and sustainable neighbourhood guidelines (s. 2.1.1), identifies and provides direction to protect heritage (2.3.3), provides direction for appropriate infill (s. 2.5.1)
3. Integrated Transportation	The Plan, along with related downtown projects, prioritize people-oriented street design considerations (s. 3.1.2) and provides direction to support reduced car dependency and parking standards (s. 3.3.2)
4. Climate Change, Community Resilience + Environment	The Plan specifically directs the need to protect and enhance natural spaces and urban tree canopy to reduce the heat island effect (s. 4.1.2)
5. Housing	The Plan supports redevelopment and increased density of housing (dwelling units) in the downtown.
6. Employment Lands	The Plan encourages attractive mixed-use development (s. 6.2.2)
7. Parks, Recreation + Natural Areas	The Plan strengthens the connection with the Sheep River (s. 7.1.2), supports Dark Sky standards (s. 7.1.5), identifies the important environmentally sensitive areas of the Sheep River and escarpment (s. 7.2.6), provides direction to enhance the urban forest (s. 7.4.1), and supports flexibility of existing parks over time.
8. Downtown	<p>The Plan constitutes the ARP for the downtown as required under section 8.1.1. The specific policy direction for the downtown was considered in the development of the Plan to ensure the area redevelopment plan was building upon and supporting the MDP direction.</p> <p>Of note, in adopting the ARP is that section 8.2.2(e) is being interpreted so that residential uses are only permitted behind or above commercial uses is only mandated for the Main Street Character Area to allow for flexibility of development and mid-rise residential in the Maple Character Area. In addition, the design direction of the area redevelopment plan is considered to fully replace the direction of the Downtown Urban Design Master Plan for the purposes of section 8.3.6.</p>

9. Culture, Heritage + Arts	The Plan identifies and protects historical buildings and sites within the down (s. 9.1.1), the Plan draws on direction from the Standards and Guidelines for the Conservation of Historic Places in Canada (s. 9.1.2)
Part D: Maps	<p>Map D.8: Downtown – The boundary of the Plan has been modified slightly to include the commercial property on the west boundary of the plan area as part of downtown based on the direction of Council for the redesignation of the plan to Downtown District.</p> <p>Map D.11: Area Redevelopment Structure Plan Areas – The final boundary of the Plan is proposed to more closely match the core downtown area identified in Map D.8 than include the additional lands identified in as part of the Downtown ARP under Map D.11, which have a very different character than the main downtown area.</p>
Appendix E: Implementation	The Plan generally aligns with the Content of Area Redevelopment Plan (ARP) requirements. However, some content such as forecasting of population, housing needs, and employment specific to the downtown was not included given the focus of the Downtown ARP as largely a consolidation plan.

Land Use Bylaw	Downtown ARP Alignment (green – supports; yellow – supports with some caution; red – conflicts)
Part 1: Purpose and Authority	No issues
Part 2: Maps and Overlays	<p>The Downtown ARP currently includes lands designated as Downtown (D) District, Traditional Neighbourhood (TN) District, and Natural Areas (NA) District. If the Downtown ARP adopted by Council, subsequent redesignations may be introduced to Council to ensure long term alignment between the Downtown ARP and Land Use Districts.</p> <p>The Flood Hazard Overlay applies to the area and the Downtown ARP defaults to the LUB development requirements.</p>
Part 3: Land Use Districts	Most of the Downtown ARP is designated Downtown (D) District, which is also separated into four different character areas. The Downtown ARP contemplates minor changes to the character area boundaries from the LUB.
Part 4: Signs	The Downtown ARP largely defers to the LUB on signage for private development apart from the Main Street Character Area, which provides additional limits on the size of window signs and restricts new freestanding signs on Main Street.
Part 5: Administration	No issues

Redevelopment within the downtown will also be subject to the Water Allocation Policy, which limits the further subdivision and redevelopment approvals based on the availability of licenced water supply. The provisions under the Policy and the associated Administrative Clarifications will guide when and how much development can occur in the same manner as other established areas of Okotoks.

Should Council adopt the Downtown ARP, future amendments to the Land Use Bylaw will be brought forward to Council to address areas of alignment.

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 type="checkbox"/>	Enhanced Culture & Community Health

Community Engagement Strategy

The public engagement for Our Plan for Downtown was not undertaken in isolation. Engagement on the downtown has occurred over time through a number of different plans and projects, including the Downtown Urban Design Master Plan, the Municipal Development Plan and the Land Use Bylaw as well as visioning workshops, industry roundtable discussions, and technical studies through the years.

Drawing from the Urban Design Master Plan for the vision and guiding principles in the development of the plan framework, the Town consulted with the community in conjunction with infrastructure renewal projects that moving forward within the downtown to tell a wholistic story of the importance and ongoing work within the downtown. This comprehensive engagement strategy was called Downtown's Next Chapter.

The combined engagement included two distinct phases, which are fully detailed in the attached What We Learned Reports:

- Phase 1 was held in from June to July 2024 with an open house and online survey, with mailed as well as social media notification to the community. There were 106 people that attended the open house and 100 online surveys were completed.
- Phase 2 was held in November 2024 with an open house (held in the morning and evening) and online engagement opportunity. There were 72 people that attended the open house and 21 that provided feedback online. Additional information on the plan and infrastructure projects were added to the website.

Additionally, ongoing information and updates are provided on the project engagement site at <https://shapeourtown.okotoks.ca/downtown/downtown-plan>.

The public hearing was advertised in the Okotoks Western Wheel on April 23 and 30, on the Town engagement website, on social media, and through letters send out to all landowners

within the plan area and adjacent to it on April 17. These advertisements meet and exceed the public hearing advertising requirements of section 606 of the *Municipal Government Act*.

No correspondence has been received on this bylaw at the time of writing of this report.

Alternatives for Consideration

n/a

CAO Comments

I support second and third reading of this bylaw dependent upon the outcome of the public hearing.

Attachment(s)

1. Draft Bylaw 13-25 Downtown Area Redevelopment Plan
2. Draft Bylaw 13-25 Downtown Area Redevelopment Plan - Schedule A Our Plan for Downtown
3. September 2024 Downtown's Next Chapter What We Learned Report
4. November 2024 Downtown's Next Chapter What We Learned Report
5. 2024 Downtown Parking Study Update Report

Prepared by:
Colin Gainer
Planning & Urban Design Team Leader
April 28, 2025

BYLAW 13-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO ADOPT THE DOWNTOWN AREA REDEVELOPMENT PLAN

WHEREAS pursuant to the provisions of the *Municipal Government Act (MGA)*, RSA 2000, c. M-26 and amendments thereto, Council of the Town of Okotoks (Council) may adopt a neighbourhood area structure plan for the purpose of providing a framework for subsequent subdivision and development of an area of land; and

WHEREAS the Downtown Area Redevelopment Plan was prepared in accordance with Sections 633 and 636 of the *MGA*; and

WHEREAS Council held a public hearing and advertised that public hearing in accordance with Section 692 of the *MGA*.

NOW THEREFORE the Council enacts as follows:

1. This Bylaw may be cited as "Our Plan for Downtown: the Downtown Area Redevelopment", the "Downtown Area Redevelopment Plan", or "DARP".
2. The Downtown Area Redevelopment Plan attached hereto as Schedule 'A' is hereby adopted as the neighbourhood area structure plan for the subject lands.

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

READ A FIRST TIME this 24th day of March 2025.

READ A SECOND TIME this day of 2025.

READ A THIRD TIME AND PASSED this day of 2025.

Mayor

Chief Administrative Officer

Our Plan for Downtown

The Downtown Area
Redevelopment Plan

Version / Publishing Info

Draft Version 4.0. March 20, 2025

Acknowledgements

Okotoks wishes to acknowledge the efforts of everyone who contributed to this plan. We are grateful for your participation, input, expertise, ideas and opinions.

The following consulting firms contributed to the development of this plan:

- Bluerock Planning Inc.
- Selkirk Planning & Design Ltd.
- Skyline Partners Ltd.
- Associated Engineering Alberta Ltd.
- Bunt & Associates Engineering Ltd.

Photo Credits: Leah Schmidt, Jonathan Schmidt

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 Métis 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.

Maps are provided on an "as is" basis and is subject to change without notice. The Town of Okotoks makes no warranty or representation as to the completeness, currency or accuracy of this information. Redistribution of this information without the express written permission of the Town of Okotoks is strictly prohibited. The Town of Okotoks and the Town's officials, employees and contractors shall not be liable for any damages or lost profits arising directly or indirectly from the use of this information. Use of this information is at the user's sole risk. The provision of this information is not and shall not be deemed to be the Town's consent or approval to carry out any work, construction or development.

CONTENTS

0	Executive Summary	vii
1	Introduction.....	1
1.1	Purpose	2
1.2	Authority of the Plan	2
1.3	Interpretation.....	3
1.4	Context	4
1.5	Constraints & Assets.....	6
1.6	History.....	10
1.7	Planning Context.....	11
2	Vision and Guiding Principles.....	13
2.1	Vision.....	13
2.2	Guiding Principles	13
2.3	Illustrative Concept.....	14
3	Creating Great Public Spaces.....	16
3.1	Public Streets	16
3.2	Climate Change Adaptation	18
3.3	Public Realm Kit of Parts	19
3.4	Parks and Plazas	22
4	How We Use and Develop Downtown.....	24

4.1	Downtown-Wide Land Use Policies	24
4.3	Downtown-Wide Design Guidelines.....	25
4.4	Gateways	35
4.5	Heritage Conservation	40
5	Enhancing Our Unique Character Areas	44
5.1	Main Street Area.....	46
5.2	Elma Street West	55
5.3	Maple Area	62
5.4	Riverfront Area	68
6	Servicing	78
6.1	Water, Sanitary, and Shallow Utility Servicing	78
6.2	Stormwater Management	81
7	Implementation	84
8	Acronyms & Definitions	85
8.1	Acronyms.....	85
8.2	Definitions	86
Appendix 1: Citations		92
Appendix 2: Community Engagement.....		93
Appendix 3: History & Background		94

List of Figures

Figure 1 Illustrative Master Plan.....	14
Figure 2 Kit of Parts.....	20
Figure 3 General Building Placement Guidelines.....	25
Figure 4 General Design Guidelines Building Form	27
Figure 5 General Building & Façade Design Guidelines.....	29
Figure 6 General Design Guidelines Public Space.....	31
Figure 7 General Parking Design Guidelines	33
Figure 8 Main Street Character Area	47
Figure 9 Main Street Design Guidelines Public Space.....	49
Figure 10 Main Street Design Guidelines Building Placement.....	51
Figure 11 Main Street Design Guidelines Building Form.....	53
Figure 12 Elma Street West Character Area	56
Figure 13 Elma Design Guidelines Public Space	58
Figure 14 Elma Design Guidelines Building Form	60
Figure 15 Elma Design Guidelines Building Placement	61
Figure 16 Maple Character Area.....	63
Figure 17 Maple Design Guidelines Public Space.....	65
Figure 18 Maple Design Guidelines Building Placement.....	66
Figure 19 Maple Design Guidelines Building Form.....	66
Figure 20 Riverfront Character Area.....	69
Figure 21 Riverfront Design Guidelines Public Space	71
Figure 22 Riverfront Design Guidelines Building Placement.....	73
Figure 23 Riverfront Design Guidelines Parking.....	75

List of Maps

Map 1 Plan Boundary & Character Areas	5
Map 2 Constraints	7
Map 3 Natural Assets.....	8
Map 4 Parks, Plazas, and Pathways	21
Map 5 Gateways.....	38
Map 6 Designated Historical Properties.....	41
Map 7 Water and Sewer Servicing.....	79
Map 8 Stormwater Servicing	82

How to Use this Plan

Citizens, business owners, and Council members:

- Begin with the Vision and Guiding Principles then read through the document to understand how the different character areas and associated policies fulfil the Vision to create an amazing Downtown.

For developers and development applicants:

1. Read and understand “**Downtown-Wide Land Use Policies**” in Section 4.1 and “**Downtown-Wide Design Guidelines**” in Section 4.2 as these will be applicable to your proposed development.
 - If your property is in a Gateway area, please also see **Section 4.3**.
 - If you have a Heritage property, please also see **Section 4.4**.
2. Find which character area your property is located in on **MAP 1 | PLAN BOUNDARY & CHARACTER AREAS**.
3. Find the applicable Character Area policies in **SECTION 5**.
4. Create your development application to align with these policies, the Municipal Development Plan, and Land Use Bylaw.

Intentionally left blank

EXECUTIVE SUMMARY



McRAE CROSSING
52 McRae Street

GINGER LAURIER

awedity creative

Carola Singer

Balanced

0 EXECUTIVE SUMMARY

Our Plan for Downtown is the vision and direction for the future of Downtown Okotoks.

VISION:



Downtown is the social, cultural, and economic heart of the community;

through the continued evolution of a unique walkable area that attracts people and investment.

GUIDING PRINCIPLES



The following Guiding Principles are integrated throughout the Plan in policies and maps.

- Vibrant Economy and Active Spaces
- Connected & Walkable
- Celebrate Unique Character
- Create A Green Oasis
- A Place to Live



VIBRANT ECONOMY AND ACTIVE SPACES:

The Downtown economy is active with people walking, shopping, mingling, eating, and enjoying the many things to do in the Downtown. Public and private sites are designed to create lively and engaging spaces where people can gather and move around safely and easily using all modes of transportation, with special emphasis on pedestrians.



CONNECTED AND WALKABLE:

The Downtown is physically connected with ease of movement for people with all levels and types of mobility – walking, rolling, riding, and driving. A multi-modal network of sidewalks, pathways, and roads connects people throughout the Downtown.



CELEBRATE UNIQUE CHARACTER: The unique urban character of each Downtown area is celebrated and maintained through flexible and adaptable design guidelines and policy.



ENHANCED NATURAL SPACES:

Places, buildings, and streets are designed with natural spaces and local vegetation in mind, providing an opportunity to engage with nature and reduce climate change impacts through a strong tree canopy, access to the river and numerous connections to parks, plazas, and recreation areas.



A PLACE TO LIVE: Downtown is a desired place to live for people of all ages with amenities, gathering areas, and a diversity of housing creating a strong sense of community.



3D Visual of Downtown

1 | INTRODUCTION



1 INTRODUCTION

As a distinct district, our Downtown will continue to reflect our unique culture and history. We will create a mix of uses in the downtown core to support business success and a vibrant public realm for the enjoyment of all residents and visitors.

Okotoks Municipal Development Plan



Downtown Okotoks forms the core social, cultural, and economic heart of the community!

It provides public spaces for social gathering as well as a variety of local businesses serving as places for

residents to shop, gather and connect with one another.

The Downtown helps provide a sense of community and belonging, fostering relationships and a strong social fabric. Residents can come together for community events held in the Downtown, creating a shared experience and a sense of pride in the community.

Downtown also acts as a cultural centre, showcasing the Town's artistic expressions, heritage, and local talent. It is home to the Okotoks Art Gallery, the Old Church Theatre,

private galleries, and historical buildings that contribute to the cultural identity of the community.

Downtown is also a thriving commercial hub that supports local businesses and drives economic growth. The presence of local businesses creates employment opportunities, encourages entrepreneurship, and generates economic activity, benefiting the entire community. Additionally, the Downtown contains smaller lots and more individual buildings than are typical in contemporary commercial centres, which provides a more diverse tax base and more owner/operator businesses.

The historical legacy and architectural heritage of Okotoks is best understood in the Downtown. The protection and enhancement of a number of historic buildings, such as Stockton Block and homes on Elma Street, serves as a reminder of Okotoks' past and contributes to its distinctive character.

Downtown is walkable. The pedestrian-friendly environment of Downtown encourages people to explore the area on foot, but is also becoming more accessible for all active transportation modes, promoting physical activity and reducing reliance on cars.



1.1 PURPOSE



Our Plan for Downtown is the vision and direction for the future of the Okotoks Downtown.

The Plan has **legal (i.e. statutory) authority** to be implemented and enforced through Town decisions. For example, Council decisions on

Downtown street upgrades, or Development Authority decisions on development applications.

The Plan has **social power** to evoke change, as it comes from years of community engagement with citizens, business owners, Town administration and Council (see **Appendix 2**).

Many policies and initiatives in the Plan can be completed by citizens and business owners who wish to implement this vision.

Although this Plan has clear and concise policies, it is also designed to be dynamic. The Plan integrates changing socioeconomic, cultural and economic trends into its overall implementation.

The Plan will guide development over the next decades so that the Downtown continues to evolve in a manner that reflects the community's aspirations and ideas, and truly becomes a welcoming and inclusive place for residents and visitors.

This Plan should be read in the context of the Land Use Bylaw (**LUB**) and the Municipal Development Plan (**MDP**).

1.2 AUTHORITY OF THE PLAN

Our Plan for Downtown is an Area Redevelopment Plan in the context of section 634 of the *Municipal Government Act* (hereby "the Act"). In accordance with the Act, an area redevelopment plan may be initiated to preserve or improve land and buildings in the area; rehabilitate buildings in the area; remove buildings from the area; construct or replace buildings in the area; establish, improve or relocate roads, public utilities or other services in the area; or facilitate any other development in the area.

An area redevelopment plan must describe

- the objectives of the plan and how they are proposed to be achieved,
- the proposed land uses for the redevelopment area,
- if a redevelopment levy is to be imposed, the reasons for imposing it, and
- any proposals for the acquisition of land for any municipal use, school facilities, parks and recreation facilities or any other purposes the council considers necessary.

The plan may contain any other proposals that the council considers necessary and must be consistent with higher level statutory plans, including the municipal development plan, inter-municipal development plan, and regional plans.

1.3 INTERPRETATION

Policy Interpretation

The following details how to interpret policies in this Plan:

- Policies that contain the words “must” or “will” outline mandatory compliance with a given statement.
- Policy statements that include the word “should” indicate that compliance is expected, unless unique circumstances dictate an exception may be permitted. However, “should” statements may not be practical in some circumstances and flexibility is provided. “Should” statements will be applied unless it can be clearly identified to the satisfaction of the decision-making authority the policy is not reasonable, practical, or feasible in a given situation.
- Where “may” is used in policy statements, there is no obligation to undertake what is proposed, but implies that the decision-making authority must give due consideration to the policy and has some discretion on the application of the policy in decision-making processes.

Map Interpretation

The following points detail how to interpret Maps and Figures in this Plan:

- Where a map line appears to follow a natural feature (e.g. river), road, or property line it is intended to follow that feature. The precise location of boundaries and areas will be determined by the Town or decision-making authority.
- No amendments to the figures within the Plan are required as a result of further delineation at the detailed design of public infrastructure and Development Permit at the redevelopment stage, as long as the intent of the applicable policies is maintained.
- The locations of features illustrated on all maps, including but not limited to utilities, natural assets, property lines, and building footprints are approximate and may be varied with any proposed development.

1.4 CONTEXT



Our Plan for Downtown

encompasses the area shown on **MAP 1 | PLAN BOUNDARY**, which includes land south of Crescent Road and the escarpment, north of the shoreline of the Sheep River, west of Poplar Avenue and east of the commercial development along

Northridge Drive. Within Downtown, there are four unique sub-areas that have been shaped by the urban character of each area. These character areas include:

- Elma Street West historical area,
- Maple residential area,
- Main Street (Elizabeth, McRae and North Railway Streets), and the
- Riverfront adjacent to the Sheep River.

Context North: To the north of Downtown is the escarpment, a steep hill that is an obvious visual separation between the lower-density residential communities that sit atop this natural feature and the Downtown. Connections from the north to Downtown include multi-modal access on Veterans Way or through open space connections for cycling or pedestrians.

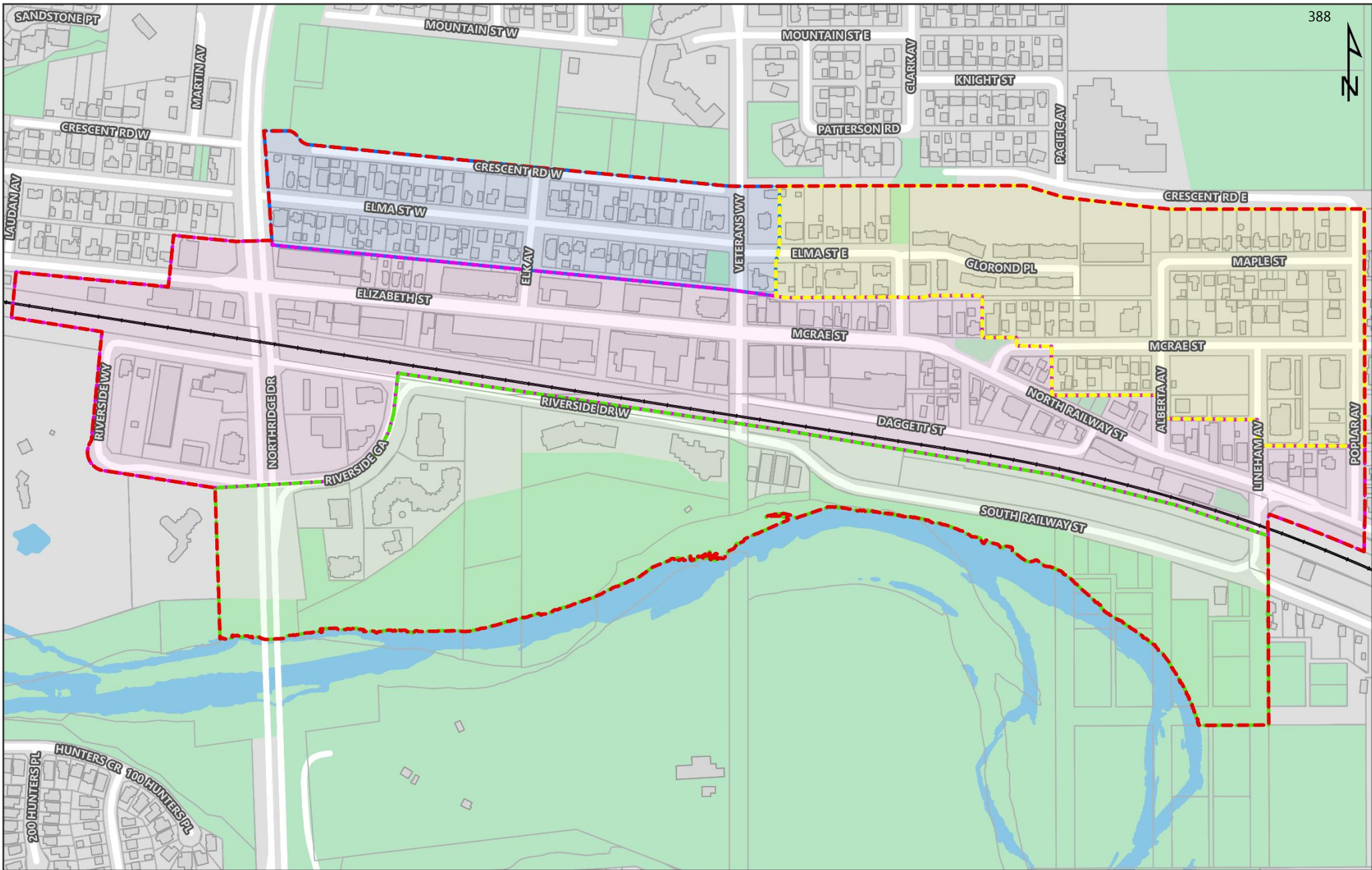
Context East: To the east are residential areas with a mix of single-detached and multi-unit residential buildings, providing

a diverse range of housing options. This residential area supports the Downtown due to its walkable proximity for those who work or access it for their daily needs.

Context West: To the west of the Plan Area is mainly low density residential, which has significant opportunity for infill and intensification over the coming decades.

Context South: To the south, the Plan Area is bounded by the Sheep River and the wider Sheep River Valley. Rather than turn its back to this important natural spine of the Town, the overall Downtown Plan is designed to engage with this important natural area and build its natural flows and features into the overall look, feel, and urban design of the Downtown area.

Overall, although the Downtown Plan Area is constrained to the north and south by natural features, these are not dividing lines or hard edges, but rather natural features that weave into the overall design and provide opportunities for the Downtown to maintain connections to nature, while also building out as a vibrant, urban space for people to feel comfortable within. The adjacent residential neighbourhoods further provide opportunities for additional vibrancy in the future as additional people live close to Downtown and support its prosperity.



Downtown Area Redevelopment Plan

Map 1 | Plan Boundary & Character Areas

Legend

Character Areas

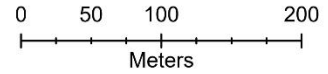
- Elma Street West Area
- Main Street Area
- Riverfront Area

- Maple Area
- Park Spaces
- DARP Boundary
- CP Railway

Created By:
Information Technology

Created Date:
2025-02-14

Scale: 1:5,400



1.5 CONSTRAINTS & ASSETS

MAP 2 | CONSTRAINTS identifies the existing constraints within the Downtown. Key constraints include: flood hazard areas, arterial roads, and the railway corridor.

Flood Hazard Area

The flood risk is due to the Downtown being nestled between the escarpment and the Sheep River. The Town has undertaken extensive work to mitigate the impact of flooding, but the changing nature of the climate may result in more variable impact to flood hazard areas. That is, floods may be higher or more severe, and occur at unexpected times of the year due to climate change.

The *Sheep River Flood Hazard Study* being currently completed by the Government of Alberta will provide a better understanding of the flood hazards impacting the Downtown. As shown on **MAP 2 | CONSTRAINTS**, the **FLOODWAY** is the portion of the flood hazard area where flows are deepest, fastest and most destructive. The **FLOODWAY** typically includes the main channel of a stream and a portion of the adjacent overbank area. **FLOOD FRINGE** is the portion of the flood hazard area outside of the floodway.

Policy direction of the **MDP** and the requirements of the **LUB** will direct considerations for development within the areas affected by the flood hazard area.

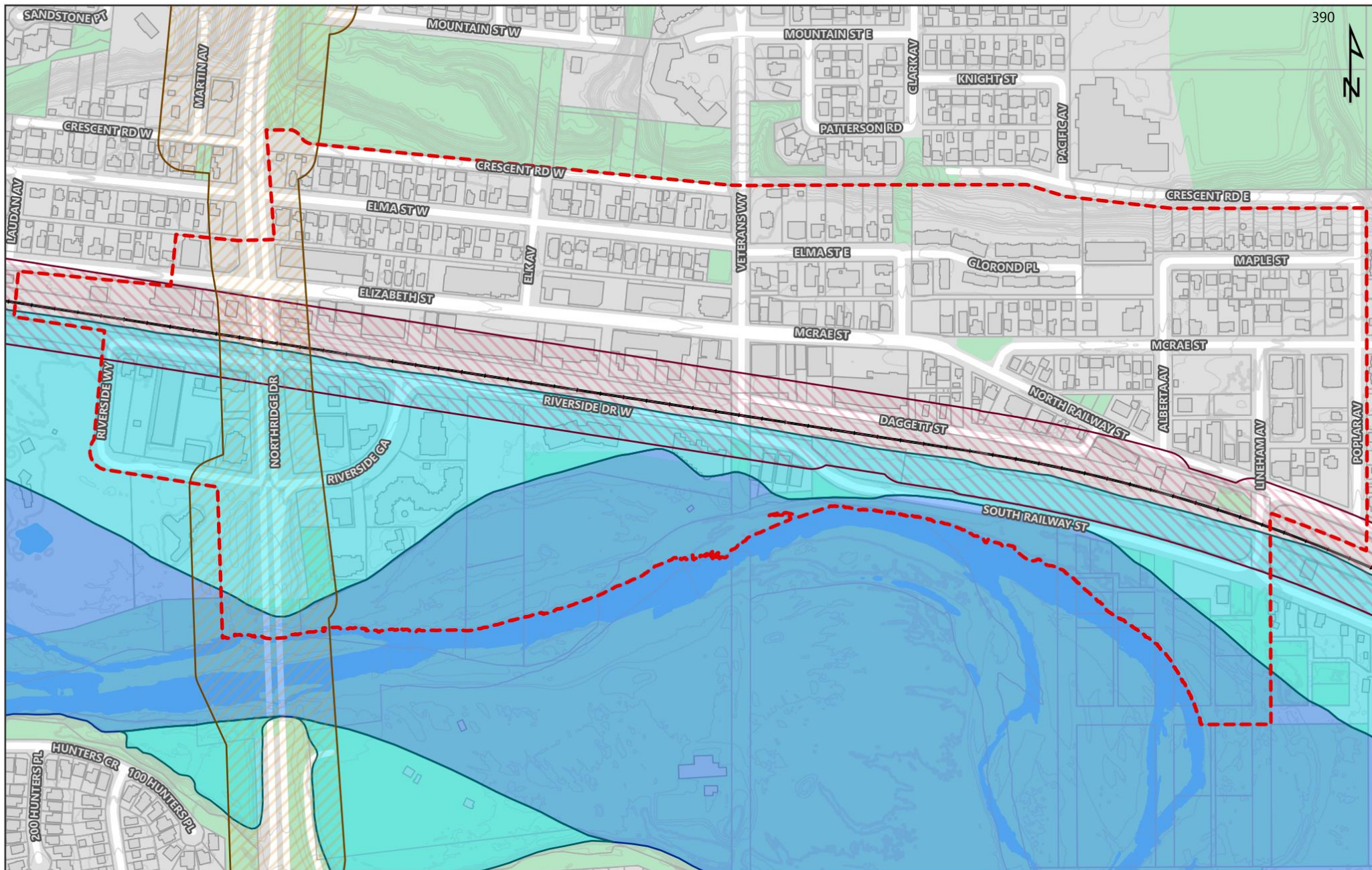
Railway Corridor

A secondary main line for **CPKC** (Canadian Pacific Kansas City Rail) runs through downtown, providing a critical goods route for rail transportation. The line also provides a potential opportunity for heavy rail passenger transportation, if regional passenger rail is introduced in the Calgary Region. However, the railway also provides a challenge for noise, vibration, and safety to the community from the transport of dangerous goods and moving trains. The railway also provides a barrier through the Downtown limiting access to only a few key crossing points. Policy direction of the **MDP** and the regulations of the **LUB** will guide development considerations within 75 m of the railway corridor.

Natural Assets

MAP 3 | NATURAL ASSETS identifies the existing natural assets in the Downtown. Natural assets are the naturally occurring features of an area, such as trees, soil, and wetlands, that provide important services to citizens. For example, wetlands store water, improve water quality, and moderate climate through carbon storage. Vegetation such as trees, regulates local microclimates and reduces urban heat island effects, thereby improving physical health and human comfort.

The Downtown contains riparian areas of the Sheep River, natural escarpments, and numerous mature trees that should be protected and enhanced to the extent possible as directed under the **MDP**.



Downtown Area Redevelopment Plan

Map 2 | Constraints

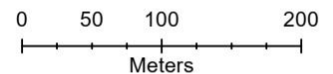
Legend

- Arterial Roads (30m Affected Area)
- Railway (30m Affected Area)
- Flood Fringe
- Floodway
- DARP Boundary
- Park Spaces
- CP Railway

Created By:
Information Technology

Created Date:
2025-02-13

Scale: 1:5,400





Downtown Area Redevelopment Plan

Map 3 | Natural Assets

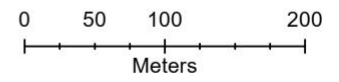
Legend

- | | | |
|-------------------------|---------------|-------------|
| Natural Asset Inventory | Watercourse | Park Spaces |
| Woodland | Canopy Cover | CP Railway |
| Low Vegetation | DARP Boundary | |

Created By:
Information Technology

Created Date:
2025-02-13

Scale: 1:5,400



Parking

There are more than 2,000 on-street and off-street parking spaces in the Downtown, with additional opportunities for parking being looked at through public realm improvements in Downtown, such the new formalized parking that was constructed along Daggett Street in 2024.

MDP Policy 8.3.4.a directs that parking in the Downtown should be carefully managed to provide enough parking supply to entice people to shop in the area and support local businesses, while avoiding onerous parking standards that dominate the **PUBLIC REALM** and discourage new development. The recently adopted Land Use Bylaw removed the requirement for minimum parking standards for individual uses, but allowed for the consideration of parking studies and contains standards on how parking is configured, if it is provided on-site.

A Downtown parking study undertaken by Bunt and Associates in 2024, identified the following conditions:

- **No significant parking shortfall** – There is no current significant parking shortfall in the downtown area. Up to 524 (weekday) to 566 (weekend) on-street spaces and 536 (weekday) to 834 (weekend) off-street spaces are available during the peak parking periods.
- **There are high demand parking locations** – Although the current parking demands do not exceed the available parking supply, there are a few areas that are experiencing high-use

Parking is available within 2-block walking distance during the peak periods. Substantial redevelopment of downtown properties can occur before any significant parking issues are anticipated to occur, but the current and future parking situation should be reviewed periodically to determine if any further requirements should be implemented, including:

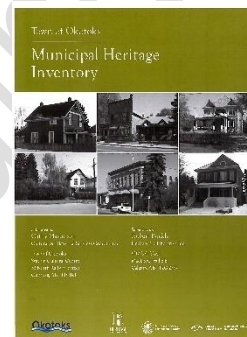
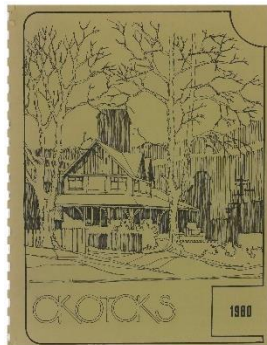
- Changes to time period restrictions for parking;
- Introduction of market pricing for parking spaces;
- Review of parking requirements in the LUB for the downtown districts; and
- Sufficiency of access to transit and active transportation networks
- Addition of bicycle and scooter parking stands, including bike shelters for winter cycling.
- Additional Town investment in centralized public parking opportunities



1.6 HISTORY

The history of Okotoks began prior to the 20th Century, with establishment of an early settlement along the Sheep River on the Macleod Trail that provided a stop on the stagecoach route linking Calgary to Fort Macleod. In 1904, the village of Okotoks became a town, consisting of an area not much larger than the current downtown. The town continued to grow and in 1980, the first plan for downtown was adopted, the Downtown Area Redevelopment Plan (DARP). The Plan anticipated the town would grow from 3,000 to 34,000 by the year 2000 and responded with policies targeting commercial

needs and denser residential uses. In 1997, the Town rescinded the DARP with the introduction of a new Municipal Development Plan “the Legacy Plan” based on the carrying capacity of the Sheep River. In 2018, the Town adopted the Okotoks Downtown Urban Design Master Plan (DUDMP), which embodies ideas of contemporary sustainability and presents a vision, goals and a set of guiding principles to guide the downtown forward. See **APPENDIX 3: HISTORY & BACKGROUND**.



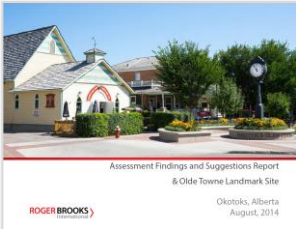


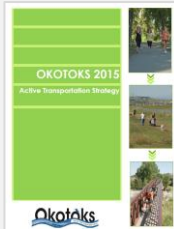

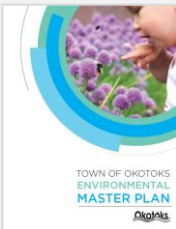
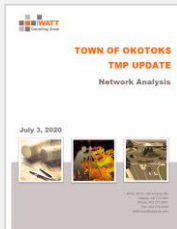
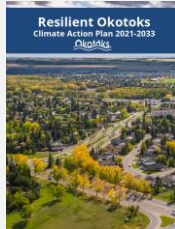
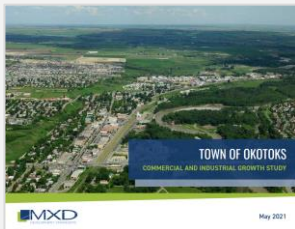


Downtown Planning History

Indigenous groups used the area as an important gathering area.	Village of Okotoks becomes a Town	1 st Downtown Area Redevelopment Plan adopted	Town adopts a new Municipal Development Plan “the Legacy Plan” and rescinds the DARP.	Town adopts Downtown Urban Design Master Plan	New Municipal Development Plan adopted	New Land Use Bylaw adopted	Our Plan for Downtown (Area Redevelopment Plan)
Pre-Settlement	1904	1980	1997	2018	2021	2021	2024

1.7 PLANNING CONTEXT

The Downtown has been supported by the completion of many plans and studies. The following is an overview of the current applicable plans and reports for the Downtown. All of

these plans and reports have impacted the creation of this Plan, and a full summary of relevant documents is provided in **APPENDIX 3: HISTORY & BACKGROUND**.

					
Downtown Community Assessment (2014)	Okotoks Branding, Development, & Marketing Action Plan (2016)	Downtown Parking Studies (2014 & 2024)	Active Transportation Strategy (2015)	Downtown Urban Design Master Plan (2018)	
					
Environmental Master Plan (2018)	Transportation Master Plan (2020)	Climate Action Plan (2021)	Commercial and Industrial Growth Study (2021)	Municipal Development Plan (2021)	Land Use Bylaw (2021)

2 | VISION & GUIDING PRINCIPLES



2 VISION AND GUIDING PRINCIPLES

2.1 VISION



Downtown is the social, cultural, and economic heart of the community; through the continued evolution of a unique walkable district that attracts people and investment.

2.2 GUIDING PRINCIPLES



VIBRANT ECONOMY AND ACTIVE SPACES

The Downtown economy is active with people walking, shopping, mingling, eating, and enjoying the many things to do in the Downtown. Public and private sites are designed to create lively and engaging spaces where people can gather and move around safely and easily using all modes of transportation, with special emphasis on pedestrians.



CELEBRATE UNIQUE CHARACTER

The unique urban character of each Downtown area is celebrated and maintained through flexible and adaptable design guidelines and policy.



CONNECTED AND WALKABLE

The Downtown is physically connected with ease of movement for people with all levels and types of mobility – walking, rolling, riding, and driving. A multi-modal network of sidewalks, pathways, and roads connects people throughout the Downtown.



ENHANCED NATURAL SPACES

Places, buildings, and streets are designed with natural spaces and local vegetation in mind, providing an opportunity to engage with nature and reduce climate change impacts through a strong tree canopy, access to the river and numerous connections to parks, plazas, and recreation areas.



A PLACE TO LIVE

Downtown is a desired place to live for people of all ages with amenities, gathering areas, and a diversity of housing creating a strong sense of community.

2.3 ILLUSTRATIVE CONCEPT

An illustrative concept has been created to provide a visual representation of how the Downtown could look in the future based on the policies in this Plan. However, it is understood

that actual development will vary to some extent from what is shown in the illustrative concept.



Figure 1 | Illustrative Master Plan

3 | CREATING GREAT PUBLIC SPACES



3 CREATING GREAT PUBLIC SPACES

Great public spaces are vital to a flourishing and prosperous Downtown. Public spaces, also known as the **PUBLIC REALM**, includes: pathways, sidewalks, plazas, parking areas, park space and any other accessible or beneficial public land, such as boulevards. Creating great public spaces requires significant planning and investment from the Town. For example, transforming an old road into a complete street with the addition of wider sidewalks, benches, street trees for shade, encouraging canopies from businesses, and creating small urban plazas at corners for gathering. The return on this public investment in the **PUBLIC REALM** can be substantial, as private investors often follow when they see the Town creating these engaging active spaces. They also provide “third places” - places outside of the home or work for people to gather, build social connections and strengthen community ties and bonds between people from different backgrounds and demographics.

The following policies apply to the public spaces within the Downtown. Investments in these public spaces will be primarily led by the Town, but may include investment, agreements or partnerships with private developers.

3.1 PUBLIC STREETS

3.1.1 **Safety:** Streets should be designed to be safe and comfortable for all users, including pedestrians,

bicyclists, transit riders, motorists and individuals of all ages and abilities.

- 3.1.2 **Walkable:** Complete the pedestrian network to create a fully connected system of sidewalks, pathways and crossings that facilitate easy, safe, and comfortable movement for those walking and rolling.
- 3.1.3 **Accessible:** Improve safety, comfort, and accessibility for all people walking, cycling, and rolling throughout Downtown, regardless of age or mobility.
- 3.1.4 **Manage Parking:** Continue to allow on-street parking to support a parking supply to entice people to shop in the area and support local businesses, while allowing flexible use for temporary seating areas and pop-up businesses.
- 3.1.5 **Green Streets:** Create green streets that signal Okotoks’ sustainability focus. Green streets should include infrastructure that incorporates elements, such as:
 - a) enhanced stormwater management,
 - b) biodiversity,
 - c) renewable energy,
 - d) water reuse, or
 - e) other sustainable features.

- 3.1.6 Require, at the discretion of the Development Authority and in alignment with other Town statutory policies and design standards, private landowners and developers to contribute to the Town's green streets as described above in 3.1.5.
- 3.1.7 **Street Trees:** Enhance the urban forest Downtown by adding tree coverage along all streets, where practical.
- 3.1.8 **Activate Lanes:** Allow businesses the opportunity to activate back lanes and underused streets like Daggett Street with storefronts, spill-out cafes and patios. This encourages more pedestrians on the side streets,

increases safety, creating activity and providing eyes-on-the-street.

- 3.1.9 **Design Kit of Parts:** Public realm improvements by the Town shall align with the approved Public Realm Kit of Parts as explained in Section 3.3 in this Plan.
- 3.1.10 All downtown streets should be signed using the kit of parts street name design (e.g. black background with white lettering).
- 3.1.11 Over time the Town should implement the **Public Realm Kit of Parts** across all downtown streets.

3.2 CLIMATE CHANGE ADAPTATION



Climate change is resulting in more severe weather, including sustained heat waves that put people at risk of serious health concerns, including heat stroke. The **CLIMATE ATLAS OF CANADA** projects that very hot days (above 30 Celsius) could almost

double in the Okotoks area, from a mean of 13 days at present to 25 days by the year 2050. In addition to climate change, the built environment results in hotter temperatures in urban areas. Urban features such as pavement, concrete, and buildings create what is called the **URBAN HEAT ISLAND EFFECT**. The resulting temperatures can be 5 - 10 degrees Celsius hotter than surrounding non-urban areas.

However, the Town can mitigate these effects through the design of public spaces and buildings in the Downtown. For example, water fountains, canopies and overhangs on buildings, green roofs, green spaces, street trees, and public spaces for cooling can all assist people with handling extreme weather. The Town also has a great asset with the nearby Sheep River, which can continue to act as a source of cooling for people on hot days.

Policies

- 3.2.1 Continue to provide water fountains throughout the Downtown for people and pets and monitor if expansion of the program is necessary.
- 3.2.2 Require buildings be designed with canopies, roof overhangs and other shade features to mitigate the heat.

- 3.2.3 Monitor the need for the Town to provide cooling or warming spaces in the Downtown.
- 3.2.4 Investigate how to provide easier, but safe access to the Sheep River for vulnerable populations (e.g. seniors) and people with limited mobility.
- 3.2.5 Investigate changes to urban infrastructure to reduce the urban heat island effect (e.g. alternative surfacing materials).

3.3 PUBLIC REALM KIT OF PARTS

The Town has established a public realm kit of parts to create a distinctive brand for public features in the Downtown, including street signs, light posts and benches. The following

graphics display this kit. These visual clues provide a reminder of that Downtown is a distinct area of the Town, one with a unique history, design and attention.



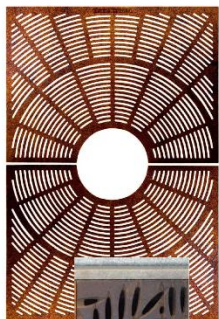
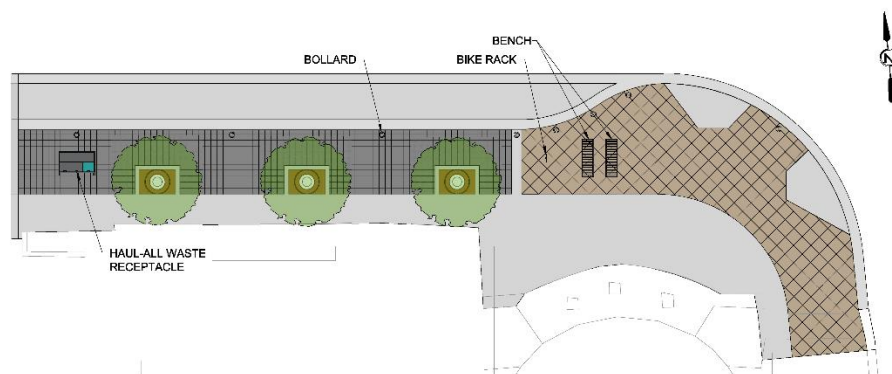
(above) Distinctive black street lights with banners and street furniture.



(above) Distinctive street signs with black background and white lettering, as well as a poppy symbol for Veterans Way.



Paris Site Furnishings
Premier Bench



Reliance Foundry
Boulevard Tree Grate



Paris Site Furnishings
Decorative Bollard and Pedestal Bike Rack



Paris Site Furnishings
Premier Picnic Table



Haul-all - 3-Stream Waste Receptacle

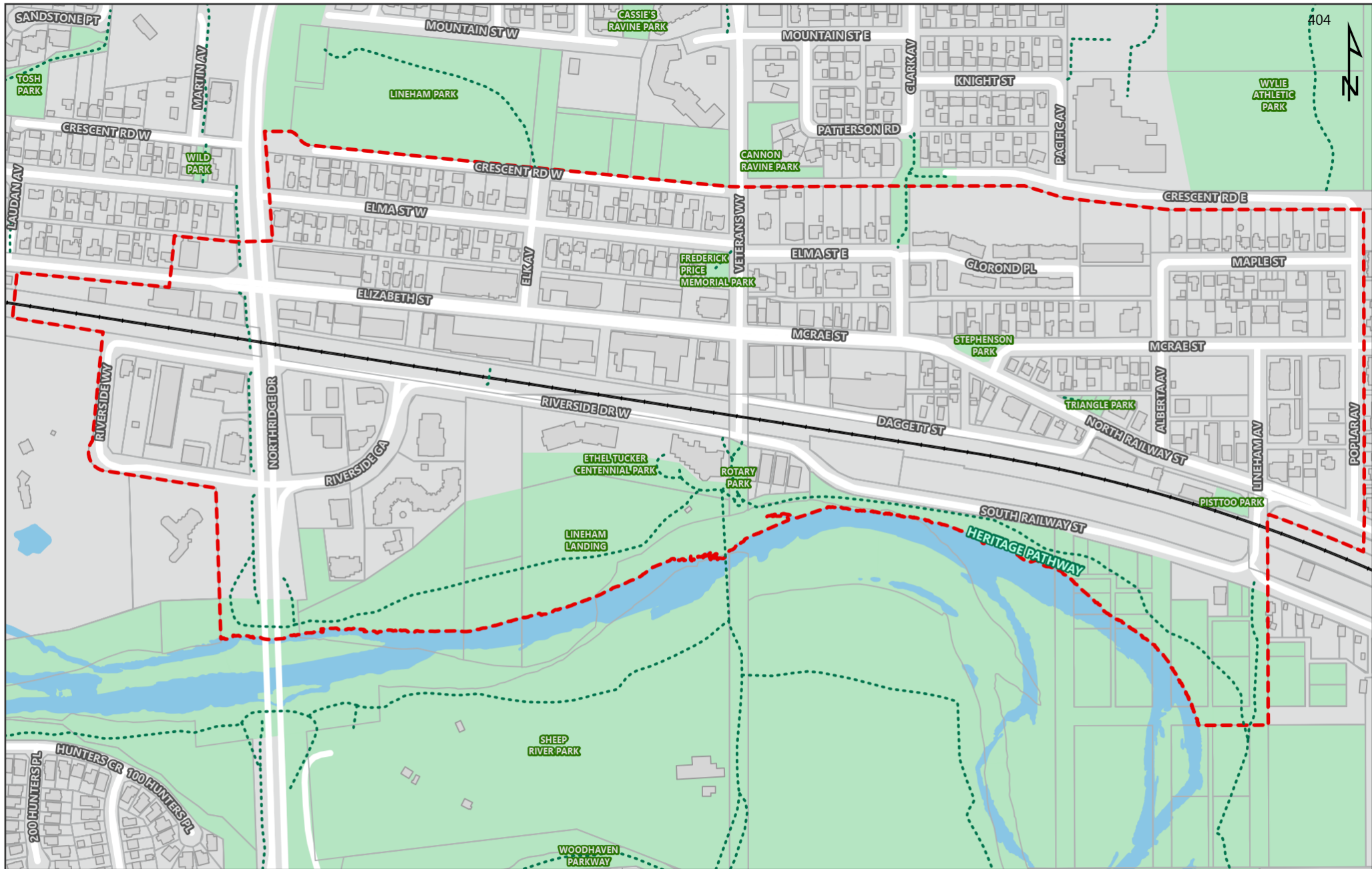


Decorative Light Standard

Kit of Parts

Multi-Year Downtown Enhancement
Town of Okotoks
January 2025

Figure 2 | Kit of Parts



Downtown Area Redevelopment Plan

Map 4 | Parks, Plazas, and Pathways

Legend

- Pathways
- CP Railway
- Park Spaces
- DARP Boundary

Created By:
Information Technology

Created Date:
2025-02-13

Scale: 1:5,400

0 50 100 200
Meters

3.4 PARKS AND PLAZAS

Parks and plazas enliven the Downtown! They act as critical gathering and play spaces during all seasons - for casual gatherings and organized events these spaces offer opportunities to socialize, relax, exercise and play. This network of parks and plazas also makes it possible to host the many Downtown events and activities that occur throughout the year. **MAP 4 | PARKS, PLAZAS** identifies the existing parks and plazas in the Downtown.

Policies

- 3.4.1 Ensure parks and plazas are accessible to all active transportation modes and people of all ages and abilities, including accessible infrastructure to get people to or from these spaces.
- 3.4.2 Ensure there is accessible infrastructure (sidewalks, pathways) within 100 metres of any park or plaza for people to get safely to and from the site.
- 3.4.3 Look for opportunities to add pathways, park or plaza spaces in the Downtown as redevelopment occurs. For example, full parks or plazas on larger parcels, or 'pocket plazas' on small sites.
- 3.4.4 Optimize park and plaza space by combining land with right-of-ways.
- 3.4.5 Review the park and plaza needs in the Downtown every 5-10 years to ensure sufficient provision of these spaces as redevelopment occurs

4 | HOW WE USE AND DEVELOP DOWNTOWN



4 HOW WE USE AND DEVELOP DOWNTOWN

4.1 DOWNTOWN-WIDE LAND USE POLICIES

The following policies apply to the entire Downtown area as shown on **MAP 1 | PLAN BOUNDARY & CHARACTER AREAS**. These policies are general in nature and intended to create a cohesive land use pattern and urban design throughout the Downtown.

4.1.1 Overall, the Downtown should be focused on land uses that are compatible with an active pedestrian environment. Appropriate land uses include:

- a) Parks and natural areas;
- b) Commercial and mixed-use developments;
- c) Residential, with a strong focus on attached housing; and
- d) Institutional uses.

4.1.2 Traditional industrial land uses (e.g. heavy manufacturing, storage yards, contractors) are not appropriate in the Downtown.

- a) Notwithstanding the above, craft manufacturing (e.g. craft brewing) and local artisan creators are encouraged to operate and create unique goods in the Downtown.

4.1.3 New drive-through uses shall not be permitted in the Downtown.

4.1.4 New auto-oriented land uses, such as car dealerships, car washes, auto-services, and gas stations shall not be permitted in the Downtown.

4.1.5 Development should be pedestrian-focused and designed using pedestrian-scale site planning.

4.2 DOWNTOWN-WIDE DESIGN GUIDELINES

High-quality design of sites and buildings benefits everyone! A well-designed building can offer shade to people walking by, provide interest and curiosity through architectural features, and add a sense of pride to the Downtown. Design guidelines act to ensure that buildings and sites interact with their surroundings in a beneficial and compatible way. Given the variety of architectural styles and eras in the Downtown, it is

important to ensure new developments are done in a compatible way that add to the area's sense of character.

The following policies apply to all developments in the Downtown, unless otherwise specified. Visual illustrations are provided to assist with understanding the written policies; however, the written policies prevail.

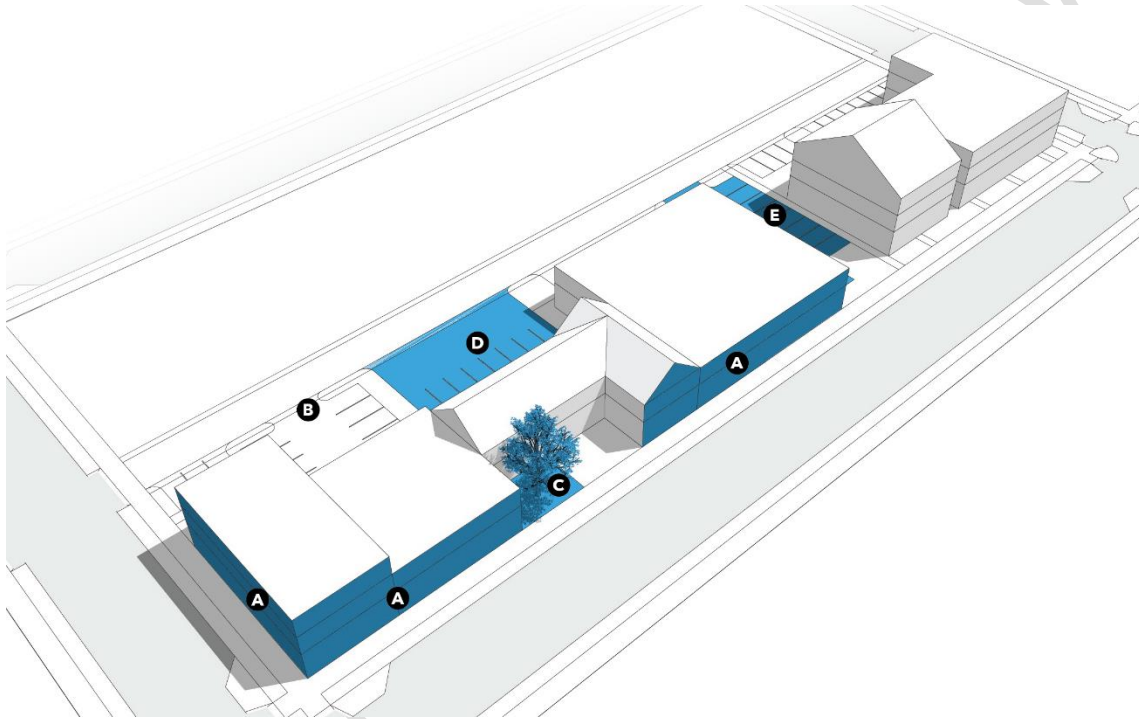


Figure 3 | General Building Placement Guidelines

Label & Name	Policy #
A – Street Wall	4.3.1
B – Shadows	4.3.2
C – Trees	4.3.3
D – Parking	4.3.4

All development applications should show compliance with the following policies in their drawings and application submissions.

Building Placement & Massing

- 4.2.1 Buildings should be aligned parallel to the street edge, forming a “street wall” to enhance the public realm and frame public streets and sidewalks.
- 4.2.2 Development should consider impacts on views and shadowing from adjacent buildings and streets and the overall compatibility with surrounding buildings and the landscape.
 - a) The Approving Authority may request a **SHADOW STUDY** as part of any development application within the Downtown to assist with decision-making that considers the overall compatibility of a development with the surrounding area.
- 4.2.3 Development projects should retain mature trees, where practical. Where retention of mature trees is not possible, replacement of trees at a minimum ratio of 1:1 is required for all sites and at a minimum ratio of 2:1 for any development site over 0.25 hectares.
- 4.2.4 Off-street parking lots shall not be located in front of buildings. Off-street parking areas should be provided at the rear or underneath buildings.
- 4.2.5 Parking located at the side of buildings may be considered provided:
 - a) The building is located outside the Main Street Character Area; and
 - b) The parking is not adjacent to the **SECONDARY FRONT** of a building on a corner lot.
 - c) Parking structures shall be screened and beautified through the use of plantings, landscaping and decorative walls.

GENERAL DESIGN GUIDELINES –BUILDING FORM

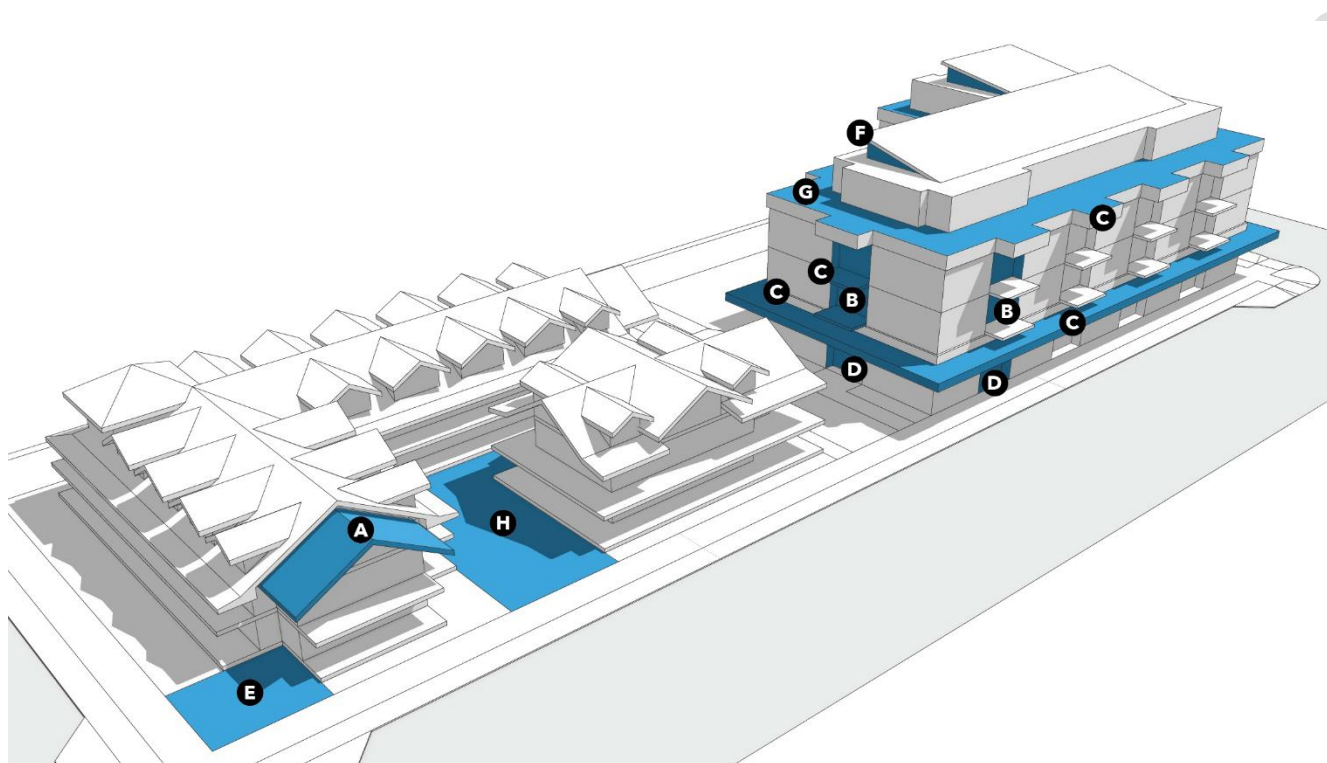


Figure 4 | General Design Guidelines Building Form

Label & Name	Policy #	Label & Name	Policy #
A – Width & Roof Shape Street	4.2.6	E – Corner Lots	4.2.10
B – Articulation	4.2.7	F – Green Roofs	4.2.11
C – Depth Features	4.2.8	G – Livable Spaces	4.2.12
D – Entrances	4.2.9	H – Courtyards	4.2.14

Building Form

- 4.2.6 Building width and roof shape should be sensitive to the overall pattern of the surrounding buildings and neighbourhood.
- 4.2.7 Buildings should use **ARCHITECTURAL ARTICULATION** and secondary architectural features to reduce the perceived mass of larger buildings.
- 4.2.8 Buildings should add depth to facades by incorporating **ARCHITECTURAL ARTICULATION**, balconies, bay windows, porches, canopies, awnings, decks or other elements into the facade design.
- 4.2.9 Buildings entries should be obvious, oriented parallel to the street, and prominent through the design of recesses or indentations in the building envelope, or the use secondary elements.
- 4.2.10 Buildings on corner lots should have high-quality design on both frontages, including avoiding large blank walls on either side, and providing windows, gables, and **ARCHITECTURAL ARTICULATION** on both frontages.
- 4.2.11 Green roofs and roof gardens are encouraged to provide open spaces away from the street, support biodiversity, and reduce solar heat gain on buildings.
- 4.2.12 Developments are encouraged to provide opportunities to create livable and engaging spaces, such as rooftop and ground floor patios, porches, urban plazas and gathering areas, and customer seating near sidewalks and parks.
- 4.2.13 Developments are encouraged to create courtyards on larger mixed-use or multi-unit developments to offer gathering space. Courtyards should:
 - a) Have an entrance that is visually clear from the street;
 - b) Offer green space and/or landscaping and space for activities;
 - c) Be visible from adjacent dwellings (for visual safety – ‘eyes on the park’);
 - d) Be spaced at a maximum 2:1 ratio, and minimum 3:1 ratio to building height that also considers shadow impacts and useability; and
 - e) Not be used for parking.

GENERAL DESIGN GUIDELINES –BUILDING FAÇADE ELEMENTS



Figure 5 | General Building & Façade Design Guidelines

Label & Name	Policy #	Label & Name	Policy #
A – Horizontal Features	4.2.14	G – Window Pattern	4.2.18
B – Facing Street	4.2.15	H – Shading Window	4.2.20
C – Entries	4.2.16	I – Building Materials	4.2.21
D –		J – Top Lighting	4.2.23
E – Large Windows	4.2.17	K – Side Lighting	4.2.24
F – Window Orientation	4.2.18	L – Amenity Areas	4.2.25

Building & Façade Design Elements

- 4.2.14 Buildings should differentiate between commercial spaces and residential in mixed use buildings, or between first and second floors of a residential building through the use of horizontal decorative cladding, awnings, canopies, or different materials.
- 4.2.15 For properties that front onto multiple streets, the building design should front both streets.
- 4.2.16 Building entries must:
 - a) be visible from the street,
 - b) should be emphasized with trim detailing and variation in colour; and
 - c) include differentiated ground surfaces, special paving, landscaping, lighting and integrated signage.
- 4.2.17 Large windows are encouraged to be broken up into smaller glass areas using **MULLIONS** and **MUNTINS**.
- 4.2.18 Windows along a street wall should have a similar orientation to the building form (i.e. vertical building = vertical windows, and horizontal building = horizontal windows).
- 4.2.19 Windows on the upper storeys along a street wall should be:
 - a) The same shape and size as each other;
 - b) Placed in a symmetrical pattern; and
 - c) Reflect building structural elements established on the first storey (e.g. a window on upper storeys should not be placed above a column on the first storey).
- 4.2.20 Buildings should incorporate shading strategies for windows, such as **BRISE SOLEILS**, automated blinds, or eggcrate shading to reduce overheating in the summer, and allow solar gain in the other seasons.
- 4.2.21 Preferred building materials should be resilient to hail and storms and include: architecturally finished stone, brick, glass, steel, wood and complementary composite materials that are similar to these core materials. Vinyl siding is not a preferred building material.
- 4.2.22 Lighting should be **DARK SKY** compliant and used to increase safety and to highlight architectural or landscape details/features such as entries, signs, canopies, plantings and art.
- 4.2.23 Buildings should consider top lighting to allow natural light such as, north-, and east-facing clerestory windows, monitor skylights, and north-angled skylights.
- 4.2.24 Side lights and transom lights should be used to allow for light and views to the outside.
- 4.2.25 Indoor amenity areas should be combined with lobbies to activate the space.

GENERAL DESIGN GUIDELINES – PUBLIC SPACE

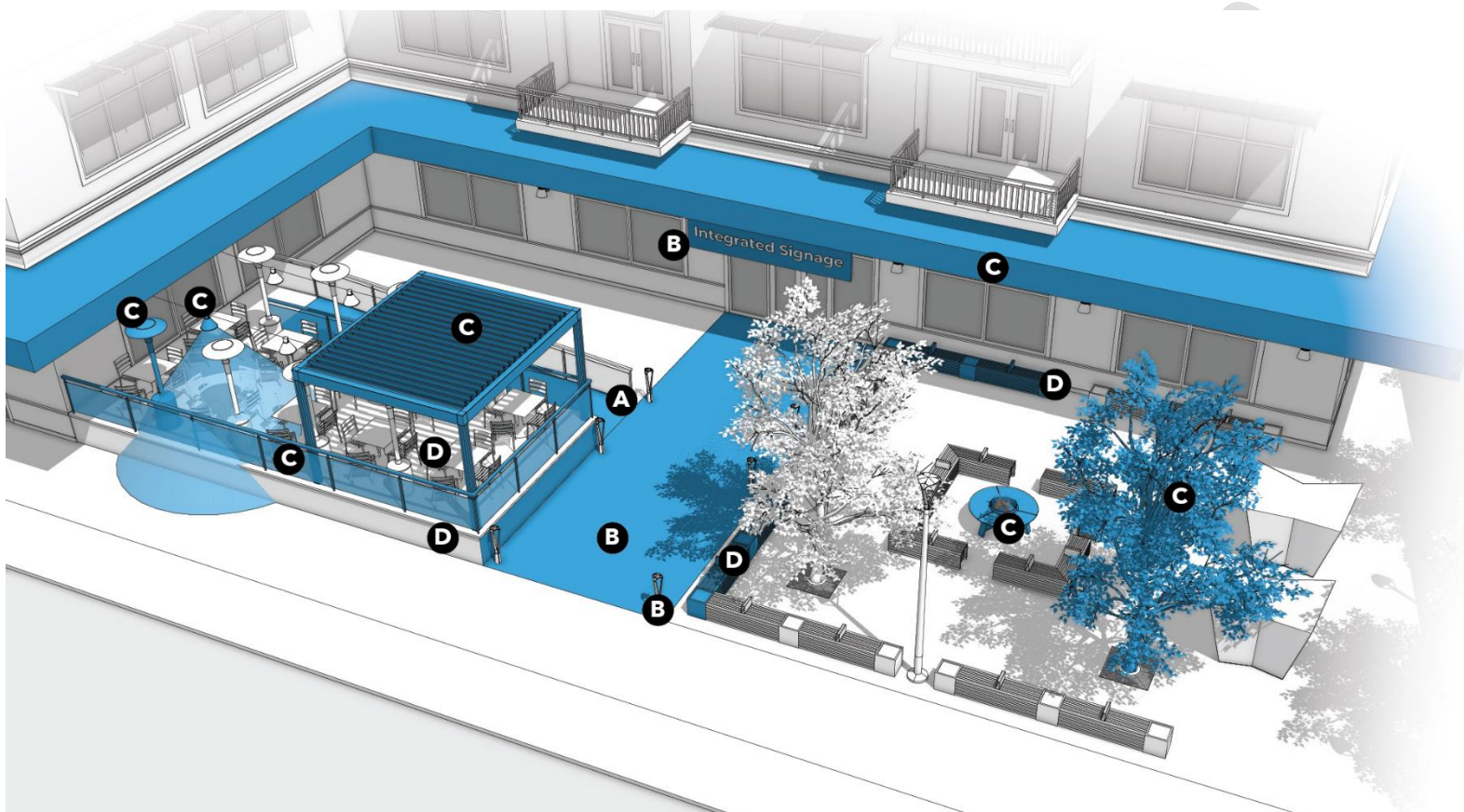


Figure 6 | General Design Guidelines Public Space

Label & Name	Policy #	Label & Name	Policy #
A – Accessibility	4.2.26	C – Four Season Design	4.2.28
B – Entrance Integration	4.2.27(a)	D – Outdoor Seating	4.2.27(b)

Connecting Public Spaces

- 4.2.26 All public spaces, commercial and public buildings should be designed to be fully accessible for those with mobility or sensory challenges.
- 4.2.27 Outdoor seating on private land, or managed by a private business on public land should:
 - a) Be integrated with the entrance pathway to a building;
 - b) Integrate seating into the entrance design using seating walls;
 - c) Not be completely enclosed, but should be viewable from the adjacent sidewalks and streets; and
 - d) Ground floor enclosed patios are permitted a maximum of 1.1 m above the sidewalk.
- 4.2.28 Outdoor spaces, including patios, decks, porches, courtyards and plazas should incorporate interventions

to make outdoor space more useable throughout the year. Effective strategies should be included in site and building design, including:

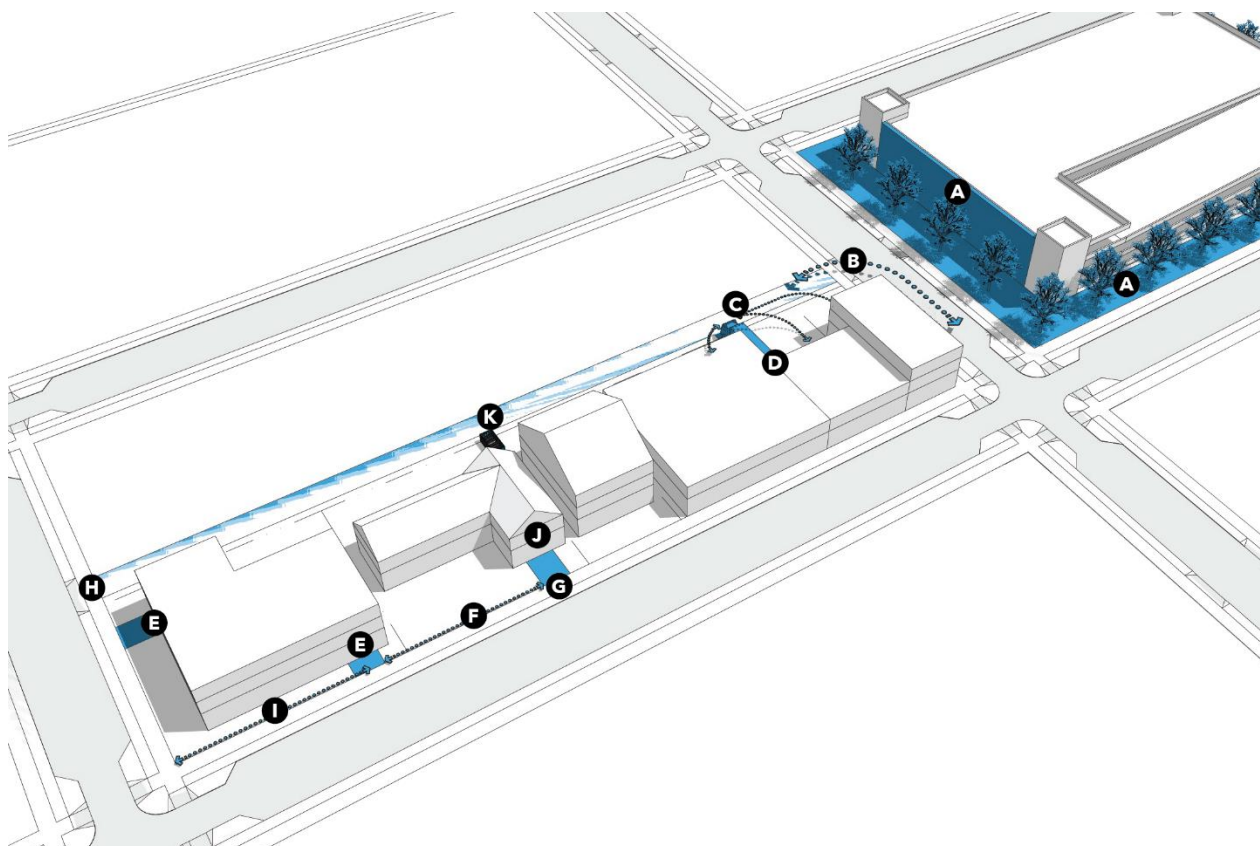
- a) Shelter from the rain, sun and wind (e.g. wind breaks);
- b) Outdoor heating;
- c) Lighting; and
- d) Air movement.

4.2.29 Outdoor patios should not be completely enclosed but should be viewable from the adjacent sidewalks and streets.

4.2.30 Buildings should be designed to take advantage of passive solar gain.

4.2.31 Refuse containers (garbage, compost, recycling) shall be screened.

GENERAL DESIGN GUIDELINES PARKING AREAS



Label & Name	Policy #
A – Screening	4.2.32
B – Parking Location	4.2.33 & 4.2.34
C – Parking & Loading	4.2.34 & 4.2.35
D – Sharing Loading	4.2.36
E – Integrated Loading	4.2.37
F – Max Driveways	4.2.38
G – Width	4.2.39
H – Shared Use	4.2.40
I – Driveway Separation	4.2.41
J – Front Driveways	4.2.42

Figure 7 | General Parking Design Guidelines

Parking Lots & Structures

- 4.2.32 Parking structures shall be screened and beautified through the use of plantings, landscaping and decorative walls.
- 4.2.33 Off-street parking lots shall not be located in front of buildings. Off-street parking areas should be provided at the rear or underneath buildings.
- 4.2.34 Parking located at the side of buildings may be considered, provided:
 - a) The building is located outside the Main Street Character Area; and
 - b) The parking is not adjacent to the Secondary Front of a building on a corner lot.

Loading

- 4.2.35 Service and loading access to a building should be from a secondary street or backlane, where access exists.
- 4.2.36 Businesses are encouraged to share service, loading and utility areas to ensure efficient use of land.
- 4.2.37 Service and loading areas should be integrated into the architecture of the site.

Driveways

- 4.2.38 The maximum number of driveways and curb cuts per lot is two (2).
- 4.2.39 The maximum width of driveways and curb cuts shall be 6.0m.
- 4.2.40 Shared use of driveways is encouraged to reduce the interruption of the streetscape, sidewalks and increase pedestrian safety.
- 4.2.41 Driveways should be located as far from the nearest intersection as possible.
- 4.2.42 Where front driveways are permitted within active frontage areas, they should be located within the building massing with additional floors built above the driveway. These driveways should be integrated with the design of the streetscape and building.

Bicycle Parking

- 4.2.43 Bicycle parking should be provided near building entrances without interrupting pedestrian flow.
- 4.2.44 Bicycle parking shelters should be provided and located in convenient and safe locations on the site.

4.3 GATEWAYS

Gateways are the first visual cue for people entering the Downtown and quickly portray important information to those entering the area, including: Is this an interesting place? Is it safe? Are there other people moving the way I am (e.g. driving, walking, riding)? Is it unique and different than other places? Can I park my bike, vehicle, or stroller? This information is evident to a person within the first few seconds. Veterans Way is an example of a thematic gateway with

numerous historical and art installations to recognize the sacrifices of Canadian veterans. This gateway portrays to those entering the Downtown that the Town celebrates its veterans, takes pride in its streets and sidewalks, and that there's space for anyone wishing to drive, walk or roll. As shown on [MAP 5 | GATEWAYS](#) the Downtown has both roadway and pathway gateways, each providing a unique perspective entering the Downtown.



(above left) Southridge at the Sheep River Bridge looking south



(above right) Northridge looking south

A. Elizabeth Street at Northridge / Southridge Drive

This is the primary vehicular gateway to Downtown and likely the one most frequently used by visitors. It does have sidewalks, but due to the high volume of vehicular traffic and limited pedestrian infrastructure it can be unfriendly to pedestrians. A pedestrian crosswalk at Elma Street and Northridge Drive provides

a northwest gateway for pedestrians to the Downtown and a bridge across the Sheep River provides for pedestrian access from the south.



B. Veterans Way
(above)

This multi-modal gateway is more likely to be used by locals living north of Downtown than visitors. Driving, walking or rolling are all options at this gateway that remembers the sacrifices of Canadian veterans. However, the steep hill is a barrier to people with less mobility or when winter conditions result in ice and snow challenges.



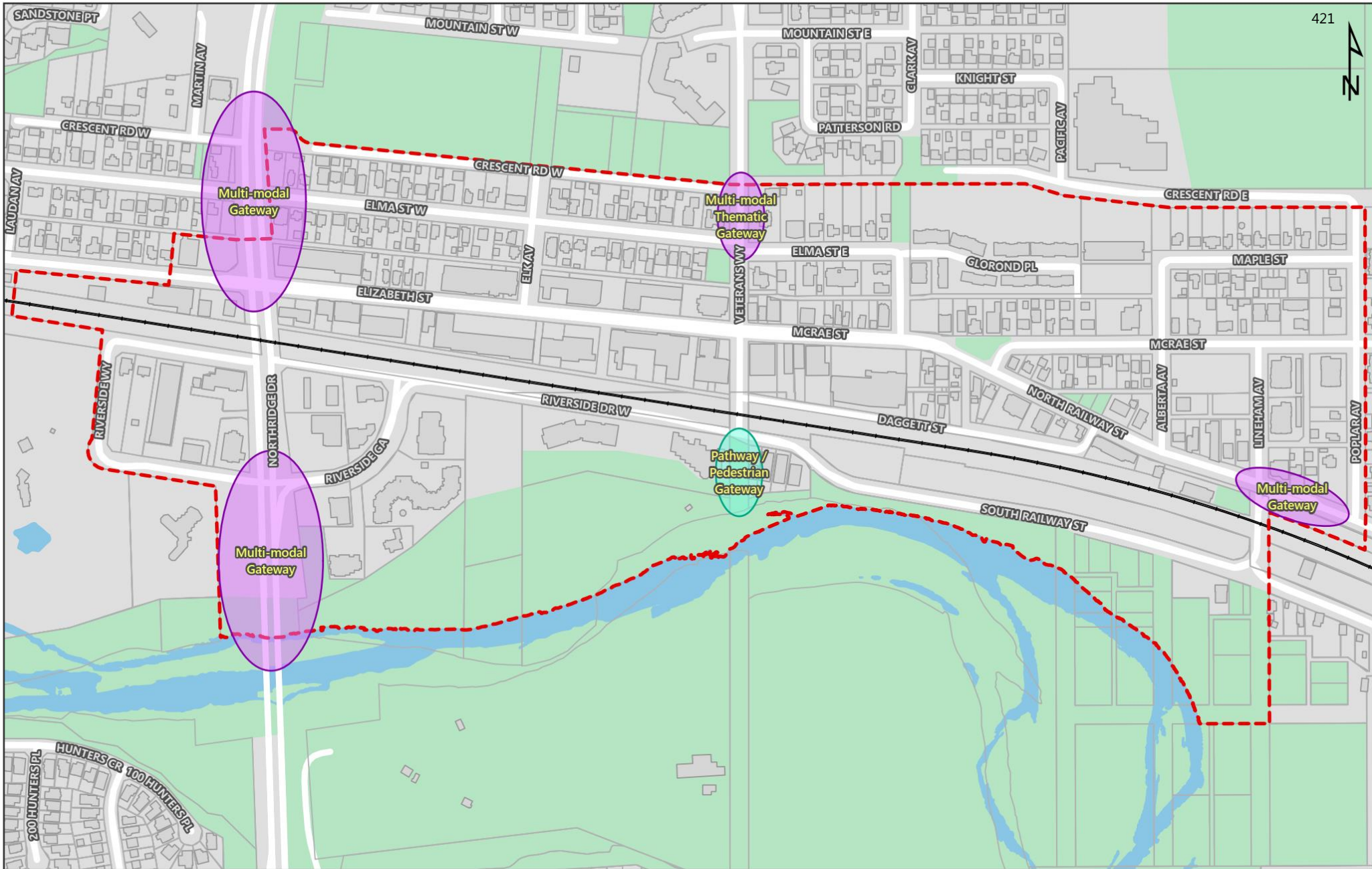
C. North Railway Street at Lineham Avenue
(above)

This is the primary vehicular gateway from the east with some multi-modal access for those walking and rolling from nearby residential areas. Sidewalks are predominately on the north side of the street due to the undeveloped nature of the land and railway on the south side. The Okotoks Art Gallery and Pisttoo

Park on the southwest corner of this intersection provides green space and gathering areas, and forms part of the visual gateway to Downtown from the east.



D. Laurie Boyd Bridge This pedestrian bridge provides a pathway gateway for those entering Downtown from the residential neighbourhoods and park spaces to the south. The gateway provides a lot to offer, with an art installation of peace polls, Lineham Landing Park, Ethel Tucker Centennial Park, Rotary Park, play structures, the Sheep River and small treed gathering spaces.



Downtown Area Redevelopment Plan

Map 5 | Gateways

Legend

Gateways

- Multi-modal
- Pedestrian

- DARP Boundary
- Park Spaces
- CP Railway

Created By:
Information Technology

Created Date:
2025-02-13

Scale: 1:5,400

0 50 100 200
Meters

4.3.1 Gateways to the Downtown should:

- a) Be safe for those traveling by vehicle, walking, biking or rolling, including sidewalks on all sides of the street;
- b) Contain sufficient vehicular and pedestrian lighting for night-time safety in all four seasons;
- c) Express pride in the Downtown through high-quality landscaping and artwork;
- d) Contain easy-to-read and use wayfinding and signage that identifies how to enter the Downtown;
- e) Be a priority for snow clearing and street cleaning on roads and sidewalks for the safety of all modes of transportation;
- f) Feature artwork that celebrates Okotoks and area.

4.3.2 The Town endeavours to strengthen, beautify, and improve the gateways to Downtown over time through:

- a) Enhancements to the publicly-owned land (i.e., public realm), including: lighting, safety, landscaping, sidewalks/pathways, artwork, and wayfinding; and
- b) Encouraging private land developments to contribute to beautification of gateways through high-quality landscaping and architecture that complements the gateway improvements on public land.

4.3.3 Private developments adjacent to a gateway areas should:

- a) Locate buildings to complement and interact with the gateway (e.g., building near the front property line with entrance near a sidewalk);
- b) Ensure that all building sides that face a gateway are architecturally interesting, (e.g., contain building entrances, windows, doors, or gables) and avoid large blank walls;
- c) Add art or other visual design features near gateways; and
- d) Place private signage so it complements and does not compete with public wayfinding signage.

4.3.4 Private developments adjacent to a gateway area should not have:

- a) Refuse bins (garbage, recycling, compost) between the building and the adjacent gateway road, sidewalk or pathway;
- b) Large blank walls facing an adjacent gateway road, sidewalk or pathway;
- c) Loading areas facing an adjacent gateway road, sidewalk or pathway;
- d) Parking areas with no or minimal landscaping adjacent to a gateway road, sidewalk or pathway;

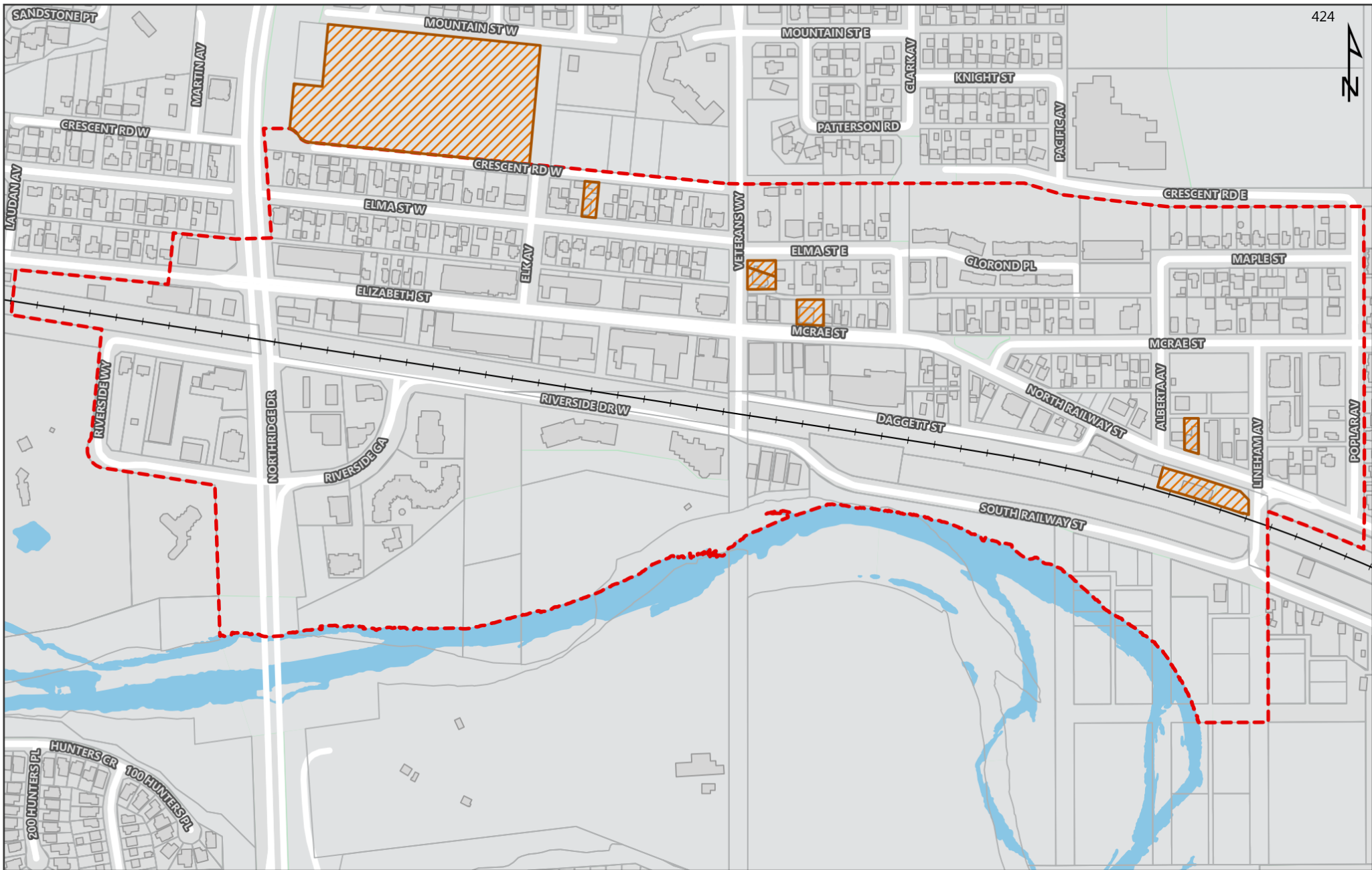
4.4 HERITAGE CONSERVATION

The Town of Okotoks recognizes that its heritage resources are of value to the character and sense of community that historically built and continues to build the town. (Municipal Heritage Designation Program, 2018)



Downtown includes the majority of historical buildings in Okotoks, but also historical sites, such as the old Macleod Trail. The Town has taken steps to preserve and protect this heritage through the Municipal Heritage Designation Program, Municipal Development Plan policy and Town investment in its historical areas and buildings. The following policies apply to all designated historical properties and are shown on **MAP 6 | DESIGNATED HISTORICAL PROPERTIES** (as of 2024).

- 4.4.1 The policies in this section apply to any property officially designated by the Town as a historical property. If a property is designated as a historical property after the adoption of this Plan the policies of this section apply.
- 4.4.2 Conserve, celebrate and integrate heritage buildings and other historical elements, including natural heritage elements, into Downtown development by:
 - a) Not removing, replacing or substantially altering any intact or repairable **CHARACTER DEFINING ELEMENTS** of historical sites to the extent possible, including not moving part of an historic place if its current location is a character defining element;
 - b) Conserving changes to an historical place that, over time, have become **CHARACTER DEFINING ELEMENTS** in their own right;
 - c) Not creating 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.



Downtown Area Redevelopment Plan

Map 6 | Designated Historical Properties

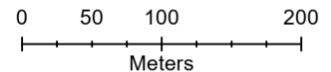
Legend

- CP Railway
- - - DARP Boundary
- ▨ Municipally Designated Resources

Created By:
Information Technology

Created Date:
2025-03-05

Scale: 1:5,400



4.4.3 Downtown development proposals will be required to demonstrate how they have addressed any on-site heritage components, through:

- a) Documenting and assessing the function, condition, materials and surroundings of built features and the relationship of those features to each other and to the historic place, before beginning project work;
- b) Design and land use that requires minimal or no change to a historical place **CHARACTER DEFINING ELEMENTS**;
- c) Preserves **CHARACTER DEFINING ELEMENTS** physically and visually compatible with the historic place;
- d) Conserving the heritage value and **CHARACTER DEFINING ELEMENTS** when creating any new additions to an historic place or any related new construction. The additions should be physically and visually compatible with subordinate to and

distinguishable from the historic place where possible;

- e) Adding new features to meet sustainability requirements, such as solar panels or a green roof, in a manner that respects the exterior form and minimizes impact on **CHARACTER DEFINING ELEMENTS**;
- f) Designing and installing new windows, doors or storefronts required by a new use or non-character-defining elevations in a manner that is compatible with the building's style, era and character, while also considering sustainability and energy efficiency;
- g) Modifying, replacing or designing a new entrance, porch or balcony required by a new use or applicable codes and regulations, in a manner that is compatible with the building's style, era and character.

5 | ENHANCING OUR UNIQUE CHARACTER AREAS



5 ENHANCING OUR UNIQUE CHARACTER AREAS

The beauty and enjoyment of Downtown stems from its composition of unique streets, architecture, plazas and natural features. Where these various components are relatively similar, they are called *character areas*. A *character area* simply means an area of the Downtown with its own unique characteristics, such as similar building or road design, or

proximity to a natural feature, such as the Sheep River. For the purposes of this Plan, Downtown Okotoks is divided into the following four character areas as shown on **MAP 1 | PLAN BOUNDARY & CHARACTER AREAS**. These character areas are: Main Street, Elma Street West, Maple Area, and Riverfront.



Main Street: The Main Street area is the spine of Downtown, connecting together Elizabeth Street, McRae Street and North Railway Street. Main Street is also the location of many local special events and festivals with street closures that enable thousands of people to attend these events. This area receives the most economic activity and traffic in the Downtown. However, activity typically diminishes during evenings and weekends without special events. To assist local businesses, more activity during evenings and weekends will be encouraged through this Plan.

The architectural pattern is varied with heritage buildings mixed with more modern design. Historically the buildings were close to the street with parking in the rear. However, more modern construction in the 1980s and 1990s veered away from that design. The desire is to bring back the classic Downtown feel, with buildings close to the sidewalk and street, and parking on-street to encourage more pedestrian activity and safety.



Elma Street West: Elma Street West is the historic District of Okotoks. This area showcases the Town's heritage, predominantly through Queen Anne Revival style houses constructed in the early 1900s. The streets are beautifully tree-lined with a large canopy of ash and other deciduous trees that shield pedestrians from the natural elements. Sidewalks with boulevards are present on the south side of Elma Street West but absent on the north. While historically a residential area, this area has transitioned to accommodate commercial uses, home-businesses, and live-work properties. Infill and redevelopment of this area will need to be sensitive to this historical and architectural context.



Maple Area: The Maple area is a mainly residential area in the northeast portion of the Downtown that has a variety of attached and detached residential units from a mixture of architectural eras. The area provides Downtown with a growing population base to support businesses. Properties closest to Main Street have seen growth of home-businesses, which is likely to continue and expand. This area will continue to redevelop as midrise residential buildings, which will add to the economic and social activity in the Downtown. As this happens, it will be important to improve pedestrian and active-transportation linkages from this area to Main Street.



Riverfront: The Riverfront is the most natural of the four character areas, with the Sheep River as the southern border. The connection between Main Street and the Sheep River has always been important to the Town and its residents. As the Riverfront area evolves, it should maintain and improve the connectivity between these two key Downtown areas. Residents and visitors should be able to easily combine an ice cream and a walk along the river. The Riverfront has seen continued public investment over the years from the former library to the recently built Arts & Learning Campus. Private businesses on the west end provide a transition to commercially focused Northridge Drive.

5.1 MAIN STREET AREA



Description

The central spine of the Downtown runs along what is often known as “Main Street”, providing the main area of commerce in Downtown and the one that has incrementally evolved the most over time. The primary road in this area has three names, as it goes from Elizabeth Street on the west boundary, to McRae Street at the intersection of Veterans Way, and transitioning to North Railway Street at the east end. The area

has an eclectic mix of buildings from different eras that creates a quirky and interesting feel.

However, many buildings along the Main Street are strip malls that are separated from the street by surface parking lots and lack pedestrian features. This site design detracts from the small-town feel of Downtown and discourages pedestrian movement. It will be important to transition these sites to the historic design of the Downtown, where buildings are located at the street.

Main Street Vision



Main Street is envisioned as the primary economic and social activity spine of the Downtown, with buildings that front the street, abundant trees and landscaping, and plenty of sidewalks and pathways that encourage people to walk, bike and roll.

Buildings along the Main Street should face the street and be a mix of uses, with multiple storeys of residential and retail at the ground floor. Parking should be located behind buildings. This format ensures efficient use of land and maximizes daily customers and opportunities for economic activity.



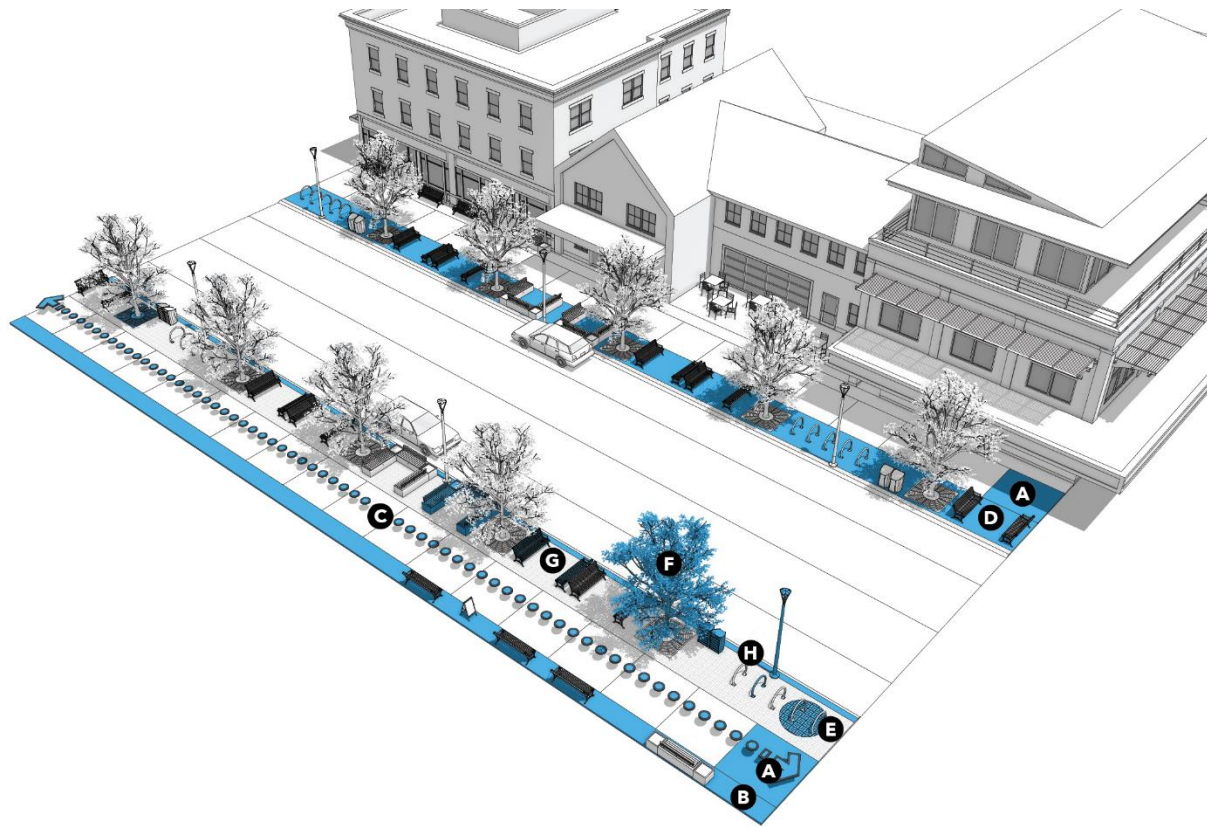
Figure 8 | Main Street Character Area

The following policies apply to the Main Street Character area as shown on **MAP 1 | PLAN BOUNDARY & CHARACTER AREAS.**

GENERAL POLICIES

- 5.1.2 The Main Street Character Area should be primarily for commercial and mixed-use land uses, with a focus on retail uses at the ground level.
- 5.1.3 Primary buildings should be programmed with **STREET ACTIVATING LAND USES** on the ground floor. **STREET ACTIVATING LAND USES** include those uses that have short stays and a high-level of human-to-human interaction that is publicly visible. This includes, but is not limited to: retail stores, pubs, hair stylists, cafes, and restaurants.
- 5.1.4 Buildings should be mixed-use with **STREET ACTIVATING LAND USES** on the ground floor and other land uses (i.e. residential, office and institutional uses) above ground-level.
- 5.1.5 Office uses should be located above or behind ground floor **STREET ACTIVATING LAND USES.**
- 5.1.6 Residential uses should be located above or behind ground floor **STREET ACTIVATING LAND USES.**
- 5.1.7 Developments are encouraged to incorporate rooftop patios and other urban elements as a way of providing residents and businesses with livable spaces on their property.
- 5.1.8 Main Street should continue to be designed as the primary thoroughfare for pedestrians and vehicles in the Downtown. Design priority is to promote commercial activity and for safe pedestrian movement through strong multi-modal infrastructure.
- 5.1.9 Street trees should be maintained and enhanced, if possible, to provide refuge from the heat and weather

MAIN STREET DESIGN GUIDELINES – PUBLIC SPACE



Label & Name	Policy #
A – Sidewalks	5.1.10
B – Frontage Zone	5.1.11(a)
C – Pedestrian through Zone	5.1.11(b)
D – Amenity Zone	5.1.11(c)
E – Paving	5.1.12(a)
F – Trees	5.1.12(b)
G – Benches	5.1.12(c)
H – Garbage bins / Light Poles	5.1.12(d)

Figure 9 | Main Street Design Guidelines Public Space

MAIN STREET DESIGN GUIDELINES - PUBLIC SPACE

5.1.10 Streets in the Main Street area should have sidewalks on both sides of the street.

5.1.11 Each sidewalk should be comprised of:

- a) A **FRONTAGE ZONE** of 0.3 m (minimum) to 1.0 m (maximum) between buildings and the "pedestrian through zone";
- b) A **PEDESTRIAN THROUGH ZONE** of 1.5m (minimum) to 3.0m (maximum), where no obstructions are permitted.
- c) An **AMENITY ZONE** of 1.5 m (minimum) to 3.0 m (maximum) between the street and **PEDESTRIAN THROUGH ZONE**; and

5.1.12 **AMENITY ZONES** should include trees, benches, bike racks, lighting, and garbage and recycling bins in accordance with the following:

- a) **AMENITY ZONES** should be comprised of a different surface material than the **PEDESTRIAN THROUGH ZONE** (see approved **KIT OF PARTS** in for options)

b) Trees should be:

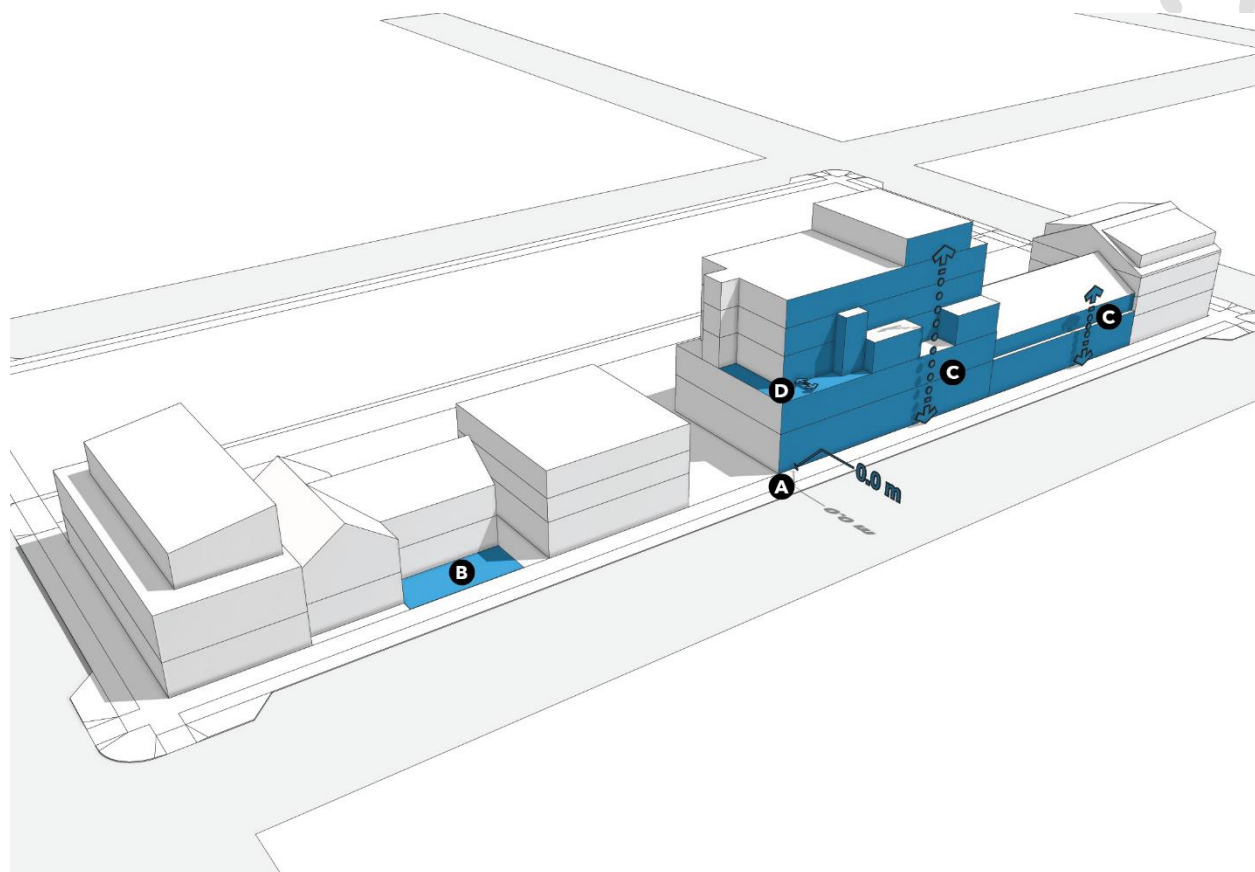
- i) Placed in a silva / soil cell that is a minimum of 1.5;
- ii) Spaced suitably apart (recommended 10.0m separation);
- iii) Be a deciduous species that is round, in a shape that provides shade (v.s. columnar); and
- iv) Covered by a CSA-compliant tree grate or located within a protected stormwater feature.

c) Benches should be:

- (i) Placed perpendicular to the sidewalk; and
- (ii) In facing pairs spaced approximately 2.0m apart.

d) Garbage bins, recycling bins, and light poles should be located 0.15m to 0.3m from the edge of the curb.

MAIN STREET DESIGN GUIDELINES – PRIVATE SPACE – BUILDING PLACEMENT & MASSING



Label & Name	Policy #
A - Setbacks	5.1.14
B - Setback Exceptions	5.1.15
C - Building Height	5.1.16
D - Building Step-back	5.1.17

Figure 10 | Main Street Design Guidelines Building Placement

MAIN STREET DESIGN GUIDELINES – PRIVATE LAND

5.1.13 All buildings in the Main Street area are subject to the Downtown-Wide Design Guidelines in **SECTION 4.2**. If there is a conflict between the Downtown-Wide and Main Street Design Guidelines, the Main Street Design Guidelines prevail.

Building Placement & Massing

5.1.14 Building front and secondary front setbacks from the street should be 0m.

5.1.15 Notwithstanding the above, building setbacks greater than 0m from the street may be permitted where:

- a) The space will be used for private active uses, such as entry alcoves, sidewalk vendors, patios, seating and restaurant dining up to a maximum of 8.0m; or
- b) The space will be used for a courtyard with a no maximum setback, and provided that part of the building is within 2.0m of the front property line.

5.1.16 New buildings should have a minimum of two storeys and be a maximum of six storeys.

5.1.17 Buildings greater than two storeys should step-back the building above the second storey a minimum distance of 3.0 m.

Building Form

5.1.18 Buildings should face Elizabeth / McCrae / North Railway Streets.

5.1.19 For corner sites, buildings should face both Elizabeth / McCrae / North Railway Streets and adjacent side streets and be placed as close to the intersection as possible to anchor the corner.

5.1.20 Buildings with ground floor commercial uses should support a high-quality pedestrian environment by creating smaller commercial frontages, with individual storefronts not exceeding 6.0m to 10.0m wide. Consideration of wider frontages will be considered if the majority of the Building & Façade Design Guidelines (below) are met.

MAIN STREET DESIGN GUIDELINES – PRIVATE SPACE – BUILDING FORM & FACADES

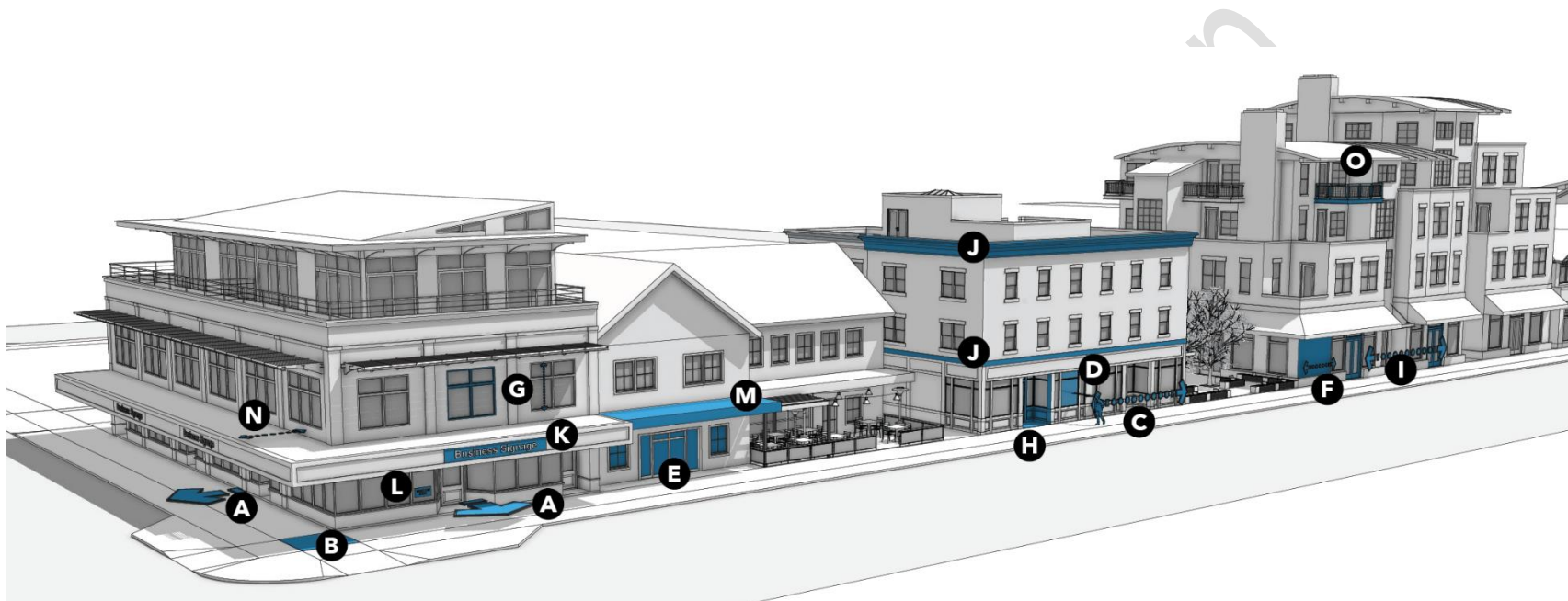


Figure 11 | Main Street Design Guidelines Building Form

Label & Name	Policy #	Label & Name	Policy #
A – Facing Street	5.1.18	F – Blank Walls	5.1.23
B – Corner Placement	5.1.19	G – Windows & Doors	5.1.24
C – Smaller Frontages	5.1.20	H – Entries	5.1.25
D – Permeable Edge	5.1.21	I – Entrance Separation	5.1.26
E – Glazing	5.1.22	J – Cornices & Parapets	5.1.27

Building & Façade Design Elements

- 5.1.21 Active building frontage should engage passing pedestrians with a “**PERMEABLE EDGE**” between the building and street, as appropriate to building uses.
- 5.1.22 Street-facing ground floors should have a minimum of 50 percent glazing with windows and doors that give pedestrians a clear view into the ground floor use.
- 5.1.23 Blank walls along streets should be no more than 4.0 m in length divided by glazing.
- 5.1.24 Windows and doors in new buildings should have vertical proportions (i.e. taller than they are wide), and where windows and door openings along a street wall are wider than they are taller, they should be broken up with vertical elements such as **MULLIONS** or **MUNTINS**, in a minimum 1:1 height to width ratio.
- 5.1.25 Building entries should be obvious, identifiable and distinctive with clear lines of sight and lobbies visibly connected to the street.
- 5.1.26 Building entrances on any individual building should not be more than 15 m apart along any building.
- 5.1.27 Cornices and parapets can provide a distinctive upper edge to the building’s façade, but their design must be carefully considered. Cornices should only be used to define the horizontal demarcation of the top floor of

the façade (upper cornice) and/or the top of the first floor (intermediate or lower cornice).

Signage

- 5.1.28 Signs should respect the building form and style and be scaled to fit its purpose and context.
- 5.1.29 Window signage must not cover more than 20% of each glazing area, except if required due to licensing conditions. (e.g. Cannabis Retail).
- 5.1.30 Freestanding signs are not permitted in the Main Street Area.

Climatic Conditions

- 5.1.31 **ACTIVE FRONTAGE AREAS** should include overhangs or glazed canopies to provide shelter for pedestrians from wind, rain and sun.
- 5.1.32 Canopies and awnings should be a minimum of 2.0 m measured from the building face to the outer edge.

Balconies

- 5.1.33 **PROJECTING BALCONIES** should not be located on the first two storeys of the front façade. Between three to four storeys balconies are encouraged and should be recessed behind the street wall. **JULIETTE BALCONIES** provide interaction with the street while maintaining a consistent street wall.

5.2 ELMA STREET WEST

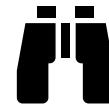


Description

Elma Street is the historic district of Okotoks. This area showcases the town's heritage, predominantly through Queen Anne Revival style houses constructed in the early 1900s. Through the engagement process, residents strongly expressed the desire to protect these heritage assets.

The following guidelines recommend the preservation of the building stock while allowing for sensitive infill development to improve the functionality and sustainability of the streets. Sensitive infill refers to new additions and renovations to historic structures that are subordinate to, distinguishable from and compatible with the existing building. These adjustments will improve the mixed-use function of the buildings while maintaining the heritage image of the community.

Elma Street West Area Vision



The future of Elma Street West is an area that blends old and new, with retention and conservation of heritage assets while new buildings are added or renovated in a way that blends in seamlessly. Local small businesses and residents both flourish, while the area provides a unique location where people can still live and work on the same property. The streetscape provides for all modes of transportation, with sidewalks on both sides of streets and a continuous tree canopy.

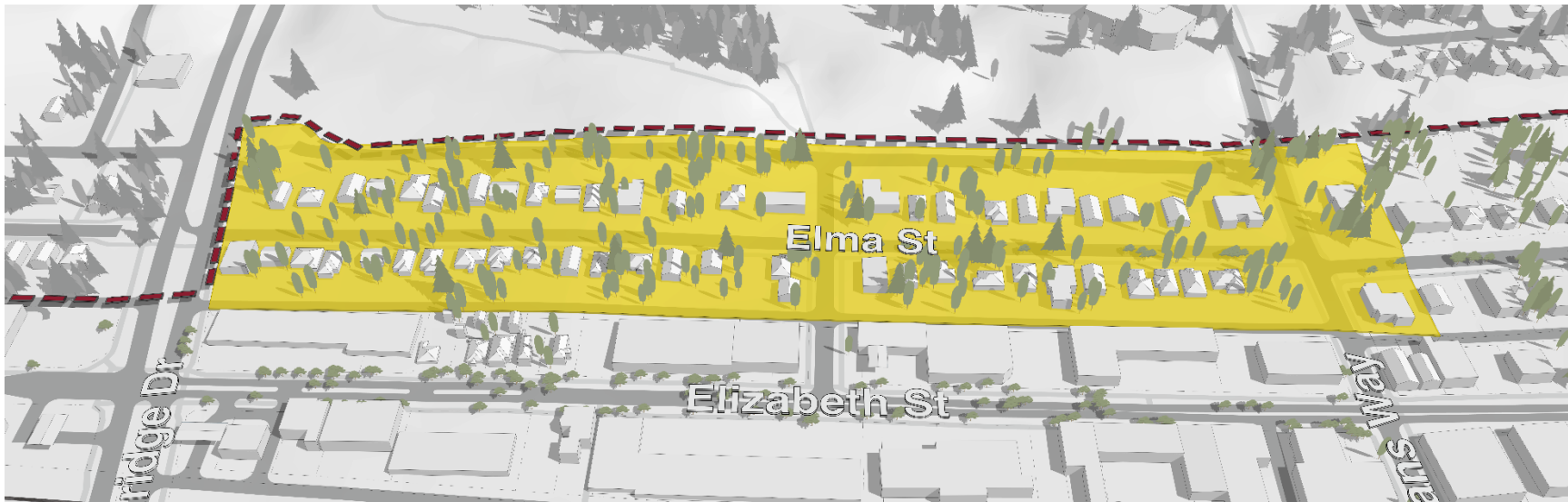


Figure 12 | Elma Street West Character Area

GENERAL POLICIES

- 5.2.1 Appropriate land uses for the Historic Elma Street include live-work, mixed-use (residential and commercial), commercial, institutional and residential.
- 5.2.2 New developments should provide a Design Brief (including visuals) identifying how the architecture and site design considers the historical context of Elma Street, including detailing the project's use of materials, colours, scale, setbacks, roof lines, and general building architecture.

- 5.2.3 The Elma Street West area should accommodate sensitive infill and redevelopment while conserving the unique heritage qualities of Elma Street, including:
 - a) Tree-lined streets with boulevards and on-street parking;
 - b) One to three-storey buildings with a residential character and appearance (e.g. peaked roofs, single front door, gables and overhangs);
 - c) Low profile front fences;
 - d) Front porches; and
 - e) Traditional front yard setbacks, including not varying minimum front yard setbacks.

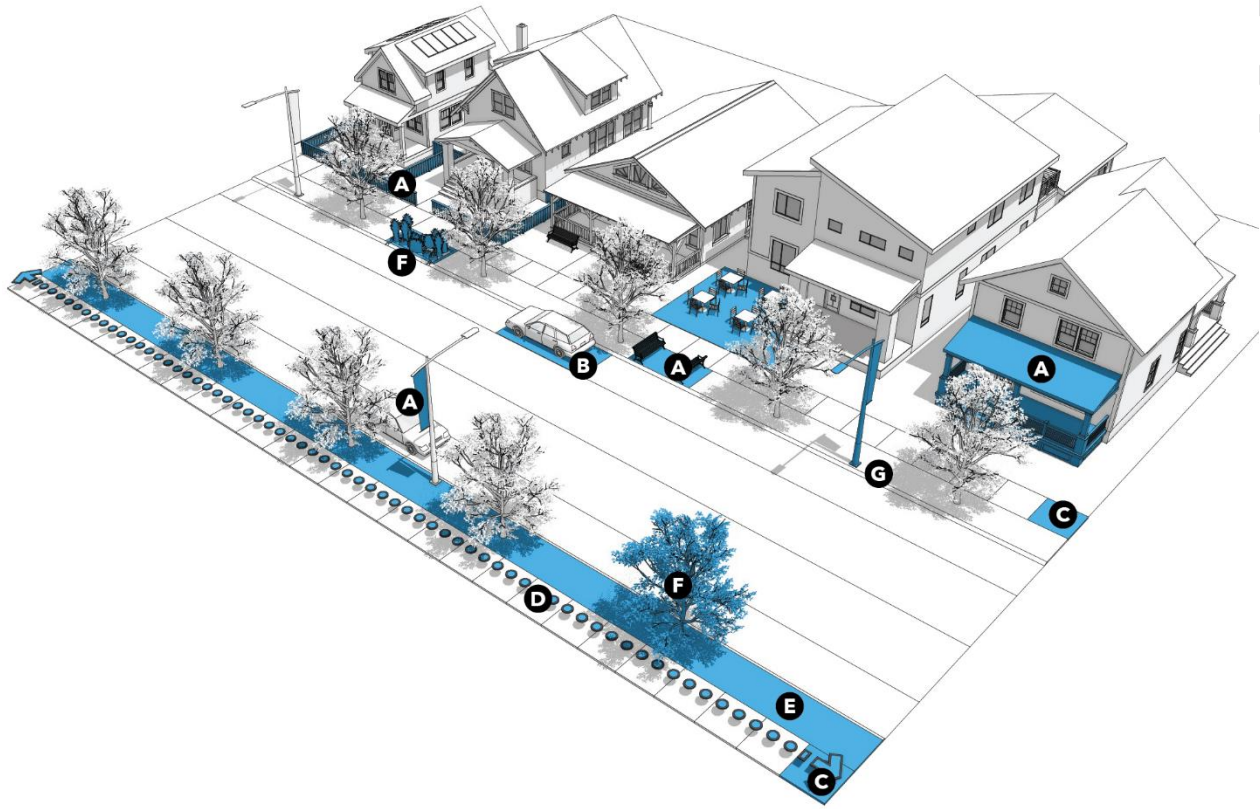
ELMA STREET DESIGN GUIDELINES – PUBLIC SPACE

- 5.2.4 Public realm features should reflect the historic qualities of Elma Street area and architecture, including signage, lighting, wayfinding, banners, benches and pavement.
- 5.2.5 On-street parking and/or dedicated bike lanes are encouraged. New front driveways are discouraged.
- 5.2.6 Elma Street should have sidewalks on both sides of the street. Each sidewalk should be comprised of:
 - a) A **PEDESTRIAN THROUGH ZONE** of 1.5m (minimum) to 2.4m (maximum), where no obstructions are permitted;
 - b) A **LANDSCAPED BOULEVARD** of 1.5 m (minimum) to 3.0 m (maximum) between the street and **PEDESTRIAN THROUGH ZONE**.

5.2.7 **LANDSCAPED BOULEVARDS** should include trees, lighting, and stormwater features accordance with the following:

- a) Trees should be:
 - (i) Placed in a structural soil trench that is a minimum of 1.5m wide;
 - (ii) Spaced suitably apart (recommended 10.0m separation); and
 - (iii) Be a deciduous species that is round, in a shape that provides shade (v.s. columnar).
- b) Lighting should be:
 - (i) Placed 0.3m from the curb edge; and
 - (ii) Include banners specific to the area.

ELMA STREET DESIGN GUIDELINES – PUBLIC SPACE



Label & Name	Policy #
--------------	----------

A – Historic Features	5.2.4
-----------------------	-------

B – Parking	5.2.5
-------------	-------

C – Sidewalks	5.2.6
---------------	-------

D – Pedestrian Zone	5.2.6(a)
---------------------	----------

Figure 13 | Elma Design Guidelines Public Space

E – Landscaped Boulevard	5.2.6(b)
-----------------------------	----------

ELMA STREET DESIGN GUIDELINES – PRIVATE LAND

- 5.2.8 All buildings in the Elma Street area are subject to the Downtown-Wide Design Guidelines in **SECTION 4.2**. If there is a conflict between the Downtown-Wide and Elma Street Design Guidelines, the Elma Street Design Guidelines prevail.

Building Form

- 5.2.9 Roofs should be peaked or sloped to align with the historical design of the area. Roofs of new buildings should respect their heritage neighbours. Roof forms should complement the roof lines of surrounding buildings. Rooftops can include open space balconies and/or roof-terrace green roofs.
- 5.2.10 Mixed-use (residential & business) or live-work buildings should have:
- a) the business portion of the building facing the street on the ground floor,
 - b) a separate business entrance, and
 - c) business signage for customers.
- 5.2.11 Residential entrances to a mixed-use building should be separated from the business entrance and be screened to provide security and privacy.

Building & Façade Design Elements

- 5.2.12 Design the first floor of the building to engage the pedestrian and enable an active and vibrant street front.
- 5.2.13 Facades should remain consistent with the existing **ARCHITECTURAL ARTICULATION** found within the heritage buildings. This includes maintaining a rhythm of openings, recesses, projections and vertical and horizontal demarcations.
- 5.2.14 Buildings should incorporate human-scaled architectural elements and details into the building facades, entries, retaining walls, courtyards and exterior spaces.
- 5.2.15 Materials of the building exteriors should be high-quality, durable and maintainable. The following building materials are preferred for the Elma Street area:
- a) Brick,
 - b) Wood,
 - c) Stone, and
 - d) Modern composite materials that mimic brick, wood and stone.
- 5.2.16 Vinyl siding should not be used as a building material.

Landscaping

- 5.2.17 The portion of a front yard that is not a driveway should be covered by a minimum of 50% soft impervious landscaping.

ELMA STREET DESIGN GUIDELINES – BUILDING FORM & FACADES



Figure 14 | Elma Design Guidelines Building Form

Label & Name	Policy #	Label & Name	Policy #	Label & Name	Policy #
A – Roofs	5.2.9	E – Residential Entrance	5.2.11	H – Elements	5.2.14
B – Mixed-Use	5.2.10(a)	F – First Floor Elements	5.2.12	I – Materials	5.2.15
C – Residential Entrance	5.1.10(b)	G – Facades	5.2.13	J – Landscaping	5.2.17
D – Signage	5.2.10(c)				

Building Placement & Massing

- 5.2.18 Buildings should be two to three storeys in height, with a 3-storey maximum unless otherwise permitted in the Land Use Bylaw.
- 5.2.19 New buildings adjacent to a recognized heritage building should not be more than one storey greater than its heritage neighbour.

- 5.2.20 Buildings should be setback from the street a similar distance to adjacent buildings on the same side of the street. Front yard building setbacks should not be varied.

ELMA STREET DESIGN GUIDELINES – PUBLIC SPACE – BUILDING PLACEMENT

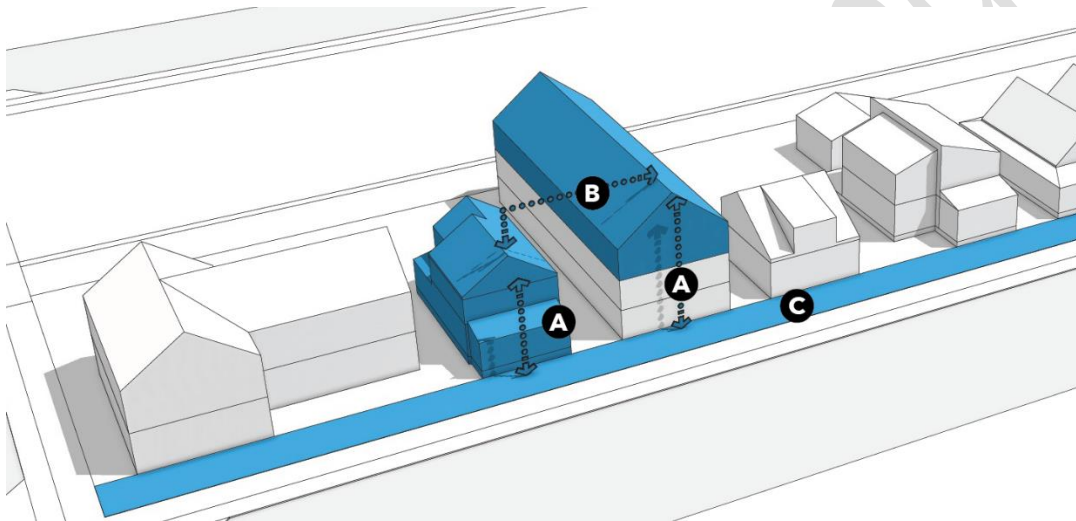


Figure 15 | Elma Design Guidelines Building Placement

Label & Name	Policy #
A – Height	5.2.18
B – Adjacent Height	5.2.19
C – Setbacks	5.2.20

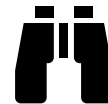
5.3 MAPLE AREA



Description

The Maple area is a mainly residential area in the northeast portion of the Downtown that has a variety of attached and detached residential units from a mixture of architectural eras. The area provides Downtown with a growing population base to support businesses. Properties closest to Main Street have seen an increase of home-businesses, which is likely to continue. This area will likely continue to redevelop as midrise residential buildings, which will add to the economic and social activity in the Downtown. As this happens, it will be important to improve pedestrian and active-transportation linkages from this area to Main Street.

Maple Area Vision



The Maple Area is envisioned as a mainly residential area with a growing presence of mid-rise residential buildings. Home-businesses and live-work properties are supported to add to the unique business offerings in the Downtown. Pedestrian and multi-modal connections to Downtown (e.g. sidewalks, pathways) are strong and provide for plenty of ways for locals to move around. The streetscape provides for all modes of transportation with sidewalks on both sides of streets, boulevards and a healthy tree cover.

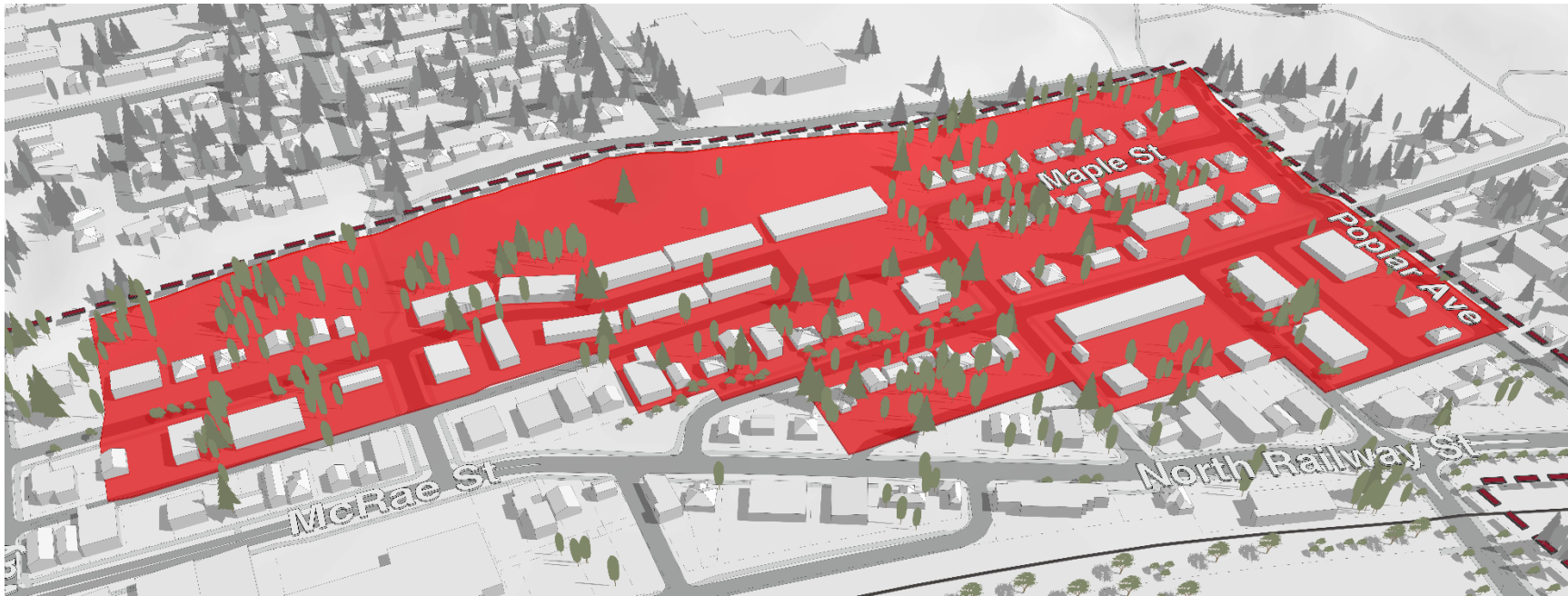


Figure 16 | Maple Character Area

The following policies apply to the Maple character area as shown on **MAP 1 | PLAN BOUNDARY & CHARACTER AREAS**.

GENERAL POLICIES

5.3.1 The Maple Area should be primarily for residential land uses, with a focus on midrise multi-unit residential buildings. Mixed-use buildings, home-businesses, and live-work properties are also supported. Dedicated commercial properties are encouraged to locate in

other character areas, but will be supported where they adhere to the policies of the Downtown Plan.

5.3.2 Increased residential density is encouraged in the Maple Area to provide a diversity of housing and add to the population that supports Downtown businesses.

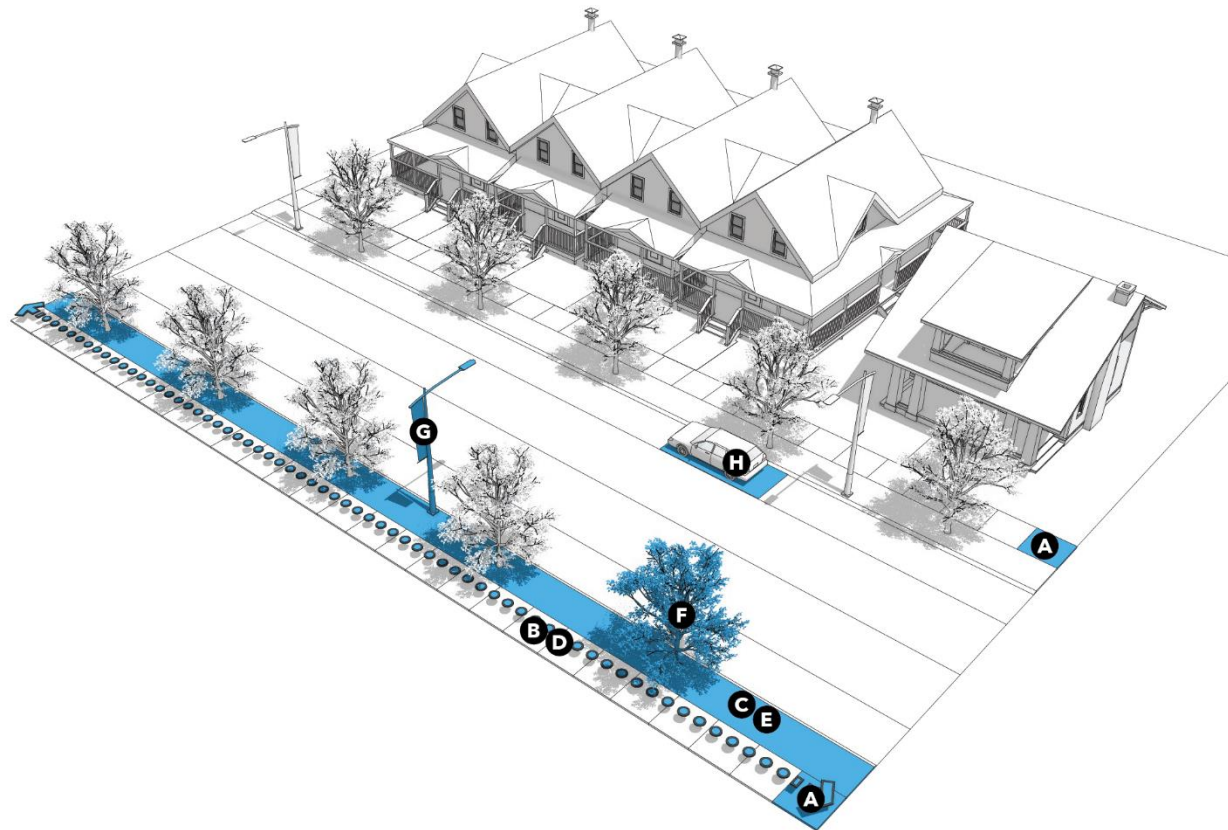
MAPLE AREA DESIGN GUIDELINES – PUBLIC SPACE

- 5.3.3 Maple Street should have sidewalks on both sides of the street. Each sidewalk should be comprised of:
- a) A **PEDESTRIAN THROUGH ZONE** of 1.5m (minimum) to 2.4 m (maximum), where no obstructions are permitted;
 - b) A **LANDSCAPED BOULEVARD** is not required on the north side of Maple Street due to topographical limitations.
 - c) Sidewalks on the south side of Maple Street should have A **LANDSCAPED BOULEVARD** of 1.5 m (minimum) to 3.0 m (maximum).
- 5.3.4 Other streets in the Maple Area should have sidewalks on both sides of the street. Each sidewalk should be comprised of:
- a) A **PEDESTRIAN THROUGH ZONE** of 1.5m (minimum) to 2.4m (maximum), where no obstructions are permitted;

- b) A **LANDSCAPED BOULEVARD** of 1.5 m (minimum) to 3.0 m (maximum) between the street and **PEDESTRIAN THROUGH ZONE**.

- 5.3.5 **LANDSCAPED BOULEVARDS** should include trees, lighting, and stormwater features accordance with the following:
- a) Trees should be:
 - (i) Placed in a structural soil trench that is a minimum of 1.5m wide;
 - (ii) Spaced suitably apart (recommended 10.0m separation); and
 - (iii) Be a deciduous species that is round, in a shape that provides shade (v.s. columnar).
 - b) Lighting should be:
 - (i) Placed 0.3m from the curb edge; and
 - (ii) Include banners specific to the area.
- 5.3.6 On-street parking is encouraged.

MAPLE AREA DESIGN GUIDELINES – PUBLIC SPACE

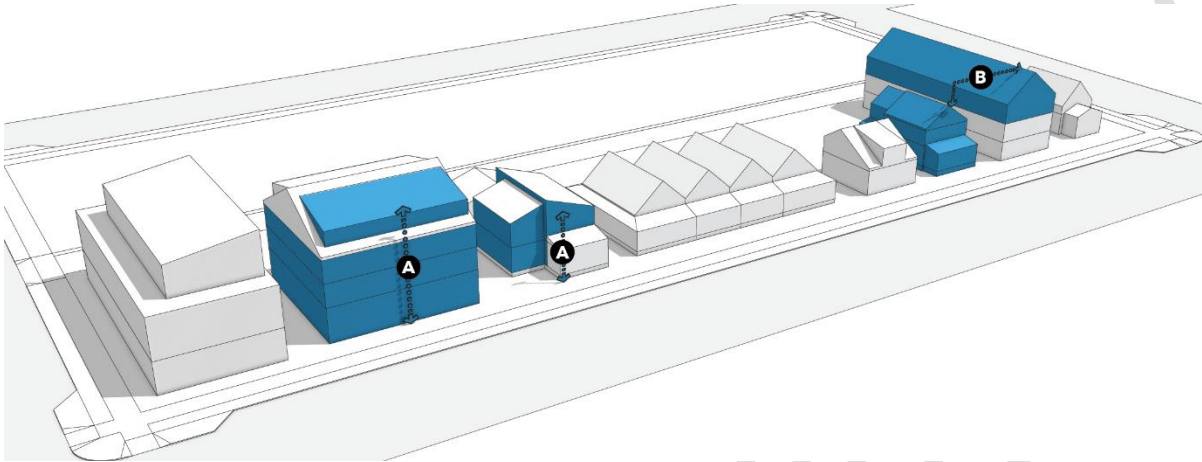


Label & Name	Policy #
A – Pedestrian Zone	5.3.3(a)
B – Boulevard North	5.3.3(b)
C – Boulevard South	5.3.3(c)
D – Pedestrian through Zone	5.3.4(a)
E – Amenity Zone	5.3.4(b)
F – Trees	5.3.5(a)
G – Lighting	5.3.5(b)
H – Parking	5.3.6

Figure 17 | Maple Design Guidelines Public Space

MAPLE AREA DESIGN GUIDELINES – PRIVATE SPACE

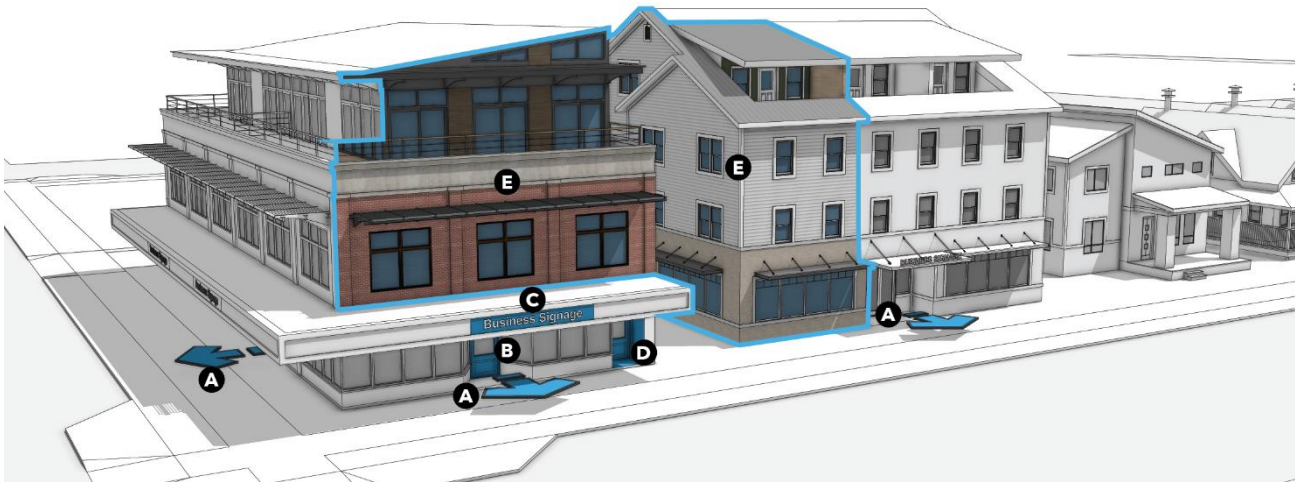
Figure 18 | Maple Design Guidelines Building Placement



Label & Name	Policy #
--------------	----------

A – Height	5.3.8
------------	-------

B – Heritage Heights	5.3.9
----------------------	-------



Label & Name	Policy #
--------------	----------

A – Mixed Uses	5.3.10(a)
----------------	-----------

B – Entrances	5.3.10(b)
---------------	-----------

C – Signage	5.3.10(c)
-------------	-----------

D – Residential Entrance	5.3.11
--------------------------	--------

E – Materials	5.3.12
---------------	--------

Figure 19 | Maple Design Guidelines Building Form

MAPLE AREA DESIGN GUIDELINES – PRIVATE LAND

5.3.7 All buildings in the Maple Area are subject to the Downtown-Wide Design Guidelines in **SECTION 4.2**. If there is a conflict between the Downtown-Wide and Maple Area Design Guidelines, the Maple Area Design Guidelines prevail.

Building Placement & Massing

- 5.3.8 Residential infill and redevelopment should be a minimum of two storeys in height and a maximum of four storeys unless otherwise permitted in the Land Use Bylaw.
- 5.3.9 New buildings adjacent to a recognized heritage building should not be more than one storey greater than its heritage neighbour.

Building Form

- 5.3.10 Mixed-use (residential & business) or live-work buildings should have:
- a) the business portion of the building facing the street on the ground floor,
 - b) a separate business entrance, and
 - c) business signage for customers.

- 5.3.11 Residential entrances to a mixed-use building should be separated from the business entrance and be screened to provide security and privacy.

Building & Façade Design Elements

- 5.3.12 Materials of the building exteriors should be high-quality, durable and maintainable. The following building materials are preferred for the Maple area:
- a) Brick,
 - b) Wood,
 - c) Stone, and
 - d) Modern composite materials that mimic brick, wood and stone.
- 5.3.13 Vinyl siding should not be used as a building material.

5.4 RIVERFRONT AREA



The Riverfront is the most natural of the four character areas, with the Sheep River as the southern border. The connection between Main Street and the Sheep River has always been important to the Town and its residents. As the Riverfront area evolves, it should maintain and improve the connectivity between these two key Downtown areas. Residents and visitors should be able to easily combine an ice cream and a walk along the river. The Riverfront has seen continued public investment over the years from the former library (now Bow Valley College) to the recently built Arts & Learning Campus. Private businesses on the west end provide a transition to the commercially focused area at Northridge Drive.

Riverfront Area Vision



The Riverfront is envisioned as a transition area from the Main Street area to the river. The area should remain mostly natural with contextually sensitive development where flood mitigation can be implemented.

The Riverfront is home to key institutional uses, such as the Arts & Learning Campus and Bow Valley College, adding to the opportunities in the Downtown. Additional institutional uses are encouraged to complement downtown businesses. Pathways, play areas, and art pieces are strong in the Riverfront to further enrich the experience. Safe passage across the railway tracks is provided to ensure this area always feels seamlessly connected to Downtown. Institutional, commercial and mixed-use developments may grow where appropriate to complement the area's natural beauty.





Figure 20 | Riverfront Character Area

The following policies apply to the Riverfront Character area as shown on **MAP 1 | PLAN BOUNDARY & CHARACTER AREAS**.

GENERAL POLICIES

The Riverfront area should remain mostly in its natural state, with strategic pockets of development. The Sheep River should be protected from impacts from development, such as pollution from untreated stormwater, garbage/litter, and erosion to riparian areas.

Development in the Riverfront area should be limited to areas that will not negatively impact the natural areas along the Sheep River, including the riparian areas. Land uses that are supported include: institutional, commercial, residential, and mixed-use.

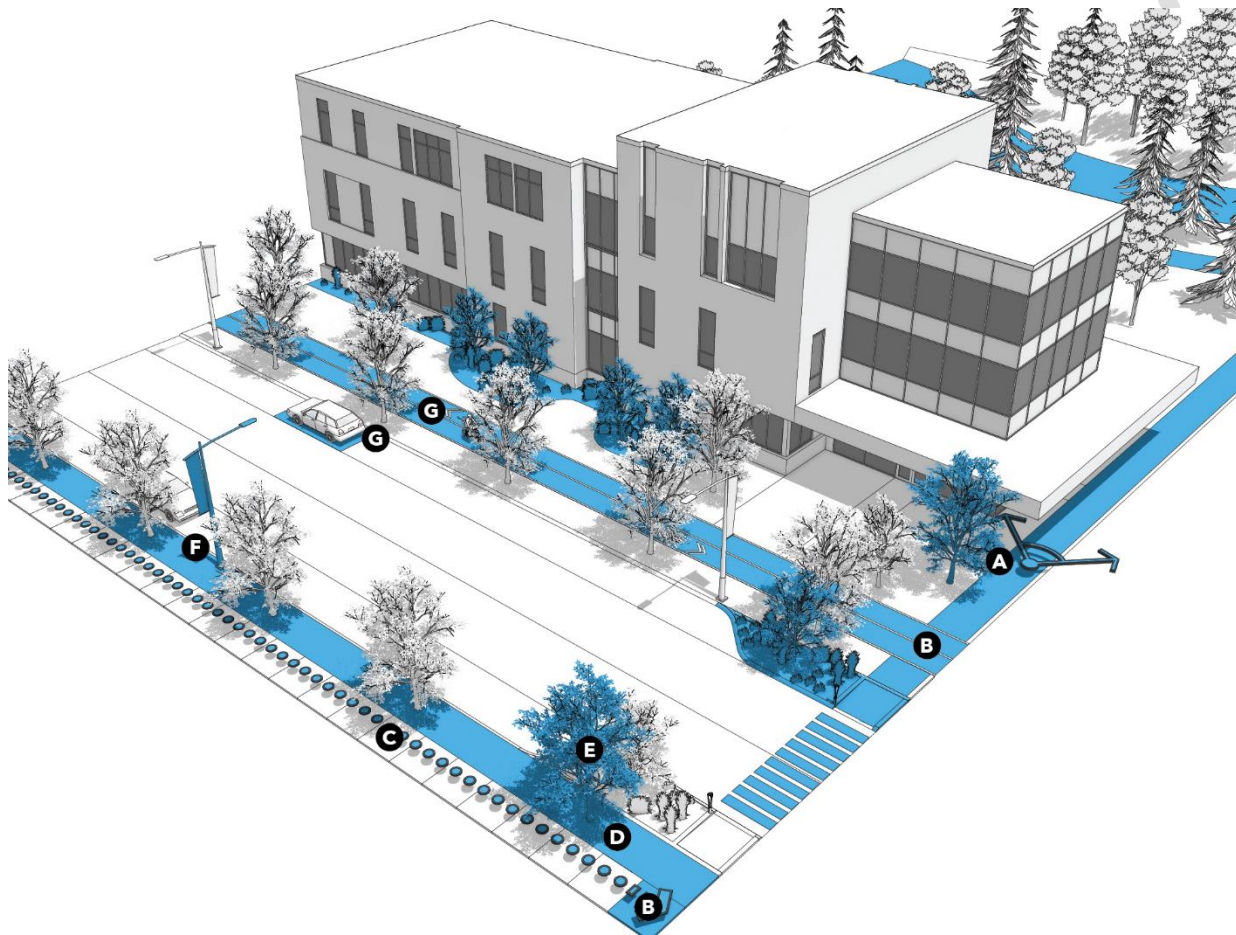
5.4.1 Auto-oriented land uses (e.g. service stations) should be transitioned out of the Riverfront area.

5.4.2 All development within the Riverfront area should comply with municipal bylaws and provincial flood regulations pertaining to flood protection and mitigation.

5.4.3 The Town should re-align South Railway Street to create a more logical road pattern and allow for better utilization of land near the river as part of the necessary deep-utility infrastructure to support long-term growth and development.

5.4.4 The Laurie Boyd Bridge is recognized as a key gateway to Downtown and should be considered part of the any gateway strategy to the Downtown.

RIVERFRONT DESIGN GUIDELINES – PUBLIC SPACE



Label & Name	Policy #
A – Green Street	5.4.8
B – Sidewalks	5.4.9
C – Pedestrian Zone	5.4.10(a)
D – Boulevard	5.4.10(b)
E – Trees	5.4.11(a)
F – Lighting	5.4.11(b)
G – Parking	5.4.12

Figure 21 | Riverfront Design Guidelines Public Space

RIVERFRONT DESIGN GUIDELINES – PUBLIC SPACE

Riverside Drive / South Railway Street should be designed as a green street, with additional tree coverage while maintaining views and connection to the river.

5.4.5 Streets in the Riverfront area should have sidewalks or pathways on both sides of the street.

5.4.6 Each sidewalk should be comprised of:

- a) A **PEDESTRIAN THROUGH ZONE** of 1.5m (minimum) to 3.0m (maximum), where no obstructions are permitted;
- b) An **LANDSCAPED BOULEVARD** of 1.5 m (minimum).

5.4.7 **LANDSCAPED BOULEVARDS** should include trees, lighting, and stormwater features accordance with the following:

a) Trees should be:

- (i) Placed in a structural soil trench that is a minimum of 1.5m wide;
- (ii) Spaced suitably apart (recommended 10.0m separation); and
- (iii) Be a deciduous species that is round, in a shape that provides shade (vs. columnar).

b) Lighting should be:

- (i) Placed 0.3m from the curb edge; and
- (ii) Include banners specific to the area.

5.4.8 On-street parking and/or dedicated bike lanes are encouraged.

RIVERFRONT DESIGN GUIDELINES – PRIVATE LAND

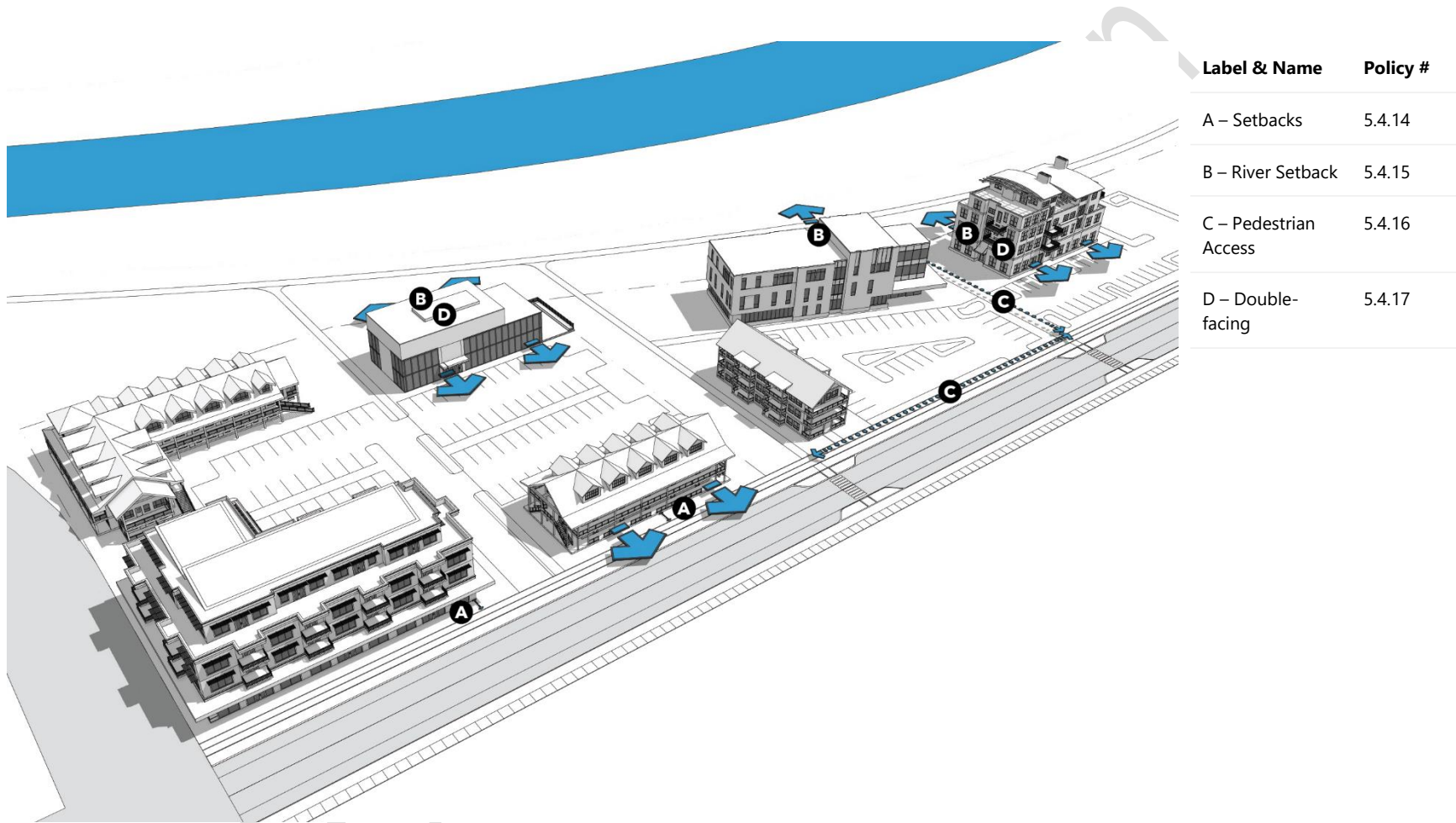


Figure 22 | Riverfront Design Guidelines Building Placement

RIVERFRONT DESIGN GUIDELINES – PRIVATE LAND

- 5.4.9 All buildings in the Riverfront are subject to the Downtown-Wide Design Guidelines in **SECTION 4.2**. If there is a conflict between the Downtown-Wide and Riverfront Design Guidelines, the Riverfront Design Guidelines prevail.

Building Placement & Massing

- 5.4.10 New buildings should be placed along the street edge with minimal front setbacks.
- 5.4.11 Buildings that are within 10 m of the property line closest to the river should embrace the riverfront through active interfaces on both the street side and the river side of the building.
- 5.4.12 Public pedestrian access from streets through the property to Riverfront public space (trails and parks, etc.) should be provided on all development projects greater than 1.0 ha or every 150 m along a public street.

Building & Façade Design Elements

- 5.4.13 Double-facing buildings must include architectural details that relate to both the nearest street and the river. This includes having well-designed features on both sides of the building, such as doorways/openings, plazas, windows, canopies, gables and overhangs.
- 5.4.14 Large blank walls are not acceptable on either the road side or river side of buildings.

Building & Façade Design Elements

- 5.4.15 Materials of the building exteriors should be focused on natural materials that are high-quality, durable and maintainable. The following building materials are preferred for the Riverfront area:
- Brick,
 - Wood,
 - Stone, and
 - Modern composite materials that mimic brick, wood and stone.
- 5.4.16 Vinyl siding should not be used as a building material.

RIVERFRONT DESIGN GUIDELINES – PARKING

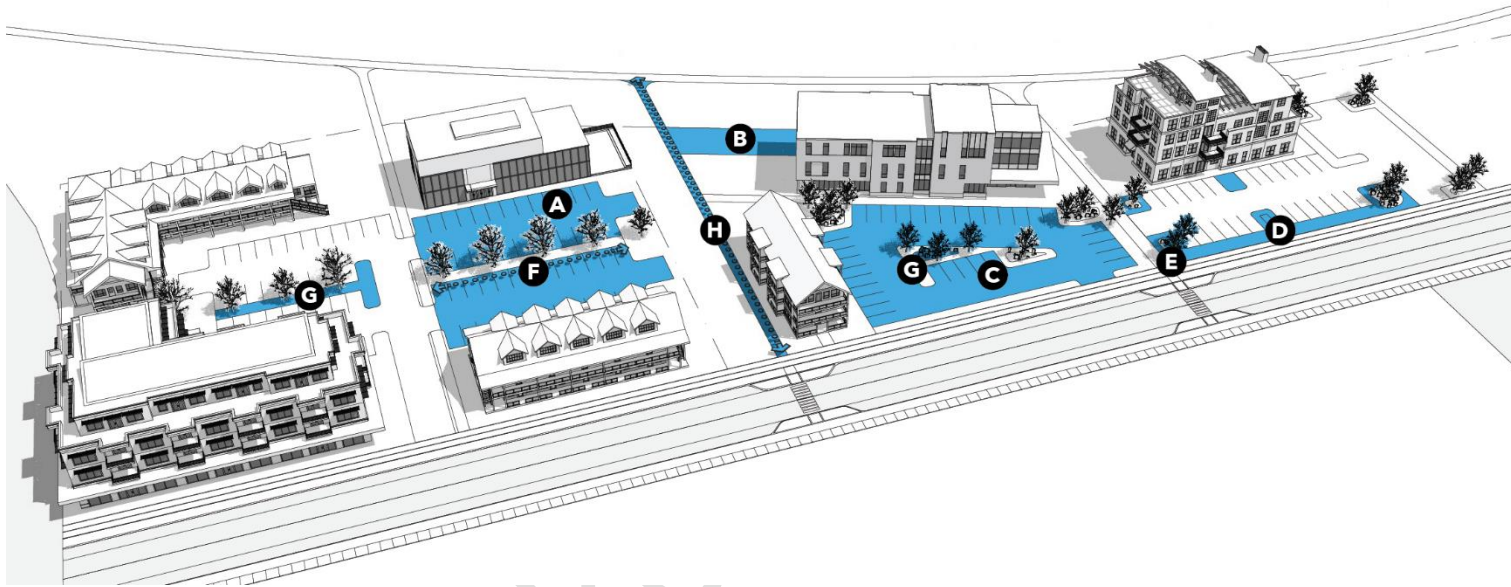


Figure 23 | Riverfront Design Guidelines Parking

Label & Name	Policy #	Label & Name	Policy #	Label & Name	Policy #
A – Interior	5.4.19	D – Landscape Buffer	5.4.21(a)	G – Vegetated Buffer	5.4.21(d)
B – River Setback	5.4.20	E – Vegetated Buffer	5.4.21(b)	H- Pedestrian Route	5.4.21(e)
C – Streetside Parking	5.4.21	F – Parking Separation	5.4.21(c)		

Parking, Loading, & Servicing

5.4.17 Parking lots are encouraged to be located in the interior of lots with buildings facing both the street and the river where lot size permits.

5.4.18 Parking lots are not permitted within the 10 m closest to the riverfront property line.

5.4.19 Notwithstanding 5.4.17, where lot size doesn't permit interior lots, parking lots should be placed along the street with the following design considerations:

- a) A landscape buffer must separate parking areas from sidewalks and streets and be a minimum of 2.0 m wide;

- b) The landscape buffer must include trees, shrubs, and grasses that provide a vegetated visual buffer between public space and parking areas;
- c) Up to 20 consecutive parking spaces located side by side are permitted before a green / stormwater buffer is required to break up large paving areas;
- d) Vegetated and stormwater buffers between adjacent parallel parking areas is encouraged; and
- e) Parking areas must prioritize a direct, buffered pedestrian route from the public street to the building.

6 | SERVICING



6 SERVICING



Okotoks Downtown is over 100 years old and its infrastructure (i.e. roads, water, sewer) has continuously evolved and been upgraded throughout its history. Today, the Downtown continues to undergo infrastructure improvements to ensure its ready for future growth and redevelopment and can retain its identity as the heart of Okotoks.

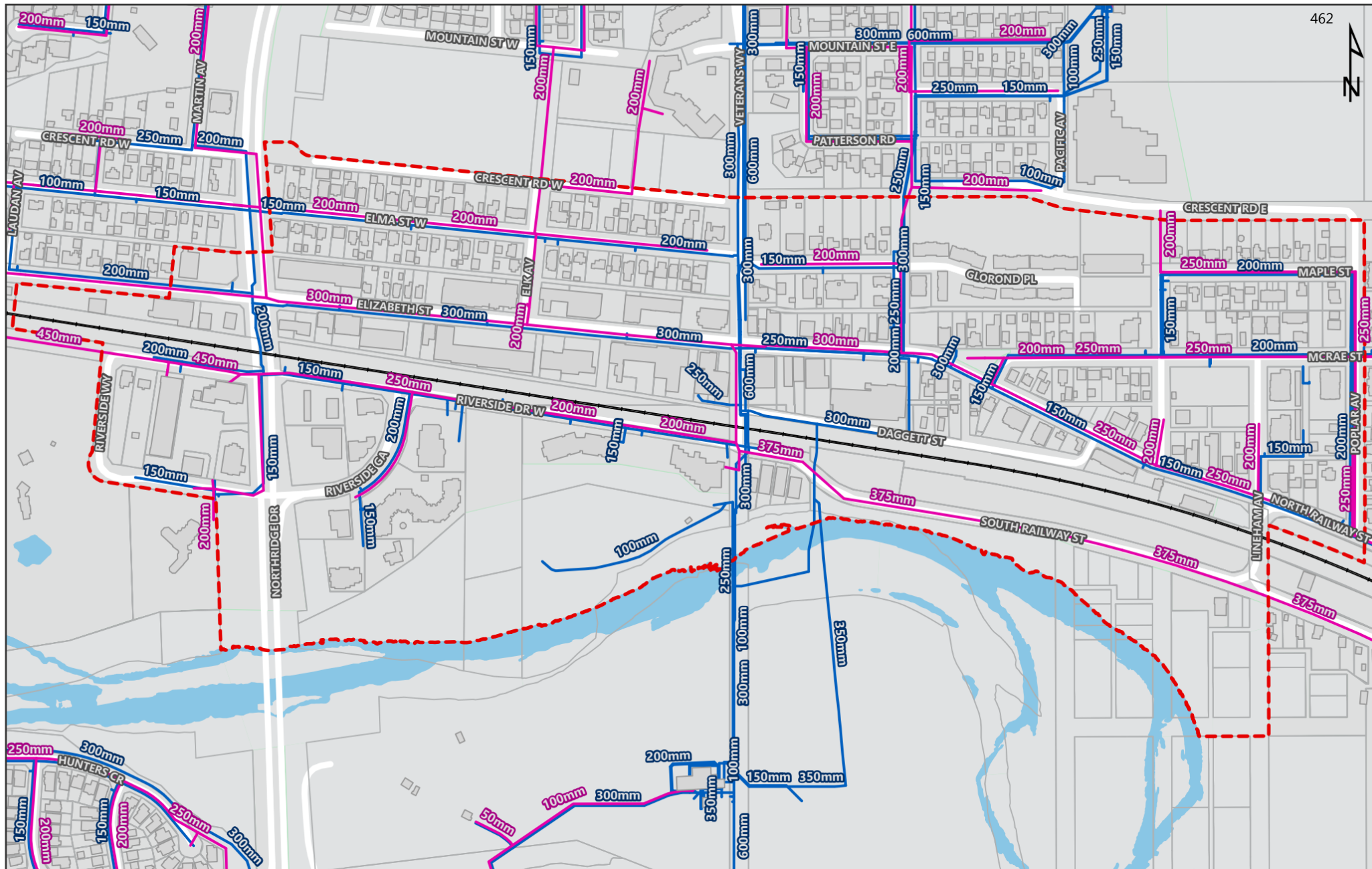
However, the historic nature of Downtown poses numerous infrastructure challenges as pipes and other components continue to age and require replacement, which can be disruptive to businesses and street life. The Town will continue

to upgrade Downtown infrastructure as needed; however, major developments may require significant upgrades to existing servicing capacity. Smaller, incremental developments can be accommodated within existing capacities.

The Town recognizes the importance of Downtown development and will work with private developers to resolve servicing challenges to promote growth and redevelopment in this important area. Unlike greenfield areas, Downtown requires additional municipal leadership on servicing to ensure proper development can be accommodated.

6.1 WATER, SANITARY, AND SHALLOW UTILITY SERVICING

MAP 7 | WATER AND SEWER SERVICING identifies the existing infrastructure for the Town's water and sewer services in the Downtown. Utility infrastructure within the Downtown has evolved over time to meet the needs of the current built form. However, depending on future land use changes, there may be associated local upgrades required. Local servicing capacity would be evaluated through the development application process.



Downtown Area Redevelopment Plan

Map 8 | Water and Sewer Servicing

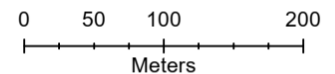
Legend

- CP Railway
- Sanitary Mains
- - - DARP Boundary
- Water Mains

Created By:
Information Technology

Created Date:
2025-02-14

Scale: 1:5,400



The following policies are proposed to help facilitate orderly and efficient water, sanitary and shallow utility servicing for the Downtown into the future.

Policies

- 6.1.1 The Town will strive to maintain and upgrade water and sewer servicing in the Downtown to meet the continued demand for infill and redevelopment.
- 6.1.2 Developers shall work with the Town to determine the servicing capacity for each development. Major developments may be required to pay for, or cost-share, servicing capacity studies.
- 6.1.3 Municipal service connections for all development will be at the cost of the developer.
- 6.1.4 The Town may require that utilities to serve a development be located underground. The Town will determine the feasibility of placing utilities underground based on: site context, cost, and development form. Utilities include: transmission lines, power cables, cable service lines, and phone service lines.
- 6.1.5 Where water and sewer upgrades or maintenance require digging up streets, the Town will investigate the opportunity for streetscaping upgrades to improve the public realm.

6.2 STORMWATER MANAGEMENT

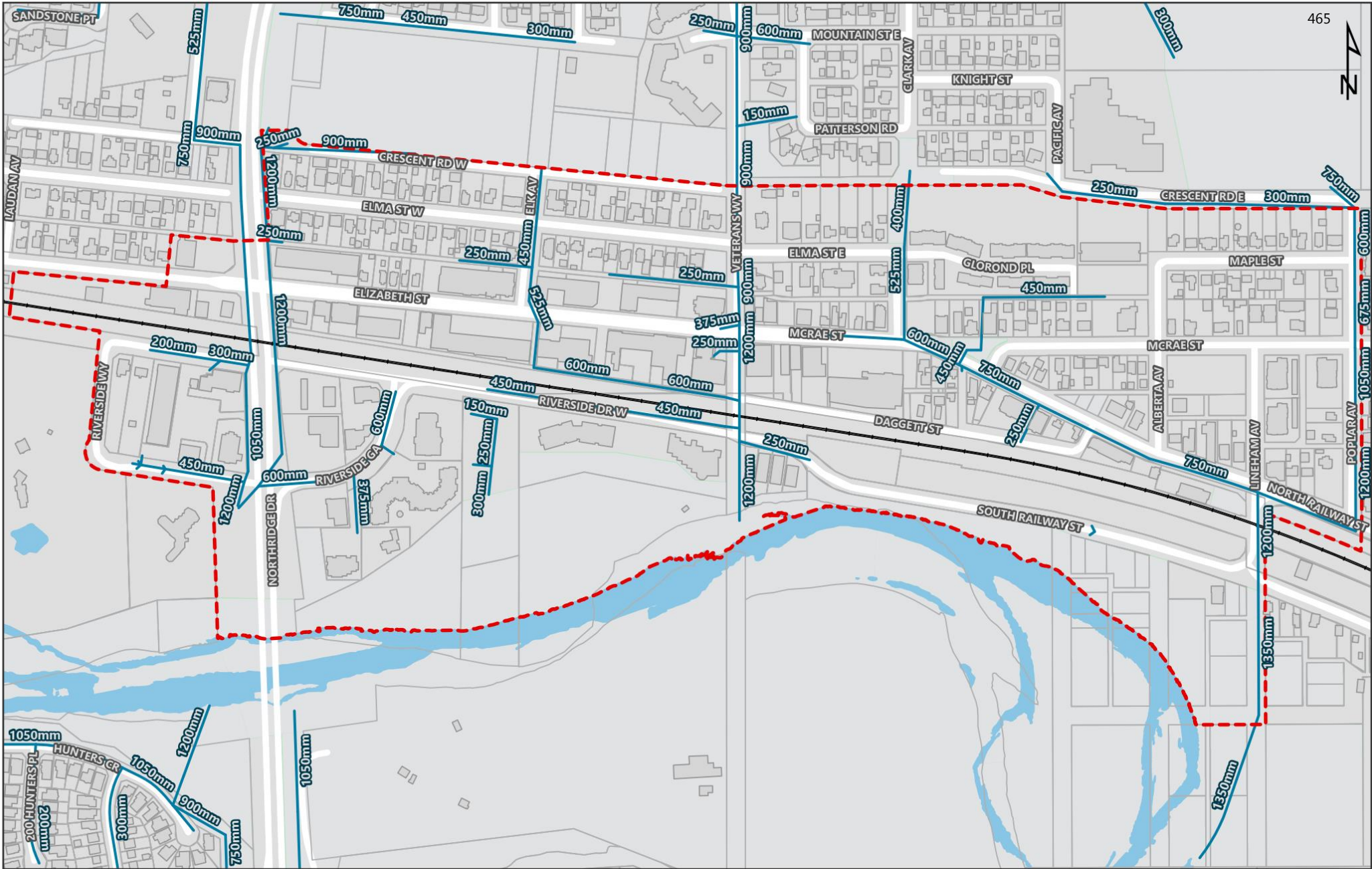
Stormwater management of the Downtown is challenging due to the high percentage of unnatural surfaces that are impervious to water, such as concrete, pavement, and paving stones. This results in a significant portion of rainwater moving across the surface of the Downtown area, unless it is collected within a stormwater management system. Given the proximity of the nearby Sheep River, the high percentage of impervious surfaces, increasing intensification, and climate change, a well-designed stormwater management is extremely important in the Downtown.

The stormwater management system should be designed to adequately and efficiently service redevelopment and adopt Low-Impact Development (LID) strategies where appropriate.

MAP 8 | STORMWATER SERVICING identifies the existing stormwater management system in the Downtown.

Policies

- 6.2.1 The Town shall monitor changes to the impervious surfaces in the Downtown as well as climate changes to determine the need for adaptation to the stormwater management system.
- 6.2.2 The Town should use low-impact development strategies as part of its Downtown stormwater management.
- 6.2.3 Existing municipal stormwater infrastructure shall be extended to the site of any new development at the cost of the developer. Onsite stormwater detention may be required based on the land use to reduce impacts on pipe capacity.



Downtown Area Redevelopment Plan

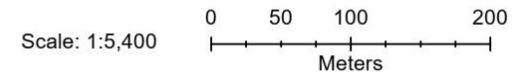
Map 9 | Stormwater Servicing

Legend

- CP Railway
- Storm Mains
- - - DARP Boundary

Created By:
Information Technology

Created Date:
2025-02-14



8 | IMPLEMENTATION



7 IMPLEMENTATION

Our Plan for Downtown is intended to guide incremental redevelopment of the Downtown area over the years to come.

Implementation of the policies within this Plan will require actions from various Town departments, Council decisions and collaboration with citizens, organizations and private developers.

To ensure continued alignment with the Plan's vision, goals, and guiding principles, a strong reporting and monitoring system should be established by Town staff. Monitoring should be systematic and measurable, where possible, to ensure accountability for the success of the Plan over time.

Policies

- 7.1.1 The Town shall establish a reporting and monitoring system for this Plan. Town administration shall prepare an annual report to Council with a summary of the reporting and monitoring.
- 7.1.2 The Town shall undertake a review this Plan every five (5) years. A comprehensive update to this Plan shall take place every ten (10) years.
- 7.1.3 The Land Use Bylaw should be reviewed, and amended as necessary, to ensure alignment with this Plan.

8 ACRONYMS & DEFINITIONS

8.1 ACRONYMS

MDP	Municipal Development Plan
ARP	Area Redevelopment Plan
MGA / The Act	Municipal Government Act
LUB	Land Use Bylaw
CPKC	Canadian Pacific Kansas City Rail

8.2 DEFINITIONS

Active frontage areas	Active building frontages that engage passing pedestrians with a “permeable edge” between the building and the street. This ensures a physical and visual connection from the sidewalk to the commercial spaces in the building.
Amenity Zone	The portion of a sidewalk where trees, plantings, and furniture, such as benches and bicycle racks are located.
Architectural Articulation	refers to the way a building's design is broken up into distinct elements to create visual interest, depth, and character. It involves variations in materials, colors, shapes, and structural components—such as windows, balconies, recesses, and projections—to avoid flat, monotonous facades. Effective articulation enhances aesthetics, improves human scale, and contributes to a more engaging built environment.
Brise soleils	are architectural elements designed to reduce heat gain and glare from the sun while allowing natural light and ventilation. They can take various forms, such as fixed or adjustable louvers, perforated screens, overhangs, or shading fins, and are commonly used on building facades to improve energy efficiency and comfort.
Character-defining elements	means the materials, forms, location, spatial configurations, uses and cultural associations or meanings that contribute to the heritage value of an historic place, which must be retained in order to preserve its heritage value.
Courtyard	Courtyards are defined by buildings and walls on at least three sides, thus provide quiet, private open spaces within building blocks.

Dark Sky	Dark Sky refers to the treatment of outdoor lighting so that it meets the International Dark Sky Associations (IDA) requirements for reducing waste of ambient light.
Flood Fringe	The portion of the flood hazard area outside of the floodway. Water in the flood fringe is generally shallower and flows more slowly than in the floodway.
Flood Hazard Area	The flood hazard area is typically divided into floodway and flood fringe zones and may also include areas of overland flow. The current design standard in Alberta for this area is the one percent flood, defined as a flood whose magnitude has a one percent chance of being equaled or exceeded in any year.
Floodway	The portion of the flood hazard area where water flows are deepest, fastest and most destructive. The floodway typically includes the main channel of a stream and a portion of the adjacent overbank area.
Frontage Zone	The portion of the sidewalk between a building and the pedestrian through zone where a specific business may provide seating, tables, or temporary display materials.
Heritage value	means the aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present or future generations. The heritage value of an historic place is embodied in its character-defining materials, forms, location, spatial configurations, uses and cultural associations or meanings.
Historic building	means a building identified as a historical building under Map 6 Designated Historical Properties due to formal or informal recognition of heritage value.

Historic place	A historic place can be a structure, building, group of buildings, district, landscape, archaeological site or other place in Okotoks that has been recognized for its heritage value.
Juliette balconies	is a shallow, decorative railing or balustrade placed in front of a full-height window or glass door, typically on an upper floor. Unlike a traditional balcony, it does not extend outward significantly but allows for ventilation, light, and a sense of openness while maintaining safety.
Kit of Parts	refers to a modular approach where buildings or spaces are designed using a set of pre-defined, interchangeable components. These elements can be assembled in different configurations throughout the public streetscape but allow for unifying design language to the area.
Mullions	are vertical or horizontal bars that divide and support panes of glass within a window, door, or curtain wall. Traditionally made of wood, stone, metal, or other materials, mullions provide structural support, enhance aesthetics, and can influence the architectural style of a building. They are often used to create a grid pattern in windows or to separate large glass panels
Muntins	are the thin strips of material, usually wood or metal, that divide individual panes of glass within a single window sash or door. Traditionally, they were necessary for structural support when large glass panes were not feasible. In modern windows, muntins are often decorative, mimicking historic styles while using a single pane of glass. They are sometimes confused with mullions, which are larger structural elements separating entire window units.
Pedestrian through zone	The portion of a sidewalk where pedestrians and other active transportation users have a clear space to navigate the public realm.

Permeable Edge	See Active frontage areas
Projecting balconies	are balconies that extend outward from a building's facade without support from the ground below. They are typically supported by cantilevers, brackets, or columns and provide outdoor space for occupants
Public Realm	The public realm is the space that is shared communally by the public. It is the area around, between and within buildings that are publicly accessible, such as streets, squares, parks and open spaces. These are the everyday spaces that we move through and linger within—the places where we live, work and play
Secondary Front	Means a location where a building has frontage onto a second street from the main frontage, such as in the case of a corner site.
Shadow Study	An analysis used to assess how a building or structure will cast shadows at different times of the day and year. It helps evaluate the potential impact on surrounding properties, public spaces, and natural light access.
Street Activating Land Uses	Street activating land uses include those uses that have short stays and a high-level of human-to-human interaction that is publicly visible. This includes, but is not limited to: retail stores, pubs, hair stylists, cafes, and restaurants.
Urban Heat Island Effect	refers to the phenomenon where urban areas experience higher temperatures than surrounding rural areas due to human activities and built environments. This occurs because materials like asphalt, concrete, and buildings absorb and retain heat, while a lack of vegetation reduces cooling from shade and evaporation.

First Reading Version

APPENDICES



APPENDIX 1: CITATIONS

Sheep River Flood Hazard Study (DRAFT)	Flood Hazard Identification Program Alberta.ca
Climate Atlas of Canada	https://climateatlas.ca/
The Standards & Guidelines for the Conservation of Historic Places in Canada (Second edition, 2010)	https://www.historicplaces.ca/en/pages/standards-normes.aspx

APPENDIX 2: COMMUNITY ENGAGEMENT

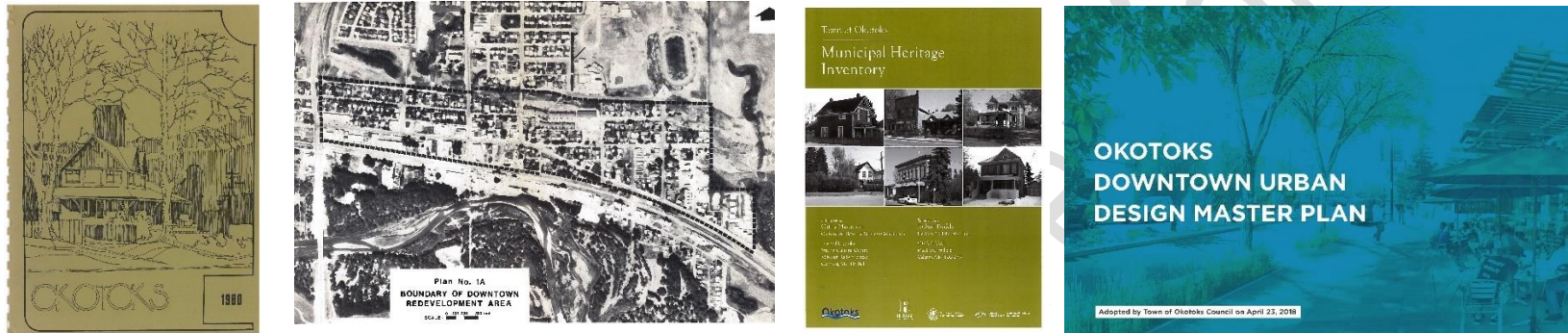
The community engagement for Our Plan for Downtown was not undertaken in isolation. The starting point for development and engagement on this plan began from building off the existing work undertaken on the Municipal Development Plan and the Land Use Bylaw as well as previous plans developed for the downtown, such as the Downtown Urban Design Master Plan, as well as visioning workshops, industry roundtable discussions, and technical studies. These past studies and engagement was the starting point for engaging with the community.

Drawing from the Urban Design Master Plan for the vision and guiding principles in the development of the plan framework, the Town consulted with the community in conjunction with infrastructure renewal projects that moving forward within the downtown to tell a wholistic story of the importance and ongoing work within the downtown. This comprehensive engagement strategy was called Downtown's Next Chapter.

The combined engagement included two distinct phases, which are fully detailed in the What We Learned Reports available on the Downtown's Next Chapter Webpage at <https://shapeourtown.okotoks.ca/downtown>.

- Phase 1 was held in from June to July 2024 with an open house and online survey, with mailed as well as social media notification to the community. There were 106 people that attended the open house and 100 online surveys were completed.
- Phase 2 was held in November 2024 with an open house (held in the morning and evening) and online engagement opportunity. There were 72 people that attended the open house and 21 that provided feedback online. Additional information on the plan and infrastructure projects were added to the website.

APPENDIX 3: HISTORY & BACKGROUND



Pre-1885	The Okotoks region has been the heartland of southern Alberta First Nations' territory for more than 10,000 years and the land still bears the marks of its cultural, historical and economic importance. Prior to arrival of the early settlers, the First Nation's utilized the area in which Okotoks is situated as an important gathering space for a variety of cultural and environmental reasons.
1885	Establishment of early settlement along the Sheep River on the Macleod Trail that provided a stop on the stagecoach route linking Calgary to Macleod.
1904	The Village of Okotoks becomes the Town of Okotoks; consisting of an area not much larger than the lands that are home to the current downtown.
1966	The first General Plan for the orderly, economic, and convenient development of the Town is adopted by Council. Town itself would not have included much more than the contemporary downtown area.
1970s	The population of Okotoks begins to grow substantially as the Town becomes a home to an increasing population of commuters that work within the growing Calgary region. As a result of this growth, additional lands are annexed into the Town. A new General Municipal Plan is adopted by Council in 1977 in order to "conserve local natural amenities and achieve orderly growth of the Town's population to between 5,000 and 10,000 persons". The plan identifies the value and importance

	of the downtown area as the core commercial area with encouragement of redevelopment and growth of the central commercial area.
1980s	<p>On October 7, 1980, a Downtown Area Redevelopment Plan was adopted by Council for the downtown area. At that time, Okotoks had an approximate population of 3,000 people but was anticipated to grow to over 34,000 by the year 2000 based on the sustained economic activity of the Calgary region at the time. The plan was intended to respond to 20 years of growth by maintaining the downtown area in its current location and target the needs for commercial and denser residential uses in the historic core area of Okotoks. Growth in 1980 was expected to continue at an average of 15% per year for most of the life based on the 1977 Calgary Regional Growth Study.</p> <p>The 1980 Area Redevelopment Plan did not prescribe a long-term vision for the downtown area and was principally focused on a functional response to expected growth pressures. This largely speaks to utility upgrade requirements, expected downtown parking needs, and accommodating additional commercial development. Some new possible park locations were identified as well as preservation of four historical “landmark” buildings and new locations for parking lots. The plan also introduced a parking redevelopment levy, which was repealed by Council in 1989.</p>
1990s	<p>A number of new downtown initiatives are undertaken throughout the 1990s including the establishment of Downtown Revitalization Committee, the Centre Avenue / Sheep River Park Pedestrian Walkway and Streetscape Improvement Project and construction of the Centre Avenue (now Veterans Way) plaza adjacent to the old library building, and the adoption of the Railway Area Analysis and Policy Report to review the lands along the south of the railway corridor.</p> <p>In 1997, the 1980 Downtown Area Redevelopment Plan was rescinded by Council and the following year a new Municipal Development Plan “the Legacy Plan” was adopted. The Legacy Plan established a new direction for growth in Okotoks based on finite boundaries and the carrying capacity of the Sheep River, but also provided significant direction for the downtown.</p>
2000s	<p>In 2000, Council approves the Downtown Vitalization Project and members to the Downtown Vitalize Task Team leading to the development of the Downtown Vitalization Public Space Design Guidelines. These guidelines form the basis of the downtown street vitalization projects that are commenced in 2001 and put on hold after the second phase is completed in 2008.</p> <p>In June 2007, a Municipal Heritage Inventory is completed by Heritage Collaborative Inc. with funding through federal and provincial funding programs to document the historical properties within the downtown area.</p> <p>In 2008, the Okotoks Towne Plaza space at the intersection of McRae Street and North Railway Street is completed.</p>

2010s	<p>In 2014/2015, Roger Brooks, an expert in the fields of tourism, community branding, downtown development, and destination marketing was hired by the Town for visioning and identity work in the Downtown. The meetings and engagement that resulted sparked ideas and visioning on how to move the Downtown forward. Much of this engagement work has helped shape this plan.</p> <p>In 2018, the Town adopted the Okotoks Downtown Urban Design Master Plan (DUDMP). The Downtown Okotoks Urban Design Master Plan (UDMP) embodies ideas of contemporary sustainability and presents a vision, goals and a set of guiding principles to guide the downtown forward. The ideas, engagement and consultation that occurred during this project has also been incorporated this plan.</p>
2020's	<p>In 2020-2021, initial work on Vitalization and infrastructure upgrades required in the Downtown was undertaken. Due to the pandemic and economic sensitivities over business re-openings, this work was delayed and incorporated into the overall Area Redevelopment Plan (ARP) process.</p> <p>During this period, the Town also updated its Municipal Development Plan (MDP) and Land Use Bylaw (LUB). The MDP provided direction to develop an ARP for the Downtown and the Land Use Bylaw changes provided the flexibility in zoning to help make much of the policy outcomes of this document a more attainable reality.</p> <p>In 2021, the Town opened the Arts & Learning Campus, which would fall within the River District of this plan. It encompasses a mix of institutional and office-related uses as well as a new Plaza space in the downtown.</p> <p>In 2022, a new, revamped Ethel Tucker Park was opened in the ALC area that encompasses a buffalo play structure. 15 peace poles, made primarily using wooden beams from the 1897 Lineham Lumber Company barn, also known as the Creamery building, were also installed in a homage to historic uses and the Indigenous history of the area.</p>

Downtown's Next Chapter ENGAGEMENT

SEPTEMBER 2024



WHAT WE LEARNED REPORT

OKOTOKS OLDE TOWNE



FOLLOW
For project updates!

ShapeOurTown.Okotoks.ca/DOWNTOWN

Table of Contents

Engagement at a Glance - Major Themes.....	3
How We Engaged, Who Engaged	4
Project Background	5
Project Timeline.....	5
Policy Context.....	6
Principles of Engagement.....	6
Community Engagement.....	7
Who Did We Engage	7
Engagement Activities	8
Engagement Timeline	8
Engagement Advertising	8
Engagement Reporting	10
What We Asked.....	10
What We Learned.....	11
One-on-One Directly Impacted Businesses	12
Open House and Survey Feedback.....	13
Main Street Construction	13
Pistoo Park	16
Triangle Park	17
Our Plan for Downtown.....	18
Daggett Street	21
Downtown's Next Chapter: Additional Comments	22
Demographics	23
Next Steps	24
Appendices.....	25
Appendix A: Verbatim Responses	25
Appendix B: Okotoks Downtown Engagement: One-on-One Visits	48
Appendix C: Advertising for Public Events	55
Appendix D: Boards from Open House.....	55
Appendix E: Survey Questions	64
Appendix F: Open House Evaluation Feedback	66

Engagement At a Glance

MAJOR THEMES

① Construction Impact to Businesses

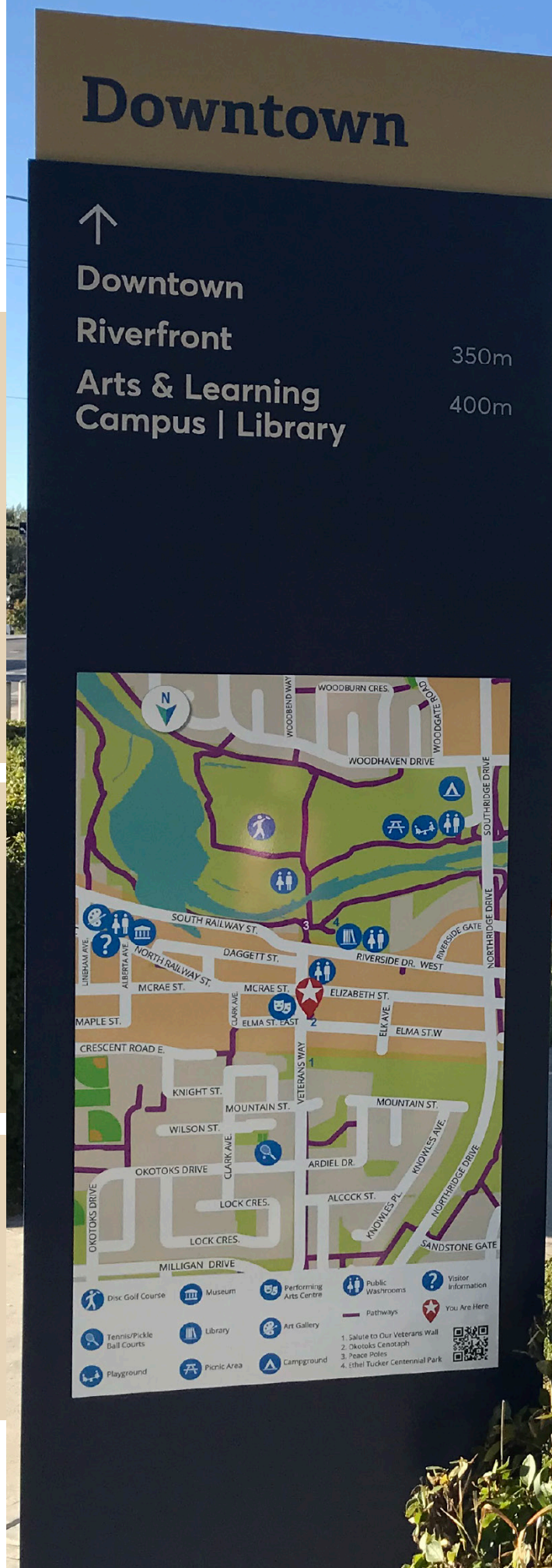
- Concerns about disruptions to customer / delivery access
- Preference for faster construction and concerned about construction timelines
- Mitigate parking loss. There is a need for alternate options for staff parking in the long-term
- Focus on making things as easy as possible for businesses
- Existing downtown events are challenging for Main Street businesses
- The top supports that the Town should provide are:
 - o regular communication about construction schedules and progress
 - o signage for businesses during construction

② Main Street Designs

- Concerned about losing parking
- Accessibility is important especially for seniors and that includes parking
- Concerns about cost
- Desire to maintain town's charm (old town charm)
- Support for fixing infrastructure that needs replacing
- Support for Triangle and Pisttoo Park designs generally, but desire for Triangle Park to have features for kids

③ Our Plan for Downtown

- 63% support the proposed elements of the plan
- Additional comments were:
 - o ensure the town's charm isn't lost through design
 - o concern about loss of parking
 - o concern with costs and impact on public finances
 - o the vision, goals, and principles are too generic or vague



HOW WE ENGAGED

Engagement with businesses and community members to better understand:

- Business perspectives on how Main Street construction will impact them
- Community perspectives on the draft ideas for Main Street and Our Plan for Downtown

ENGAGEMENTS

- Directly Impacted Business and Resident one-on-one discussions and drop in session
- Open House
- Online Survey

WHEN?

- June - July 2024

WHO ENGAGED?

250

Total engagements

106

Open House attendees

40

Business one-on-one discussions

100

Surveys completed

4

Directly impacted businesses and residents drop in event

1795

Community members visited the project website page

143

Postcards delivered to businesses during one-on-one visits with an open invitation to discuss the project

701

Letters mailed out or hand-delivered



Project Background

The Town of Okotoks is dedicated to improving and enriching our downtown to benefit everyone in our community.

The Downtown's Next Chapter is a part of the Town's long-term vision and strategy to improve the downtown and support development now and into the future. Elevating the downtown into a thriving gathering space will:

- Support businesses
- Foster community pride
- Promote economic growth
- Improve safety and accessibility for years to come

Over the next several years, the Town will undertake significant planning and construction efforts to shape the downtown's future. These efforts include:

- Main Street and parks enhancements
- Improved parking along Daggett Street
- Updated downtown policy plan (Our Plan for Downtown)



PROJECT TIMELINE



Policy Context

The Downtown's Next Chapter projects align with the direction laid out in the Municipal Development Plan, Land Use Bylaw, Strategic Plan, Economic Development Plan, Downtown Urban Design Master Plan, Active Transportation Strategy, Environmental Master Plan, Climate Action Plan and Culture, Heritage & Arts Master Plan.

The vision, mission, and guiding principles set out in the Community Sustainability Plan and the Strategic Directions outlined in the 2018-2021 and the 2022-2025 Strategic Plan support the Town's undertaking of the Okotoks Downtown Vitalization project (now called Downtown's Next Chapter).



PRINCIPLES OF ENGAGEMENT

The Town of Okotoks is committed to the following guiding principles every time we engage with the public. These are the foundations of our practice.



ACCOUNTABLE

We uphold commitments made to the public. We evaluate our processes and outcomes in order to learn from our experiences, track our progress, and improve over time.



EQUITABLE

Diverse opportunities are provided so that perspectives and ideas from all interested parties are considered.



TRANSPARENT

Clear, timely and complete information is provided to share processes and decisions.



RELATIONAL

We value the people we are engaging with and put them in the center of our processes, building relationships, understanding and trust.

Community Engagement

The Town is committed to community engagement through our recently updated Community Engagement Strategy & Toolkit. The primary goals of the engagement process are to connect with residents and businesses affected by the downtown enhancements, providing clear information on the benefits, challenges, and overall impact. By engaging with businesses and residents about the downtown, the Town can identify concerns and opportunities and build them into the plans.

Level of Public Participation

The Town follows best practice from the International Association of Public Participation (IAP2) organization on how to appropriately engage interested parties. We build community engagement plans using the IAP2 spectrum below to assist in guiding the level of participation (i.e. engagement) that best fits the needs of the project. The level of participation used for this phase of engagement for the project was: Consult – to obtain feedback on analysis, issues, alternatives and decisions.

WHO DID WE ENGAGE?



250

Total engagements



40

Business one-on-one discussions



4

Directly impacted businesses and residents drop in event



106

Open House attendees



100

Surveys completed

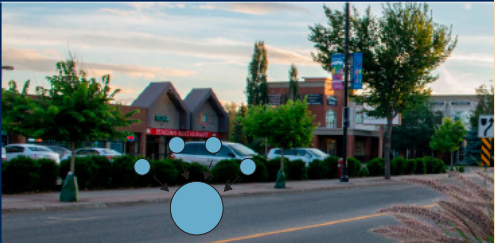
This project falls within the **CONSULT** level.



Downtown's Next Chapter

Downtown is the heart of Okotoks! Through enhancement projects & long-term planning, we are committed to developing & maintaining a viable & vibrant downtown.

+ Follow



	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."

Engagement Activities

The Town offered a number of engagement opportunities to inform and gather community feedback on Downtown's Next Chapter:

One-on-One Meetings with Businesses

Door-to-door visits with businesses and residents directly impacted by the Main Street construction. During these visits, we learned more about concerns, and provided information about the online survey and drop-in session.

Drop-in Session

The drop-in session was an alternative opportunity for directly impacted businesses and residents to learn more about the main street construction and provide their feedback. Attendees could talk with Town representatives, review project plans, ask questions, and share their concerns and suggestions.

In-person Open House

A widely advertised opportunity for community members to learn about the project, engage in direct discussions with project staff and provide feedback on the Main Street enhancements and Our Plan for Downtown.

Online Survey

An online survey was available for over a month to gather input from a wide range of community members who may not have been available during the one-on-one meetings, drop-in session or open house.

Project Website

The Town created a dedicated website for the Downtown's Next Chapter project - shapeourtown.okotoks.ca/downtown where project information was available and updated regularly.

2024 ENGAGEMENT TIMELINE

MAY

15

Downtown's Next Chapter Website Launched

MAY

22

TO

JUN

19

Project Advertising

JUN

18

Open House Event

JUN

19

TO

JUL

31

Online Survey - 100 respondents

JUN

25

TO

JUN

26

One-on-one Engagement with Businesses & Residents

JUL

9

Drop-in Session for Directly Impacted Businesses & Residents

Engagement Advertising

Engagement advertising was diverse, consistent and included the following:

Social Posts



10 posts on Town and Economic Development social media channels between May 22 and July 2

39,569 TOTAL REACH on all platforms

Citizen Panel Newsletter



471 subscribers

78% OPEN RATE; 10% CLICK THROUGH RATE

Letters



701 letters mailed out or hand-delivered

Emails



1,200 emails distributed to the Economic Development business opt-in mailout list

Postcards



200 postcards delivered to businesses



40 one-on-one visits during deliveries

Project Website



1,795 community members visited the project website page

Online Newspaper Ads



34 clicks to website.
.17% click through rate

Project Subscribers



14 Shape Our Town followers post-engagement compared to 11 followers pre-engagement

Business Beat Newsletter



824 subscribers

50% OPEN RATE; 2% CLICK THROUGH RATE

Newspaper Print Ads



4 ads published in the Western Wheel

MAY 29, JUNE 5 and 12. TOWN PAGE: JUNE 5

Engagement Reporting

The What We Learned report is a key component of the engagement process and is designed to transparently collect and summarize all the feedback received from the community about Downtown's Next Chapter. It summarizes key themes including areas of support, concerns, and suggestions from community participants. The expectation is that this information will be considered by project staff and that the Town will provide updates on how this feedback was used.



What We Asked

The main questions asked during one-on-one business discussions included:

1. Concerns: What are your primary concerns about the construction?
2. Impact: How do you think this project will affect your business?
3. Timeline: Do you prefer construction over a longer time but with less impact on businesses day-to-day, or a faster construction schedule with a higher impact for a shorter period?
4. Marketing Support: How can the Town best support your business?

The open house questions and online survey reflected the same questions and were broken down into three sections:

- Part 1: Your Connection to the Project
- Part 2: Main Street Enhancements
- Part 3: Our Parks

Part 1 identified the respondent's connection to the project. If the participant identified as a downtown business owner, operator, staff member, or a resident/residential property owner of a property that fronts Main Street, they were directed to Part 2: Main Street Enhancements. This section sought feedback on concerns about the construction, potential impacts, preferred timeline of the construction process, and ways the Town can best support their business during this period.

If a respondent was not a downtown business owner, operator, staff member, or a resident/residential property owner of a property that fronts Main Street, they were directed to Part 3: Our Parks. This section gathered feedback on the proposed concept designs for Triangle and Pisttoo Parks, and the Our Plan for Downtown (downtown area redevelopment plan) draft content.

The survey included key project information to inform respondents before providing their feedback. A detailed overview of all Downtown's Next Chapter open house information was also available for download as a PDF file on the survey webpage.

What We Learned

The summary of feedback includes all in-person and online engagements. It captures the main points, ideas, and concerns shared by the community, providing a comprehensive picture of community input on the Downtown's Next Chapter project.



One-on-One Directly Impacted Businesses

Discussions with businesses and residents who will be directly impacted by construction on Main Street were organic based on what the members of the public wanted to share with the Town about their concerns and thoughts.

The major themes are:



Open House and Survey Feedback

Main Street Construction

What are your primary concerns about the construction?



Other included:

- Loss of old town charm
- Accessibility for people with limited mobility
- Timelines
- Impact on events
- Concerns about financial costs



Open House and Survey Feedback

Main Street Construction

How do you think this project will affect your business?

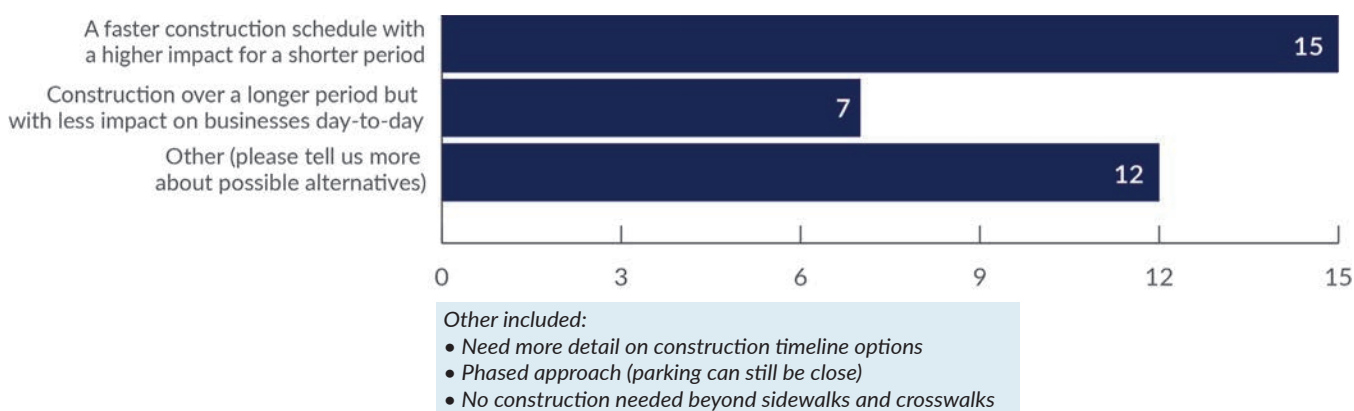
The following main themes are listed in priority order starting with the most frequently stated.

THEMES	EXAMPLE QUOTES
Concern that businesses will be negatively impacted	"Reduction of access to businesses. Timeline not mentioned."
	"I anticipate that each segment of this project will impact our revenues as residents/customers will likely avoid the downtown areas due to the about the viability of my business through this process - the potential need to lay off staff due to lost revenue - the cost to hire and train staff on the other side and the impact on myself and my family by my having to carry the extra load of being in the store alone. I believe that parts of this project are necessary, but truthfully after having already suffered through COVID and continuing to feel the financial impact (likely another 3 years before fully recovered) this project has serious implications on my plans for my business moving forward."
	"I am concerned customers will not be able to access my business, will think they can not access it, or find it difficult to access it with construction. Although I am in favor of the updates, it can be a struggle to draw customers into the downtown area and I am concerned that the disruption will have them opting for easier access of the big box stores. Especially if parking is significantly impacted."
Loss of parking	"I DO NOT want to end up like Marda Loop."
	"Parking helps bring customers."
Positive impact once completed. Painful during construction	"Don't take away any downtown parking on Main Street."
	"Events from third parties will be drawn to this! I can't wait to create activities in this space."
	"It will be a pain while it's happening, but I understand the positive impact it will have on my business."

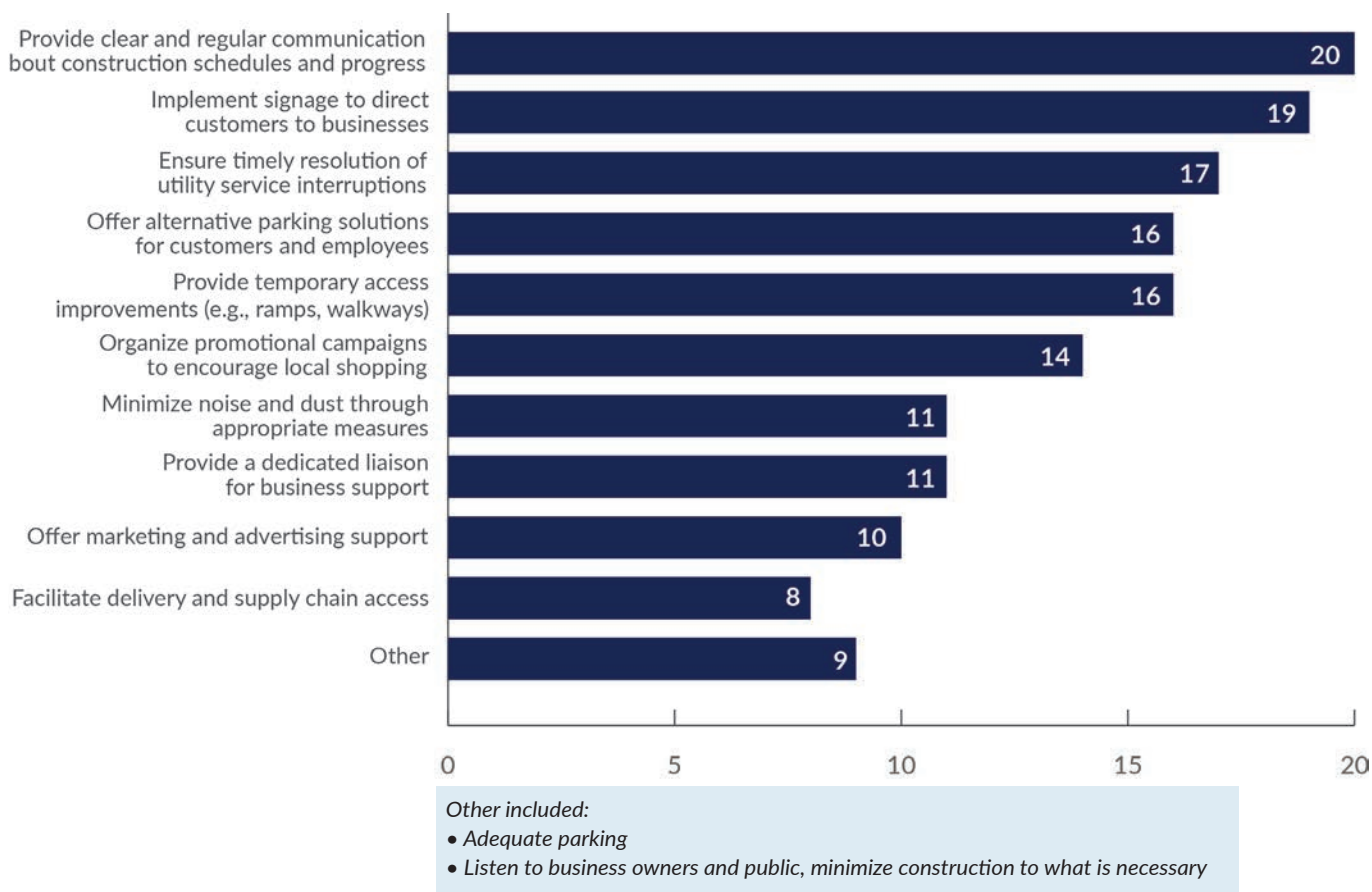
Open House and Survey Feedback

Main Street Construction

Do you prefer construction over a longer time but with less impact on businesses day-to-day, or a faster construction schedule with a higher impact for a shorter period?



How can the Town best support your business during this period?



Open House and Survey Feedback

Pisttoo Park

How would you like to use Pisttoo Park? Please share your thoughts on the draft concept.

The following main themes are listed in priority order starting with the most frequently stated.

THEMES	EXAMPLE QUOTES
Overall support for the proposed park concept	"I think all the above sounds really nice."
	"I like the idea currently proposed for the park but believe it won't amount to anything if it doesn't feel integrated with the rest of the downtown development."
No need to make changes to the park. No intention of using this space, there are other good parks nearby	"Put money into the rotary park. Great space near by."
	"Leave it alone it's never going to a quiet relaxing place with a major road next to it."
Support for an outdoor art exhibit	"Engage with arts and culture displays, chill outside by the trees."
	"I like the idea of using it for art displays and community events. We have so few heritage spots in Okotoks and to have them play a more significant role in the town would be great."
Support for relaxation and quiet space	"To relax and stroll, zen moments and to be inspired."
	"As a quiet space to enjoy nature and events, exhibits, and performances."
Support for an entertainment/ community event space (i.e., music, performances, festivals)	"Parks are a great venue to set up parades, pop up markets, family events and so on. Keep the economy open by freeing the main street."
Support for picnic areas, a gathering space, green space	"Picnic area for families and toddlers."
Taxes are better spent on other priorities/financial concerns	"If it can't be paid for by admissions to the gallery then it should not be done, there is not enough interest in this by the general public, council does not need to waste time and money on it."
Support for family/kids spaces (i.e., playground, climbable art, natural play)	"Should be able to offer something for seniors and children alike. It needs something more for children - interactive structure to climb."

Open House and Survey Feedback

Triangle Park

How would you like to use Triangle Park used? Please share your thoughts on the draft concept.

The following main themes are listed in priority order starting with the most frequently stated.

THEMES	EXAMPLE QUOTES
Support for using it as a gathering space: family oriented, seating for adults, interactive things for all ages including kids (natural climbing, swings)	"Sitting? Shade for adults. Things to entertain children."
	"A few natural elements "boulders, rocks, logs" etc. for children to climb on would be great."
	"Needs something for all ages."
Not in favour of redeveloping the park. No intention of using this space. Doesn't need to be changed	"Current use seems to work. Trees can be trimmed up to improve sight lines and airflow."
	"For now, unless the park can be developed on, don't spend the money to do anything. Seems wasteful to have "paths" through such a small parcel that goes no where and is bordered by a back lane."
Support for including a playground	"A play space needs to be included in one or both parks. It would be best if physically accessible equipment was part of the plan to benefit all children."
	"Please include a children's play structure!! I don't mind ripping the old one down as it was small and old, but even a swing set could still fit the aesthetics while giving the kids a place to play?? My kids play here while waiting for the Children's Parade, or when they need a play break after tagging along shopping downtown! Please don't remove all play spaces and make children feel they are unwelcome in public!"
Overall support for the proposed concept	"The vision described in the survey sounds good."
	"The design being presented looks lovely and welcoming. I am sure some adults will be upset to have the playground removed, but hopefully the boulders, stones and stumps will be something that children are able to and allowed to climb on."
Concern with costs. Other priorities for the town	"Please leave things the way they are, keep the existing charm and don't try to change things for the sake of change. There are much better ways to spend tax dollars that destroying the charm and the existing perfect areas."
Design needs more seating, tables, shade	"Shaded seating."
	"As envisioned but more seating required."
Support having the park be a quiet, restful sitting spot	"Gathering space, resting space."

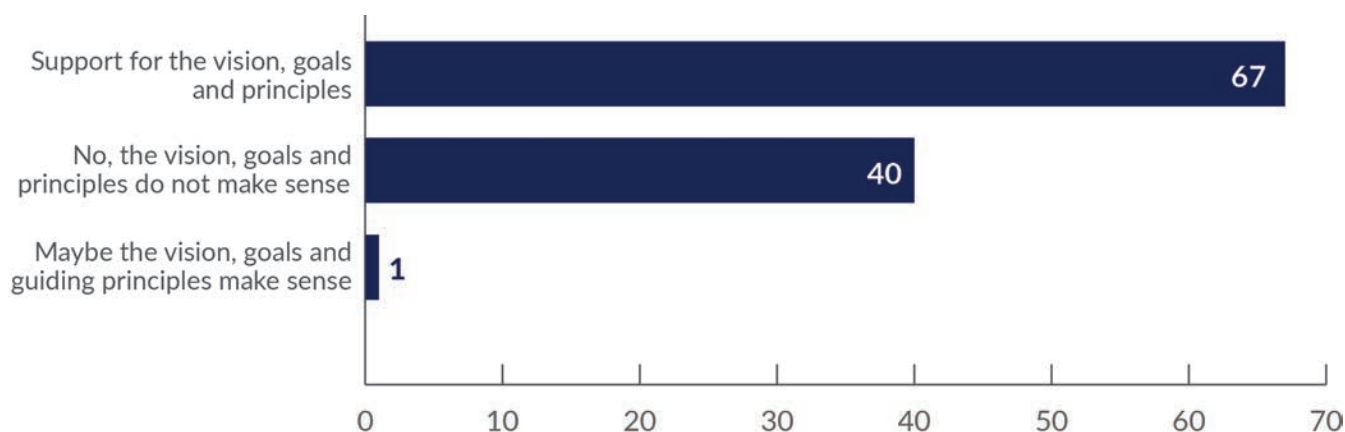
Open House and Survey Feedback

Our Plan for Downtown

Do the vision, goals and guiding principles make sense?

Is there anything missing from the vision, goals, guiding principles or character areas?

Do you have any other comments on Our Downtown Plan that you'd like to share with?



Open House and Survey Feedback

Our Plan for Downtown

The following main themes are listed in priority order starting with the most frequently stated.

THEMES	EXAMPLE QUOTES
Maintain the small town charm	"Doesn't reflect the old town okotoks feel, shouldn't be contemporary. We are a small town that you want to turn into a big city."
	"Has nothing to do with the old town okotoks feel."
	"Leave it be. At least preserve the old part of town."
Concerns with parking	"Lack of parking!!!!!!!!!!!!!!"
	"I do not see any parking in the downtown areas. As a former business owner who suffered from the last downtown revamp I strongly object to the no parking...and what about our seniors this would absolutely be detrimental to all the business on main street."
	"I just want to be certain that any of the upgrades do not eliminate any vehicle parking spaces. I believe it is essential that we do not lose a single parking space in our old town area where alal these plans are being made. Even as it is, with all the new homes being built to the north , there are many more cars to accommodate & it is essential especially for seniors to be able to park near the business you are visiting."
Concern with costs and impact on public finances	"Honestly, an absolute waste of tax dollars and incredibly negative impact on businesses."
	"It's not going to improve anything and it's a waste of money. Just like the broken signs on the highways."
	"The cost of all that is outlined here is not discussed. The project scope should be limited to what is required to update the utilities with other work being minimized so that upward pressure on taxes is minimal."
Downtown needs more retail, anchor tenant, less professional services, no food trucks	"Need less professional life, more retail, maintain sense of quaintness, no food trucks."
	"I feel that the town needs to take a stronger stance into the types of businesses that are allowed to move into our downtown core. While I do agree that the service type businesses (daycares, doctors, dentists, etc) do bring business to the area, I believe they are better located on Elma Street, or on a second story (not directly on Main Street). When people come to town to stroll and enjoy our downtown, once they get to a service business, they stop and don't go farther, assuming that the retail area is done. This segregates the walking appeal of Main Street. We should be reinforcing restaurant and retail only."

Open House and Survey Feedback

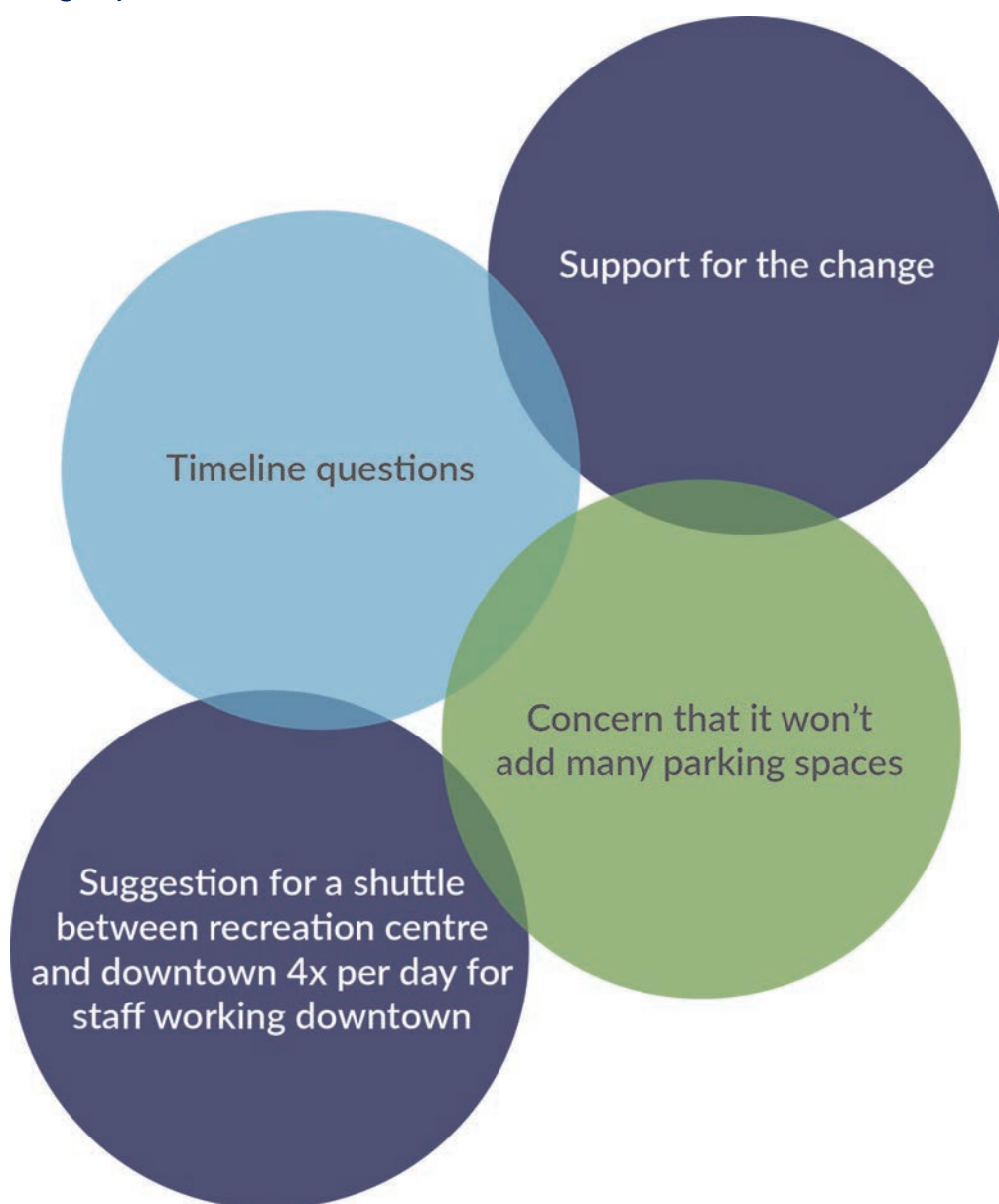
Our Plan for Downtown

THEMES	EXAMPLE QUOTES
It's a waste of time and money, moderate changes only	"Why do you think you need to change the area? It is perfect the way it is, leave it alone and stop wasting people's time and tax dollars to destroy the area and charm."
	"Just do the road maintenance and more parking."
Accessibility for mobility impaired needs to be considered including parking	"Consider the ability for mobility impaired movement within the core."
	"Keep mobility and disabilities in mind for movement. Parking important but mainly for the lower mobility people. The rest of us can walk."
Support for active transportation	"Thanks for all the enhancements and vision for our community. The more we can build connected pathways and create spaces for gathering the more people will come and utilize downtown."
	"Should include specific accommodation for bike access including: - addition of new pathways or bike lanes in the downtown area where space is available - additional bike racks throughout the downtown (as well as other public spaces throughout Okotoks)"
Vision, goals and guiding principles are vague and generic	"Makes sense, sure, but fairly vague and generic."
	"What is a 'fine-grained pattern on shops...': Establish a Warm & Contemporary Main Street - Downtown should be defined by a fine-grained pattern of shops that are built with a contemporary palette of warm natural materials. What are 'sustainable elements'? What is an 'inclusive manner'?"
	"Honestly I struggle to follow the vision here. Without providing some imagery to help the public understand the general feel and styles that are being considered, it all just sounds like a bunch of buzzwords."

Open House and Survey Feedback

Daggett Street

Respondents provided general comments on the Daggett Street information including the following key themes:



Downtown’s Next Chapter

Additional Comments

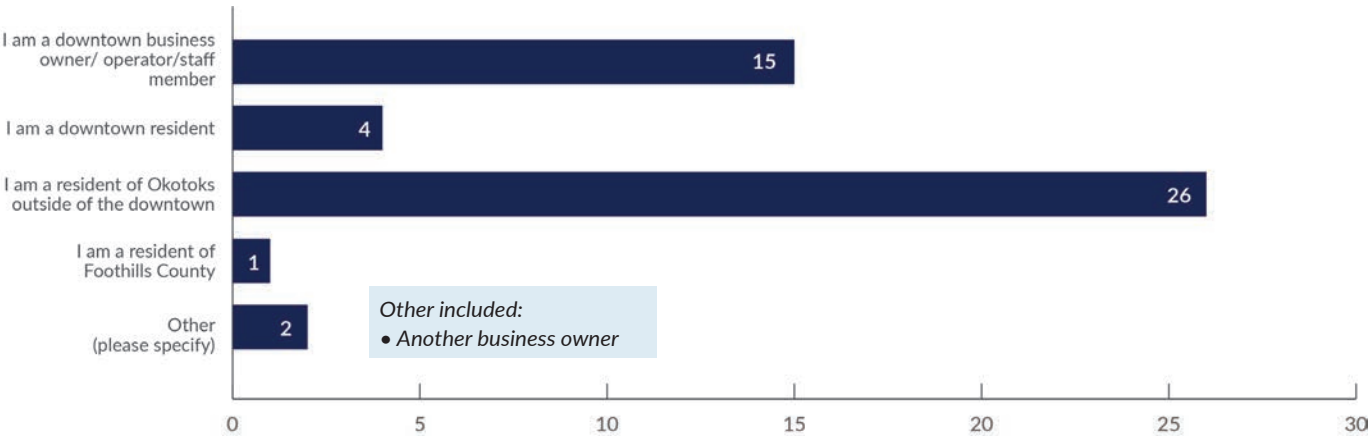
Do you have any other questions or comments about Downtown’s Next Chapter?

The following main themes are listed in priority order starting with the most frequently stated.

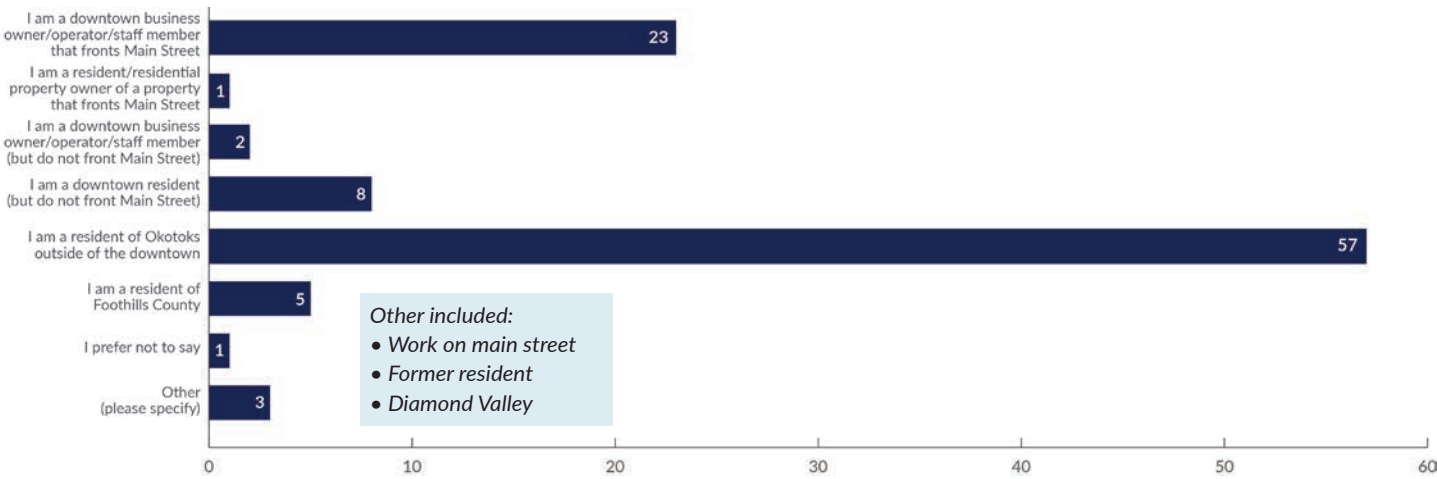
THEMES	EXAMPLE QUOTES
Financial concerns	“Tax cost. Property taxes up 15% in one year plus utility increases. Stop increasing spending. Make developers pay for future infrastructure. Why do my taxes go up because the town grows and I get less services”
	“The cost and will taxes go up again!”
	“The cost of each component of the plan should be accurately stated to the public.”
Keep the old / small town charm	“Keeping an antique feel will also increase tourist dollars! No one will travel from Calgary to see More Calgary. Make it uniquely Okotoks and something different and special people will go out of their way to come visit, and we’ll enjoy increased revenue as well as a charming heritage town.”
	“Minimize changes to the old town buildings, maintain the old town as it is to retain the heritage. It is a unique piece of history and excess construction will destroy the old town atmosphere. The old town atmosphere as it is, is both a major tourist attraction and brings the past into the present. We cannot rebuild history, we can either retain it or replace it. Thanks”
The town has other priorities for these funds	“Focus on water vs. parks.”
Concern with losing parking	“Communal parking areas for staff outside of main downtown area.”
Focus on the basics: deep infrastructure, essential repairs only for now	“Do deep infrastructure now. See how disruption is. Asses for the rest + consult then.”

Demographics

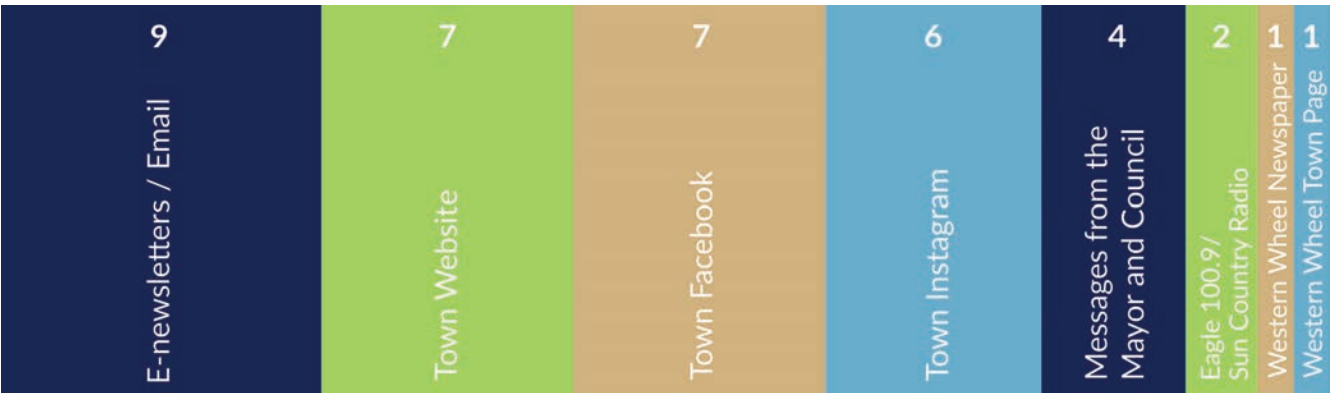
Open House Please tell us your connection to the project.



Survey



How would you like to receive information from us?





Next Steps

2024 Q3 TO 2024 Q4

Main Street Detailed Design and Our Plan for Downtown Drafting

2024 Q4

Community Engagement

2025 Q1

Downtown Plan Approved

2025 Q2/Q3 Onwards

Main Street Construction

ShapeOurTown.Okotoks.ca/DOWNTOWN

Okotoks

Appendices

Appendix A: Verbatim Responses

Verbatim responses are provided on the following pages for the public events and survey. For the purpose of this report, any names or identifying information posted in the responses is shown as “xxxx”.

Survey

The following verbatim responses were provided through the online survey.

1. Please tell us your connection to the project:

Other (please specify)

- Response 1 Diamond Valley
- Response 2 Former resident
- Response 3 Work on mainstreet

2. What are your primary concerns about the construction?

Other (please specify)

- Response 4 Lose the traditional old town atmosphere

3. How do you think this project will affect your business?

- Response 5 Reduction of access to businesses
Time line not mentioned
- Response 6 As a business owner I AM directly affected
- Response 7 As a business owner who just signed a 5 year lease on Elizabeth I worry about parking, disruptions, less walking traffic during construction. I DO NOT want to end up like Marda Loop
- Response 8 Closures and slowed traffic is already compromised with town events; creating reality of extended amounts of time for construction.
On these “downtown” closure days; our business customers are frustrated; employees and delivery staff challenged to get to and from work...
I can’t imagine extended amount of closures and reduced traffic flow will acceptable to continue to serve our growing business
- Response 9 I am concerned customers will not be able to access my business, will think they can not access it, or find it difficult to access it with construction. Although I am in favor of the updates, it can be a struggle to draw customers into the downtown area and I am concerned that the disruption will have them opting for easier access of the big box stores. Especially if parking is significantly impacted.

I think that the key to the overall success of this project (for the town and business owners) will be reliant on communication and how successfully the town promotes the fact that the downtown will still be open for business, as well and how easily customers can access businesses and services. Signage, regular updates, advertisements (both in the Western Wheel and on social media). Business has not returned to normal post pandemic and all businesses are feeling the impact of high food prices, etc. There is a concern that, if not handled properly, the decreased access due to construction could be the final blow for many businesses. We want a beautiful and functional downtown, but not at the expense of the fantastic small business community.

- Response 10 I anticipate that each segment of this project will impact our revenues as residents/customers will likely avoid the downtown area due to the above listed issues.
I am very concerned about the viability of my business through this process - the potential need to lay off staff due to lost revenue - the cost to hire and train staff on the other side and the impact on myself and my family by my having to carry the extra load of being in the store alone.
I believe that parts of this project are necessary, but truthfully after having already suffered through COVID and continuing to feel the financial impact (likely another 3 years before fully recovered) this project has serious implications on my plans for my business moving forward.
- Response 11 I think it will go out of business. We won't be able to last, as we cater to elderly people and lots of people from outside of Okotoks who won't know where else to park to access the store.
- Response 12 It will definitely slow traffic go not only mine but all downtown businesses. Decrease in sales
- Response 13 It may affect customers being able to visit our location or turn customers away all together with road closures etc
- Response 14 It will affect the business as well as the true values of Okotoks, where people that moved here and come here for stand by
- Response 15 It will be a pain while it's happening, but I understand the positive impact it will have on my business.
- Response 16 It would impact the customer traffic. Even the slightest inconvenience can cause people to not make the effort to shop the local stores during construction.
- Response 17 McRae Street. I believe our section has already been completed. Unfortunately, when the broken sidewalk blocks were "fixed" last summer, not all the broken ones were dealt with and there is still a lot of crumbling areas that are trip hazards and difficult to shovel in the winter.
- Response 18 Negatively; save tax dollars - downtown is fine as is.
- Response 19 Parking
- Response 20 Positively once complete.
- Response 21 The above

4. Do you prefer construction over a longer time but with less impact on businesses day-to-day, or a faster construction schedule with a higher impact for a shorter period?

Other (please tell us more about possible alternatives)

- Response 22 A CLEAR and DEFINED schedule not one that changes, with adequate support for businesses and clear directions for customers (unlike the Northridge/Southridge mess!)
- Response 23 I like the idea of faster construction, but it depends how much the time frame would be shortened. If it's minimally shortened, then I prefer a longer period with less day to day impact.
- Response 24 It is nearly impossible to answer question 4 when no actual timelines can be offered. Any construction causing street closures, limit access to downtown core from April-mid June & early Aug onward will seriously impact our revenues. We heavily rely on customers being able to easily access our building.
- Response 25 No construction. If there has to be construction maybe fix the sidewalks
- Response 26 The only construction that is needed is a crosswalk. The rest is not necessary.

5. How can the Town best support your business during this period?

- Response 27 Conduct work at night. Or better yet have 24/7 to shorten timeline
- Response 28 Listening to business owners and public. There was a reason the drinking area didn't work. We don't want that city feeling
- Response 29 Minimize changes to layout and focus on mechanical upgrades like waterlines to retain the unique heritage of old town
- Response 30 Pay businesses for loss of business caused by this unnecessary construction.

6. How would you like to use Pistoo Park?

- Response 31 A path to river valley is only part of this that would be useful. Upgrading this space will have very little impact on its use. Money used for this project would be better served somewhere else. With people moving to town families are needing upgraded facilities to keep them busy. Wait times and capacity for our rec centre are maxed out. Youth have very little to do. We find ourselves leaving town often for better pool facilities and biking trails. Finding a place downtown for something active for families would be better. With space being limited an outside pool/ water park. Actual biking trails along river. Too many walkers on the path gets dangerous. Families can spend a couple hours doing that and then walking to get ice cream, candy, toys or books. That is how you keep downtown alive. Not by performing/ display stages that only get used during events.
- Response 32 A place for couples to have wedding photos taken
- Response 33 A place to enjoy all the arts and history in our wonderful town!
- Response 34 A quiet reflective place for artists to come together and create different art pieces. Explore the opportunities for artists getting together to inspire other artists or children who want to learn.
- Response 35 A shaded resting area for picnics would be lovely. Maybe a small water feature, like a stone fountain or little koi pond? I could imagine sitting there to eat after a festival or walking around downtown.
- Response 36 Adult relaxation. Shady place to have a lunch.
- Response 37 An entertainment space (Thursday Night @ the plaza) and place to relax and enjoy a beverage outside.
- Response 38 Art displays, artisans at work creating their works of art. Sculptures in the works from artists. Seating and green space
- Response 39 As a park
- Response 40 As a place to enjoy outdoor art exhibits and shows
- Response 41 As a quiet seating space accommodating mobility impaired folks
- Response 42 As a quiet space to enjoy nature and events, exhibits, and performances.
- Response 43 As shown, needs to be accessible for those with disabilities
- Response 44 Check out Art displays.
- Response 45 Day use/picnic area
- Response 46 During markets or walks downtown with friends it offers another spot to gather - but with the deadend/no sidewalk you usually end up turning around at this point. You also can't tell if it's open and I think visitors are missing out the amazing artwork/gifts inside!
- Response 47 Engage with arts and culture displays, chill outside by the trees
- Response 48 For special events
- Response 49 Green space as proposed
- Response 50 I believe it is already functions how the town is planning, however, the town plan looks like it will enhance this even more.
- Response 51 I do not plan to use the park.
- Response 52 I have mixed feelings about more green space downtown
- Response 53 I like the approach to use the park to display art and for community events. I think it will be challenging to create a 'quiet' space considering it is beside the train tracks.
- Response 54 I like the idea of using it for art displays and community events. We have so few heritage spots in Okotoks and to have them play a more significant role in the town would be great.
- Response 55 I live a block away and have never used it other than light up okotoks
- Response 56 I support the vision as described in the survey.
- Response 57 I think a nice more relaxing area is great
- Response 58 I think all the above sounds really nice. I'm not a fan of the round about, but I assume that's not up for debate. I think the roundabout will make it difficult for pedestrian crossing in that location and many pedestrians cross there. I hope you've considered that in your planning.
- Response 59 I think it's too elaborate. Good for you for putting in a crosswalk. I'm happy to drop by for art and gatherings
- Response 60 I would not . How would you protect two dimensional art from elements and vandals? What would the cost be?

- Response 61 If it cant. be paid for by admissions to the gallery then it should not be done, there is not enough interest in this by the general public, council does not need to waste time and money on it.
- Response 62 It is fine the way it is, please stop spending money!! The drawing is very basic and not much different than what it is now, so I would suggest leaving it.
- Response 63 It should be affiliated with art gallery
- Response 64 It would be nice to go to events or relax at the park. I prefer nature and don't feel the town should be wasting our tax payer dollars on art. Okotoks has many more issues that require that money.
- Response 65 It's fine as is. We have all of this just down the street at Olde Towne plaza or whatever it is called.
- Response 66 Keep it different than other parks so it will be used.
- Response 67 Leave it alone it's never going to a quiet relaxing place with a major road next to it
- Response 68 More outdoor movies and music.
- Response 69 Music festival Market
- Response 70 Never heard of it
- Response 71 No opinion
- Response 72 Not much to say here, but improved pathways to bridge from the frequently used river paths to the east side of downtown would be a big start - along with improved sidewalks on the south side of N railway.
- Response 73 Open green space. Sit relax.
- Response 74 Outdoor stage and art display area, also climbable art like near the library
- Response 75 Parks are a great venue to set up parades, pop up markets, family events and so on. Keep the economy open by freeing the main street
- Response 76 Picnics, relaxing, seasonal markets & performances.
- Response 77 Plsttoo Park and the Art Gallery currently feel isolated from the rest of the downtown area. I would like to see the park (and Art Gallery) 'feel' more like part of the downtown stretch. I like the idea currently proposed for the park but believe it won't amount to anything if it doesn't feel integrated with the rest of the downtown development.
- Response 78 Place to gather and connect with friends and community. It would be a nice use of that space. I hope the big trees stay. They are asthetically pleasing and offer nice shade on summer festival days.
- Response 79 Please leave things the way they are, keep the existing charm and don't try to change things for the sake of change. There are much better ways to spend tax dollars that destroying the charm and the existing perfect areas.
- Response 80 quiet time, shade, picnic
- Response 81 Riding my mobility scooter.
- Response 82 Shaded seating
- Response 83 Should be able to offer something for seniors and children alike. It needs something more for children -interactive structure to climb .
- Response 84 The list above is fine
- Response 85 The notion of a gathering space is great. Too often the spaces seem or feel reserved for "Arts" events and that doesn't appeal to large tracts of the population --> there's little connection between a conservative, nuclear-family oriented person and a drug-infused busker that looks like they haven't seen a shower in 3 months. Be conscious of how to connect with the quiet, tolerant majority of citizens.
- Response 86 There is already an area just west to this; don't do anything with Pistoo Park.
- Response 87 This is great if you love arts and culture but what about the other 80% of residents who would just like a nice park (perhaps with a water feature or splash pad) for spending summer days at.
- Response 88 To relax after running some errands in downtown. Be able to contemplate art in the outdoors would be lovely. Specially if the art is interactive. We should follow the world trend to hybridizing public art and playgrounds. They can be fun for all ages and give a sense of integration, diversity and enjoyment to all downtown's visitors.
- Response 89 To relax and stroll, zen moments and to be inspired
- Response 90 Waste of money
- Response 91 What you described sounds nice. Have you considered perhaps a nice fountain for some ambiance? Speaking personally I'd prefer some planters and professional flowerbeds rather than just a "natural space" when the naturalised Riverland is just a block away.

7. Please share your thoughts on the draft concept.

- Response 92 Again seems fine. Still would like some professional landscaping rather than just trees.
- Response 93 Am I really seeing a traffic circle? Thats neat but not the place it is needed most (Milligan at Vetrans)
- Response 94 As shown
- Response 95 Good to have a traffic circle. We need another one at top of veterans way. Also need light at poplar Ave and north railway st
- Response 96 Honestly, an absolute waste of tax dollars and incredibly negative impact on businesses.
- Response 97 I am happy to see an actual sidewalk out front of this park for greater access! As well as a performance area
- Response 98 I like the idea of multi use outdoor spaces tailored to the arts being beside the gallery.
- Response 99 I like the proposed plan.
- Response 100 I like the shade and the idea of a performance space. This all looks good. I would prefer to see more traditional art featured as opposed to modern art (in terms of the permanent art structures, the revolving exhibits can of course be whatever.) More "Old Town" feel, to match the vintage style of the Gallery and the vintage Museum next door. Maybe lean in to the old train station theme?
- Response 101 It is too modern looking to belong downtown Okotoks. No need for a traffic circle. People love Okotoks because of it old Towne charm and this design is taking away from that. Love the old building and feeling like we are far away from the city. In my opinion this look ruins the look of the character the town has. Everyone that comes to Okotoks I always take downtown and they comment how nice it is having the old part. And how it takes them back to better days and make a point to always visit the old Towne because of it.
The town is already ruining many other areas with over development and I would hate to see Okotoks character gone as well
- Response 102 It just doesn't seem necessary.
- Response 103 It looks good. We just need to think about spending less in all areas as taxpayers are under a lot of stress financially
- Response 104 It looks ok
- Response 105 It looks peaceful. I would like to add some garden space. Flowers always make everything better. It can also be an integration of art with flowering plants, so the garden doesn't look sad during winter. And of course I prefer parks with playgrounds. There is a great opportunity here to create an amazing playground that integrates interactive art. You can check the playground in the Ontario Art Gallery. A vibrant space for everyone. <https://www.earthscapeplay.com/project/art-gallery-ontario-playground/>
- Response 106 It seems far fetched to design this corner of downtown to something that is a "quiet and reflective atmosphere". Moreover, the sidewalks on the south side north railway is uninviting to walk down...maybe I missed the studies showing the people traffic in the area is actually good, but building more open green space and seating (again, at the end of what is already a not great walking location) doesn't sound like what this area needs. Having said that, the one thing (maybe only thing, or at least as a "phase 1" just to see if it opens up foot traffic) is to extend the pathway to the river paths and dramatically improve the sidewalks on the south side of N railway. As someone who frequently runs in the paths, this is an area I currently rarely visit.
- Response 107 It's shit stop wasting money.
- Response 108 Looks good
- Response 109 looks good
- Response 110 Looks good to me.
- Response 111 Looks good.
- Response 112 Looks lovely.
- Response 113 Looks reasonable for stated purpose
- Response 114 More permanent tables and seating,. And a supply of temporary seating for events. People bringing their own chairs is not always an effective use of space and can disrupt sight lines.
- Response 115 More trees or bushes to block traffic noise
- Response 116 Needs more seating, maybe large steps that can be used for seating levels and art displays/vendors. Open green space could use play area.

- Response 117 No opinion
- Response 118 No thank you, there's more important things to be focusing on right now.
- Response 119 Overall, very good layout, with the exception of the art feature. This particular choice is unnecessary and focuses on a particular group with its symbolism.
- Response 120 Parking for mobility impaired folks needs to be part of the plan.
- Response 121 Parks are a great venue to set up parades, pop up markets, family events and so on. Keep the economy open by freeing the main street
- Response 122 Plsttoo Park and the Art Gallery currently feel isolated from the rest of the downtown area. I would like to see the park (and Art Gallery) 'feel' more like part of the downtown stretch. I like the idea currently proposed for the park but believe it won't amount to anything if it doesn't feel integrated with the rest of the downtown development.
- Response 123 Please leave things the way they are, keep the existing charm and don't try to change things for the sake of change. There are much better ways to spend tax dollars that destroying the charm and the existing perfect areas.
- Response 124 Sounds good.
- Response 125 Suggest extending the ornamental fence east to the south boundary of the park. This will create visual separation / boundary from the road.
- Response 126 The character of the old CPR Train Station must be maintained. Over-motored "art" that doesn't connect with citizens (think blue loop in Calgary, or the silver balls in Edmonton) make it feel like the municipality is trying too hard and wasting a ton of money. Traffic circles are becoming fairly common in urban development and may make our unique downtown with it's heritage feel a bit too much like a new development in Calgary. Many people move to Okotoks for it's small-town feel and charm. Don't wreck that.
- Response 127 The concept looks good, make sure there is shade. Most parks in Okotoks do not provide enough shade
- Response 128 The enhancements will make this space more inviting for folks to spend time, just sit with a coffee and chat and enjoy visiting the Art Gallery./Markets. Adding a sidewalk will make it much safer and traffic calming at the intersection Lineham and N Railway should be considered. Love connecting the area to the river path!! Permanent art installations along the walk...Canmore does a nice job of this. How about putting in treetop trekking or a little zipline along the path - interject some activities within the natural elements.
- Response 129 The traffic circle is fantastic!
Extending the sidewalk around the bend to the tracks is fantastic
Consider planning ahead for access
The station may* feature train service platform again someday
- Response 130 Too elaborate for the existing space
- Response 131 too much concrete, umbrellas not good for shade...pergollas are better and resist wind
- Response 132 What a great vision. The traffic circle is a wonderful idea.
- Response 133 Would be lovely to have adequate shade, picnic or tables and safety from the traffic circle. The stage area is lovely.

8. How would you like to see Triangle Park used?

- Response 134 A calming atmosphere who community events. Interactive space for children/adults with learning difficulties that require sensory activities.
- Response 135 A gathering place for individuals to sit and enjoy coffee, ice cream, whatever they've purchased from nearby establishments. Must also cater toward our children.
- Response 136 A green space for casual gatherings.
- Response 137 A playground for kids. An area for picnics.
- Response 138 A space to gather and socialize downtown.
- Response 139 A updated playground and leave everything else.
Local contractors only!!
- Response 140 Another place to rest/gather and take in the day. Some "unconventional" type seating that would maybe appeal to kids ie Los Trompos (Spinning Tops) or some playful public art pieces.
- Response 141 As a downtown play park for families who live and would like to play centrally. I know you can still walk to the library, Kinsmen, and Lions Park, but triangle park is OG downtown.

- Response 142 As an nice sitting place
- Response 143 As envisioned but more seating required
- Response 144 Consider how to draw youth to the area
- Response 145 Create a tot lot. Parents can grab a coffee at the local coffee bar on their to the tot lot
- Response 146 Current use seems to work. Trees can be trimmed up to improve sight lines and airflow.
- Response 147 Do not overhaul it so extensively. Where are the kids going to play? Add some trees etc. That is it.
- Response 148 Do not spend money to change what is there.
- Response 149 Doesn't tmatter how the park is used I just woukd like to keep / leave the parking alone during ti the businesses.
- Response 150 Event hub and also to promote all upcoming events (not just town events)
- Response 151 For now, unless the park can be developed on, don't spend the money to do anything. Seems wasteful to have "paths" through such a small parcel that goes no where and is bordered by a back lane. To me, and I'm guessing a lot of residents, "downtown" ends to the east past Home Ground. Yes a few businesses are separated a block or so east (RFG), but the focus (IMO) for the "next chapter" of downtown on the north side should really focus west of home ground. With the gap to RFG with residential, it'll always be tough to tie them in - at least until the south side of N railway can be improved.
- Response 152 gathering space, resting space
- Response 153 Green space as proposed
- Response 154 Have you considered a public washroom?
I think revitalizing the park is a good idea the kiddie park thats there now is under utilized. Maybe try and a get a burger joint to move in next to the ice cream shop lol! In all seriousness though I hope you encourage more restaurants in downtown because Okotoks is lacking in places to go out for a descent meal.
- Response 155 I like it the way it is
- Response 156 I think it would be nice to make it a gathering area like an amphitheatre or common area where food trucks could assemble.
- Response 157 I want to keep the playground area. Is the only one in the main street area. How do you want to make downtown inclusive if there is not space for kids? If it is due by aesthetics concerns, in this time there are countless of amazing playgrounds designs that would integrate beautifully with downtown. For example, instead of a commemorative floor ring for the river, we could have a beautiful playground that mimics or represents the Sheep river. Or we can also have an amazing playground with an ecological vibe as the one in St. Patrick's Island park in Calgary.
- Response 158 I would like a park somewhere for kids to play on. Downtown doesn't really have a park for kids.
- Response 159 I would like it to continue as a park with equipment for children. Various types of seating would be nice. Space for people to do picnics
- Response 160 I would like to see playstructres remain a feature in this updated park. It is nice to have a space for kids to play in the downtown core and it would be a shame to see these completely disappear in favor of sitting space and landscaping.
- Response 161 Interactive park for children & adults. A place to rest while visiting the Main Street shops.
- Response 162 Just as you have describe above would be lovely.
- Response 163 Keep things simple. Focus on other issues.
- Response 164 Kids place. Natural climbing. Swings but more natural round swing?
- Response 165 Leave it a lone you pricks. You all must hate kids more than I do to constantly be bulldozing their parks. I guess poor kids don't need to play like the rich kids do. This entire plan is garbage and I can't wait for people to vandalize it because they are angry that you jackasses never listen to the public at large. Just you friends who have businesses down town that you use town funds to advertise for for free
- Response 166 Leave it alone it's fine
- Response 167 Leave it as is.
- Response 168 Leave the park as is. If there is limited opportunities for improvement there isn't a point in spending money here. The money spent would be better spent elsewhere. We are spending way too much money on useless projects like this. Example the new signs in town pointing out streets that no one notices now that the shock of them have worn off. They just look huge and tacky. We all have gps on our phones and no one looks at those kind of street signs to find where they are going anymore.

- Response 169 Love having the current playground, would appreciate a space that can still be used for play (and with fencing as it has right now)
- Response 170 Needs something for all ages
- Response 171 Needs to include kids
- Response 172 Nice use of grass and hard surface. I would like to see live music events, outdoor entertainers and food trucks in the summer.
- Response 173 No opinion
- Response 174 Not a playground or water feature. No real water for obvious reasons...
Nothing that needs to be repainted. It all needs to be no to low maintenance.
- Response 175 Parks are a great venue to set up parades, pop up markets, family events and so on. Keep the economy open by freeing the main street
- Response 176 Picnic lunch
- Response 177 Play structure for children, this seems just a recreation of the existing patio space and stage outside of the Heartland up a block.
- Response 178 Playground for children
- Response 179 Please include a children's play structure!! I don't mind ripping the old one down as it was small and old, but even a swing set could still fit the aesthetics while giving the kids a place to play?? My kids play here while waiting for the Children's Parade, or when they need a play break after tagging along shopping downtown! Please don't remove all play spaces and make children feel they are unwelcome in public!
- Response 180 Please leave things the way they are, keep the existing charm and don't try to change things for the sake of change. There are much better ways to spend tax dollars that destroying the charm and the existing perfect areas.
- Response 181 Remove the park - find another use for it.
- Response 182 Shaded seating
- Response 183 Small dog off leash park.
- Response 184 The design being presented looks lovely and welcoming. I am sure some adults will be upset to have the playground removed, but hopefully the "boulders, stones and stumps will be something that children are able to and allowed to climb on.
- Response 185 The vision described in the survey sounds good.
- Response 186 There is a younger generation coming to the area as it is a lower cost area. I would like to see a play structure that kids can actually use that includes the natural elements.
- Response 187 This is not a park that gets used, why invest in it, an organization just put the park in, DONT WASTE TAX PAYERS MONEY!
In the 8 years I have been downtown I have never seen it used by children, however it is used in the evenings by adults occasionally
- Response 188 Triangle Park is a great opportunity to encourage visitors and locals to venture farther down main street. It is a great connector spot to let people know that there are more businesses, restaurants and areas of interest past Homeground. Many people ask what is farther down the road but seldom continue on as it does not have the same feel as the plaza area. Having an additional space for events, such as Light Up Okotoks, and gathering will be a fantastic way of extending our downtown to include the businesses farther down.
- Response 189 Where is this park?

9. Please share your thoughts on the draft concept.

- Response 190 Accessible to all. Maybe some sort of Memory Care gentle aspects could be included in this park and the station park.
- Response 191 Could use an event board for information. Also water feature, maybe jumping fountains at the river circle that can be played in and recycle water while not being a full splash deck, just a small stream if water
- Response 192 Honestly, an absolute waste of tax dollars and incredibly negative impact on businesses.
- Response 193 I do not see a play structure for children. I believe that is essential to this park
- Response 194 I dont know its really limited
Something with seating and private 'nooks' for patrons of the coffee and ice cream shops
Maybe just give up and sell it for a commercial business
- Response 195 I like the proposed plan.
- Response 196 I think it is nice but on festival days or light up Okotoks it needs to be more intentional for hosting people vs a casual park space.

- Response 197 I would like to see playstructures remain a feature in this updated park. It is nice to have a space for kids to play in the downtown core and it would be a shame to see these completely disappear in favor of sitting space and landscaping.
- Response 198 It looks boring. Let's integrate flowering plants and keep the space for an amazing playground.
- Response 199 It needs more shade
- Response 200 It would be nice to still have an element for the kids. Maybe a swing?
- Response 201 It would still be nice to see some structure for children to play on / around. There aren't many downtown play parks, plus there's the added bonus of Big Dipper right there! I guess stones and stumps can be made into play things, but a small playground would be cool.
- Response 202 It's crap and needs to be flushed. You just spent money fixing that park and now you want to spend more to tear it down
- Response 203 Little to no improvement. Leave it alone and spend money on more useful projects.
- Response 204 Looks awesome!
- Response 205 looks good
- Response 206 Looks good.
- Response 207 Looks lovely.
- Response 208 Looks nice and adds green space to downtown. Keep it simple so it's easy to maintain and look tidy
- Response 209 Looks really nice.
- Response 210 Lots more seating needed, needs to be accessible for those with disabilities
- Response 211 Nice
- Response 212 Nice
- Response 213 No opinion
- Response 214 Not much value. I don't believe that improving the space as proposed will bring much value to the area because this park is not used often. Can this area be leased to food truck(s) or mobile-type businesses?
- Response 215 Parking for mobility impaired folks
- Response 216 Parks are a great venue to set up parades, pop up markets, family events and so on. Keep the economy open by freeing the main street
- Response 217 Please add something for children, bicycle lock up, water fill up and dog bowl.
- Response 218 Please leave things the way they are, keep the existing charm and don't try to change things for the sake of change. There are much better ways to spend tax dollars than destroying the charm and the existing perfect areas.
- Response 219 Really would be sad to see no play equipment. Many daycares use that space
- Response 220 See my comments above.
- Response 221 Some "unconventional" type seating that would maybe appeal to kids ie Los Trompos (Spinning Tops) or some playful public art pieces.
- Response 222 Sounds good, make it unique from other downtown parks.
- Response 223 The design will be a nice addition with its proximity to the coffee shop.
- Response 224 The phrase in the mosaic doesn't make sense. Why is there even a phrase at all? No phrase or letters makes a lot more sense to me.
- Response 225 There's very little attraction for children / youth in this concept. The current park has a playground and the new design should have something useful / inviting for children as well.
- Response 226 too much concrete
- Response 227 Trees on the west side past the planters.
- Response 228 What I said above. Please don't remove the child's play spaces entirely. I like the art and benches you've shown here, but removing the children's play area with zero replacement isn't fair! Doesn't need to be a lot, but some aesthetic wooden swing sets or a small slide/see-saw would show children they are welcome downtown too.
- Response 229 Would like to see a playground in this area

10. Do the vision, goals and guiding principles make sense?

- Response 230 About 1/3 of the town's population can easily access downtown services
- Response 231 Connectivity goal - doesn't indicate what tradeoff is desired between mobility through the downtown and the community/sustainability goals. These are competing interests. Is through mobility being sacrificed for a better downtown environment?

- Response 232 Does not make COMMON sense
- Response 233 Downtown is great right now. Keep holding events to keep it alive. Upgrading landscape with extra trees etc. isn't going to make the difference.
- Response 234 Fiscal impact and return on equity must be considered. We are spending millions of dollars to improve the character and activate the downtown. Has there been analysis showing the return on equity tax payers are getting on this millions spent? Could the previous phases of downtown be used as longer term examples?
- Response 235 Has nothing to do with the old town omotoks feel
- Response 236 Honestly I struggle to follow the vision here. Without providing some imagery to help the public understand the general feel and styles that are being considered, it all just sounds like a bunch of buzzwords.
- Response 237 How many hundreds of thousands of dollars on numerous studies do we need to waste? We have had how many studies and have done what? - get yet another study done. Enough already! Do we not have any brains in the town office or in the council that can get together and collaborate and make some decisions?!!
- Response 238 I am not sure why the plan just seems to be rebuilding areas that are already fine. Not everything needs to be so designed. Some natural areas that are untouched are nice.
- Response 239 I can only find some information explaining the vision. Not all of the vision is clear. But that doesn't mean I disagree; I just don't have enough information
- Response 240 If you want historical look it starts with architecture
- Response 241 It does not need to be contemporary. The personality of a historic town with character continues to be eroded. Stop. Stop approving bedroom style developments, Sure improve the roadways, pedestrian travel and green spaces. Access to the art gallery is poor at the moment but the spaces downtown are losing character. Contemporary vs historic doesnt demean this town's origin.
- Response 242 It's not going to improve anything and it's a waste of money. Just like the broken signs on the highways
- Response 243 Just do the road maintenance and more parking.
- Response 244 Keep downtown as is
- Response 245 Lack of parking!!!!!!!!!!!!!!
- Response 246 Leave it as is at this time.
- Response 247 Leave it be. At least preserve the old part of town
- Response 248 Makes sense, sure, but fairly vague and generic.
- Response 249 Martin Luther Had a dream too... lets see the plan because so far you keep talking without a plan.
- Response 250 Need less professional life, more retail, maintain sense of quaintness, no food trucks
- Response 251 No
- Response 252 Part of the charm of Okotoks, is the small town feel. This vision sounds more like Airdrie which isn't what Okotoks should become.
- Response 253 See below
- Response 254 The area will loose its charm, and do not wanting it looking like a city center.
- Response 255 They are made to accommodate a surging population of the town. A large majority that live here, are here for the charm, small town feel, and genuine atmosphere a small town creates. This gets lost when small towns become the opposite.
- Response 256 Too general without specifics
- Response 257 Too vague to comment
- Response 258 We don't know who is this project going to benefit. We are a small town that you want to turn into a big city
- Response 259 what is a "fine-grained pattern on shops...": Establish a Warm & Contemporary Main Street - Downtown should be defined by a fine-grained pattern of shops that are built with a contemporary palette of warm natural materials. What are "sustainable elements"? What is an "inclusive manner"?
- Response 260 Why do you think you need to change the area? It is perfect the way it is, leave it alone and stop wasting people's time and tax dollars to destroy the area and charm.
- Response 261 You can get rid of your inclusive garbage talk. Everyone is welcome.

11. Is there anything missing from the vision, goals, guiding principles or character areas?

- Response 262 Common sense and frugal use of the taxpayers money.
- Response 263 Consider the ability for mobility impaired movement within the core.
- Response 264 Don't make the rules so rigid. Saying you need 2 trees 50 caliper 1 tree 70 caliper etc... Lots are small and may not make sense to implement every rule. How about say just need to be landscaped for 30% of the lot
- Response 265 Focus on heritage, pedestrian movement, trees, benches, connections to river valley paths, small hip artisan shops, premium rustic vibe. Get rid of the gaudy Econo Lodge motel.
- Response 266 Focus on the water infrastructure
- Response 267 Honestly, an absolute waste of tax dollars and incredibly negative impact on businesses.
- Response 268 How about listening to what the actual people that live, work and have moved to Okotoks want.
They moved away from big cities for a reason
- Response 269 I can't think of anything that has been missed.
- Response 270 I feel that the town needs to take a stronger stance into the types of businesses that are allowed to move into our downtown core. While I do agree that the service type businesses (daycares, doctors, dentists, etc) do bring business to the area, I believe they are better located on Elma Street, or on a second story (not directly on Main Street). When people come to town to stroll and enjoy our downtown, once they get to a service business, they stop and don't go farther, assuming that the retail area is done. This segregates the walking appeal of Main Street. We should be reinforcing restaurant and retail only.
- Response 271 I see no parking for the businesses and only an expense to the businesses again to expand the outside of them ... no parking will close a lot of these small businesses
- Response 272 I'm wondering if you can keep the existing sidewalks but just replace the broken bits. It adds so much character to this area. I'm hoping the boulevard stays maybe just replace the dead trees ? People drive here do not take away that we just need parking spaces. I appreciate the new ones being added by train tracks. Too bad you couldn't add a 2 story garage somewhere.
- Response 273 Improved Accessibility to the river on the downtown side. Parking is a safety issue on north railroad street. There is no designated accessible parking spaces and parking along the side of the road is problematic for families who are getting strollers, walkers or children safely out of the car. In particular there is very limited parking at the junction of railroad and lineman where there is an access point for the pathways. This access to the pathway is one of the two places where you can access the river on level ground without having to climb down the embankment. In fact there is a perfect spot to flyfish as the river joins back together after the island. Since there is limited wheelchair accessible fishing on the river it would be a great spot to enhance accessibility. But parking and wheelchair access needs to be addressed. I believe there is opportunity to create a safe parking lot on a green space beside the town's facility (I think it is a water pumping station). Also there is a locked gate preventing people from accessing the pathway. You have to go on a dirt path to get around it which is not suitable for wheelchairs.
- Response 274 In my opinion Okotoks needs to move towards greener options, solar power or other renewable resources and more community gardens in every area.
- Response 275 In the goals section, it states that it will be "built with a contemporary palette of warm natural materials". As the next goal states that "existing heritage buildings should be protected and celebrated as part of the defining characteristics of the town". I would love to see Okotoks create a downtown that uses contemporary materials and architectural styles that are vernacular to (or reference) the existing heritage buildings. One of the comments about downtown that I hear most is how much character it has and what a lovely feel people get while walking in the plaza area. The way to encourage visitors and locals to spend time in the downtown area is to give them an experience that isn't available outside of the downtown area. To keep the look and feel of the Olde Towne, extending it in either direction up and down main street would create a destination and a deep sense of place.
- Response 276 It looks good. I hope you are able to attract more small businesses to the area. As a citizen I would hope that your business approval would focus on small and local. Please do not bring multi million dollar corporations to this area. Let them operate in the more commercial areas of Okotoks. The downtown is attractive because big business isn't there. People like the uniqueness of the shops.
We need better restaurants though I hope this plan attracts them!

- Response 277 It would be great to have a bicycle repair station - similar to Montreal along the paths. The more opportunity and interest for families to come downtown would help businesses. Better parking and be safer to see pedestrians.
The library should have a park that is age appropriate for 4-10 year olds with a drinking water available. picnic areas near the river would be nice.
- Response 278 Keep mobility and disabilities in mind for movement. Parking important but mainly for the lower mobility people. The rest of us can walk
- Response 279 Keep our town, the small town many of us have loved for a long time. Many residents want to protect the quiet, charming and beautiful town we have. We do not want big-city mindlessness seeping into the town's culture and coveted atmosphere.
- Response 280 Love the ideas, love the feel of each area
- Response 281 Make Elizabeth Street one way and widen side walks
- Response 282 More boutique shops, small town feel with modern flare. Elevated dining / restaurants / cocktail scene for foodies
- Response 283 Need to limit professional style business, dentist etc. These close after 6 pm usually which means reason to be downtown. The history of the downtown core is all about appearance. If you want to celebrate heritage you must make architectural restrictions. Encourage downtown businesses. Far too many have closed
- Response 284 No
- Response 285 no
- Response 286 No
- Response 287 Not really
- Response 288 Not sure how this differs from now
- Response 289 Parking
- Response 290 Please incorporate the "Active living" principle in the execution plans. Lets make all the spaces functional, not just decorative.
- Response 291 PLEASE put emphasis on "heritage" over "contemporary". Contemporary ends up looking dated and old-fashioned after just a few years, and we will just have to upgrade to the new "contemporary" after a couple decades. Just look at some of the "modern" designs in areas like Seton in Calgary. At the time they seemed sleek and cutting edge, but now they already look "last decade"/2010s.
By all means, modernize the infrastructure. Make sure the aging pipes, electrical, potholes, etc are all fixed and up-to-date. I am in favour of this! But please lean in to the "Olde Towne Okotoks" vintage aesthetics to make sure they still look quaint and beautiful 30 years from now!
I also like the idea of incorporating more of the riverfront into the downtown plan. Obviously keeping an emphasis on green spaces, but developing more out to the river, maybe with a lovely romantic riverside boardwalk?? It would just need to be well-lit to avoid being a hotspot for vandalism!
- Response 292 Should include specific accommodation for bike access including:
- addition of new pathways or bike lanes in the downtown area where space is available
- additional bike racks throughout the downtown (as well as other public spaces throughout Okotoks)
- Response 293 Supporting local businesses
- Response 294 The map provides little to no information on what these various areas mean. Does each area have different architectural requirements? How do the different zones impact what types of business and structures can be built within them? What impact does removing the character areas from the Land Use Bylaw and moving them to the Our Plan for Downtown have on the enforceability of these requirements? Will the town require new buildings to maintain the same character feel as those in the existing downtown core? While I applaud the town for providing this forum for comments, I think alot of work needs to be done in explaining the impact of the various changes a proposals in a way that makes sense to those of us that don't have the inside knowledge that the town employees have.
- Response 295 The open area next to heartland cafe would be nice as an amphitheatre or common gathering area. Is there any way to develop the old grainery lands into an urban park with trees and benches?

- Response 296 There shouldn't be bike lanes as we live in Canada and snow has to be pushed/piled somewhere.
If old town didn't have the meridian with trees we would get more filming projects. Camera crews need a clear path for the camera dolly to run on. Any film set I have been on, towns like Drumhellar, High River and Fort McLeod for that reason.
- Response 297 These are good guiding principles but it is important to be pragmatic. The last plan made navigating downtown in trucks difficult. We need good parking options to enhance business access and accessibility for our aging population. Also choose materials that are durable and have low maintenance costs so it doesn't become dangerous or shabby
- Response 298 Yes the plan being thrown in the garbage where it belongs
- Response 299 Your directing everyone to come visit down town, there is no draw or magnet for people to want to be there, lots of great small businesses but spending all this \$\$\$ better have a big impact. Try walking around on a Sunday nothing is open! You want to draw people from city and tourists but most traffic is on weekends, what's going to keep people there? 5 min walk on a Sunday you're done.

12. Do you have any other comments on Our Downtown Plan that you'd like to share with?

- Response 300 As a long time resident since 1962 please leave to the way it is.
- Response 301 As a taxpayer, I do not want to foot the bill for downtown businesses to upgrade their exteriors (i.e. consistent blade signs, etc.).
- Response 302 Bike parking and biking lanes would be great. We like to bike to downtown, so having a spot to park bikes as well as safe lanes would be a huge benefit.
- Response 303 Contemporary is not what Okotoks is. It is the Olde Towne charm and this plan ruins everything about that. Leave it looking like the character town it is. This is not the image I want for Okotoks
- Response 304 Doesn't the town have other very real priorities? Settle that first.
- Response 305 Downtown is fine leave it alone
- Response 306 Focus on small businesses that contribute to the vibe and feeling of belonging in Okotoks
- Response 307 Honestly, an absolute waste of tax dollars and incredibly negative impact on businesses.
- Response 308 I am happy that parking has been addressed partially by the Daggett St changes, however, it probably won't be enough considering it appears that there will be less parking on Elizabeth St and N. Railway by way of widening the sidewalks.
- Response 309 I do not see any parking in the downtown areas. As a former business owner who suffered from the last downtown revamp I strongly object to the no parking...and what about our seniors this would absolutely be detrimental to all the business on main street.
- Response 310 I have photos that relate to this issues if you can tell me how to send them. If you wish to follow up with me on my ideas I can be reached by phone at 587 757-8509. My email is cam.fran.chesney@gmail.com. Fran Chesney. 549 Cimarron Point
- Response 311 I like the plan overall. And although I agree that we should encourage alternate and more active forms of transportation, the reality is we live in a vehicle-centered part of the world. During winter, we already experience significant complaints about accessible parking because of the approach to snow removal on Elizabeth and McRae (eg. snow piled along the road making some parking space inaccessible).
- Response 312 I think it's vital that all downtown businesses have traffic access during renovations. Also our downtown feels like it's 50% dentists. You go to somewhere like High River and it feels like a real town's downtown. We're just another piece of suburbia in comparison. Is there a way to incentive great local businesses along the main stretch? More Restaurants and patio life? Places that are open on weekends perhaps? Having a school, a registry, and a bunch of lawyers and dentists doesn't scream vibrancy. I think our main stretch needs a lot of work.
- Response 313 I think sustainability is a nice idea but we shouldn't pay extra for it. I like that the town plans low maintenance trees and plants but solar panels etc are very expensive and do not have good returns. Look at Drake Landing where the solar panel thing is a failure. Please don't waste our tax dollars on progressive ideas that cost money with little return.
I think the plans are very good and will increase business in the area and enjoyment.

- Response 314 I would like to see as many invitations as possible to deepen everyone's relationship with the land. Huge amounts of what's wrong with the world have broken relationships with land at their base, as lost and confused people destroy the sacred for money and pride. We will suffer on and on and on until we heal our relationship with land and correct the legacies of injustice, violence, and mindless destruction that plague our worldviews and ways of life. Insofar as these parks offer true invitations to sensitive and deepening relationship with land, each other, and ourselves, they shall have enduring value. Insofar as they are a reflection of self-interest, ego, greed, and pride, they shall be ugly and inefficient. Remove every trace of such ignorance, and you'll create something of real quality. Unfortunately, insofar as y'all are bound up within a morally bankrupt collection of systems, where those of greatest power are often among the most confused of all, I fear you won't heed my invitation, and so the opportunity lost.
- Response 315 I would like to see the expected value that taxpayers will get from this investment.
- Response 316 Incentivize an anchor tenant that fits the vision such as Whole Foods in the old grocery store building that I think is currently occupied by Canada Post. Build more pedestrian connections to the river valley pathway system. Develop the vacant strip of land between S Railway Street and Daggett Street in line with the vision for downtown. The very essence of a downtown plan is urban design or planning. Leave out words such as inclusive or sustainable, since you have not defined what they are supposed to mean in this context, and are outside the purpose of the endeavor.
- Response 317 It will be great. I can't wait to hear the completion dates
- Response 318 It would be great if the Main Street had only one name from end to end!
- Response 319 It's an important design consideration that moving electrical equipment underground does not mean electricity must be interrupted if flooding occurs. Electricity service was maintained during past floods and electric pumps protecting property have thereby continued to function.
- Response 320 It's really disappointing. Downtown is fine as is, and without reaching out to business owners along the strip individually and actually asking how you can help them, you are going to kill businesses for a bunch of upgrades that simply do not need to happen.
- Response 321 Just do the maintenance on what is existing
- Response 322 Keep downtown as is. We don't want a modernized big city feeling.
- Response 323 Keep traffic flow / parking
- Response 324 Love the addition of the plant pots everywhere! Thank you.
People love spending time in downtown
- Response 325 Minimize changes to the old town buildings, maintain the old town as it is to retain the heritage. It is a unique piece of history and excess construction will destroy the old town atmosphere. The old town atmosphere as it is, is both a major tourist attraction and brings the past into the present. We cannot rebuild history, we can either retain it or replace it. Thanks
- Response 326 More cool/trendy restaurants, better food scene
- Response 327 More dog friendly ie water feature/fountain/shade for pets on a hot day. Turning away ppl with dogs on a leash at events is not a great idea.
- Response 328 More electric parking. The Towne does a nice job maintaining potted flowers please keep that up.
Could consider having Elma street one way with angled parking to improve parking spaces.
- Response 329 My thoughts are to remove the islands that were built on Elizabeth st. They are a nuisance, should never have been built, waste of my tax money.
That money could and should have been used to install a better light show that welcomes people to walk "main Street".
- Response 330 No
- Response 331 No
- Response 332 no
- Response 333 Not for this. Not when people are already struggling in business as it is.
- Response 334 Okotoks has "small-town charm". With that comes our local senior citizens driving their trucks and cars really slow to a local downtown establishment to meet their friends for coffee or breakfast. Be mindful of them and learn from the mistakes of other municipalities that have a "war on automobiles" like Edmonton does. Introducing bike lanes everywhere doesn't work for the majority of citizens. Leveraging the pathway network through town for bicycles and leaving the streets for automobiles makes good sense. Utilizing "optical illusion" to

slow auto traffic is sensible: paint lines that depict narrow lanes, utilize center medians with trees. The town has very successfully done this in downtown to date, speed along Elizabeth Street doesn't seem to be an issue as many folks travel below the speed limit. Continue that approach. Replacing streetside parking with dedicated bike lanes is silly and will take away from the small-town feel. Keep the things that make Okotoks different than Calgary.

- Response 335 Overall
Combine the mish mash of different eras into a more cohesive 'look'
Get all the paths and sidewalks to jive with each other and flow properly
- Response 336 Parking & congestion is becoming a real issue in Elma Street West Area. Businesses must be required to provide appropriate parking for their customers, no matter who they are or who they know. Sandwich boards must not obscure visibly to drivers, causing blind spots on corners. This is already an issue on the corner of Veteran's Way & Elma Street and should be removed/relocated.
- Response 337 Parking and building accessibility is not required or seemingly supported by the town. People with small children, buggies mobility aids or mobility issues do not have ease of access to businesses or parking close or near businesses they wish to spend money at. This comment is primarily focused on North Railway, McRae, and Elma Street.
- Response 338 Parking is limited unless there are about 500 to 1000 more parking stalls created when ever there are events planned for down town we avoid going down town. We currently do not shop down town to to the lack of parking Love the ideas and designs but without increased parking all this tax payers money being spent is a waste. Get rid of the medians in the streets and go back to angle parking it is a start to more parking.
- Response 339 Perhaps one way with mobility parking and mobility lanes for handicapped and elderly. Daggat street other one way. Make sure lower mobility get access to park and not other or "electric charging". Get rid of the trees in the middle of Elizabeth street. It's too hard to concentrate on the traffic already.
- Response 340 Please build a temple or shrine where my friends and I can go to worship Councillor Hallmark. He has been a councillor for almost 3 years, and I'm honestly surprised this hasn't been done yet.
- Response 341 Please do not do anything to take away from the small town feeling we have in downtown Okotoks. It is a special place and feeling.
- Response 342 Please move away from the Old'e' Town'e' spelling. Sounds so medieval. Opposite of sustainable future and progress.
Also, please upgrade the Northridge Pedestrian walkway at Elma St. - it needs more visibility and warning for motorists. All members of my family have nearly been hit multiple times crossing as pedestrians. This definitely is attached to the 'active streetscape' vision in the plan. Increased cycle and foot traffic need to feel safe getting downtown too, not just once they've arrived.
- Response 343 Please plan past the current size of the CITY. Treat it like a city and stop clinging to the Town mentality. It is just making the growth even more uncomfortable.
- Response 344 Quit narrowing the roads. It makes people want to avoid downtown. The same with parking. Provide better parking
- Response 345 See above
- Response 346 Super nervous for all small businesses downtown. I'm sure Costco would not appreciate losing parking and sidewalks due to construction
- Response 347 Thank you to everyone for all the thought, expertise, knowledge, time and talent given to make our downtown a place where everyone feels welcomed. A place where we are safe to gather in community and a place where everyone is included. We are so thankful we live in Okotoks!!
- Response 348 Thanks for all the enhancements and vision for our community. The more we can build connected pathways and create spaces for gathering the more people will come and utilize downtown.
- Response 349 The cost of all that is outlined here is not discussed. The project scope should be limited to what is required to update the utilities with other work being minimized so that upward pressure on taxes is minimal.
- Response 350 The downtown area sucks and this won't improve it. This is a waste of money and time for promoting your friends businesses. The downtown area is a giant crappy strip mall and no plants and pathways are going to change that. The only things missing there are a porn shop and a pawn shop to complete the esthetic of crappy strip mall.

- Response 351 The downtown road is too narrow and unsafe. I am always concerned when I park my vehicle that when I get out of it, I will have my door ripped off or hit by passing vehicle because the road is too narrow. Make the road wider, even if you have to get rid of the centre Boulevard.
- Response 352 The upgrade looks very modern downtown city vibe and doesn't have any small town charm. I would recommend investing in roads, maintenance throughout town, and rec centers.
- Response 353 There had better be parking still as we have a lot of seniors still in the area
- Response 354 This is an even worse idea than the drinking Block non sense
- Response 355 Updating building facades, Green transportation around Okotoks. Provide more opportunities or events.
- Response 356 Want the heritage feel to remain
Want to be able to park on the street
Host events on Sundays so retail businesses aren't impacted on Saturday
- Response 357 We have been residents of Okotoks for 24 years now & the money that has been put into "beautifying" the main street would well of been used to upgrade aging infrastructure underground, & fixing roads, etc. , parking. We don't need trees & boulevards in the middle of the street, there are trees along the sidewalks. Make the street driver friendly. Vehicles need to move safely up and down the street. You've made it difficult for the poor town employees trying to push snow....concrete here and there makes their job harder. What a waste of taxpayer dollars. We seem to be living in a "perfect" world instead of using money wisely.... Main Street is a great place to be , make it user friendly...there are a lot of vehicles driving up and down every day that have to watch out for people getting out of their vehicle as well as trying not to hit the boulevard in the centre. Make life a bit easier instead of "pretty".
- Response 358 We have owned and lived on Lineham Avenue for the past 14 years and have paid our taxes. During this time we have been hoping we would see some improvement in the condition of Lineham Avenue between Railway Street north to McRae Street. So far nothing what-so-ever has happened except the occasional filling of a few potholes. The road itself in some places, is not even level with the gutter and we cannot park close to curb as it may damage the tires. This one block of Lineham Avenue is one of the poorest maintained roadways in Okotoks. We sure hope that consideration for some improvement will be considered for this piece of Lineham Avenue in the Towns Improvement Vision.
- Response 359 We moved here from Calgary to escape the steel and glass and "modern" designs. We deliberately moved close to downtown (instead of the suburbs) to enjoy the "Olde Towne" feel and festivals. I am absolutely in favour of beautification through more flowers and trees, and modernization of amenities and infrastructure. But please PLEASE keep the style cute and vintage. Maybe some antique-style "gas" streetlamps that actually have flickering LED bulbs in them? Some faux/decorative hitching posts to celebrate our western heritage?
- Response 360 we need more public space...the area across from the post office should be developed as park with trees and a public washroom
- Response 361 We need to think about spending less in all areas as taxpayers are under a lot of stress financially
- Response 362 While it is important to provide accessibility for all, it would be a shame to change the atmosphere of the downtown by putting down so much concrete. Where there are already sidewalks (that are never heavily used), why add more? If we're trying to be a more eco-friendly community, why are we making our green spaces so grey?
- Response 363 you didn't listen to the businesses and residents back when you redid downtown main street or redid veterans way . you already have decide what you are doing and it doesn' t matter what we say you are going to go ahead and do it anyway. Can our money be spend on a traffic circle at the top of veterans way. I just feel that our priorities are not right.
- Response 364 You have spent a lot of money and effort making a drawing that is colored blocks and talking about a vision but you have provided NO VISION, perhaps you may get more effective feedback and conversations if you actually provided a plan.
Is this your sketchy way to get things passed by council? By not giving information. I have heard her called Mayor Trudeau, I can see why with this non-answer

13. Do you have any other questions or comments about Downtown's Next Chapter?
Please share here.

Response 365 Construction seems too long. Accelerated schedules should be examined for feasibility, lightening the impact of a multi-year construction process on local business and residents.

Response 366 Does Engineering answer emails?

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

put a plan out

PUT A PLAN OUT

Response 367 Honestly, an absolute waste of tax dollars and incredibly negative impact on businesses.

Response 368 I feel that it is a very poor choice in terms of spending money, and most people can not afford a tax hike!! These projects always affect tax payers.

Response 369 I hope somewhere in the details of executing on the guiding principals it's documented that getting rid of the parking lots of strip malls fronting Elizabeth are stipulated. As well, proper frontage and setback needs to be included - possibly any new development should be more than one floor. The large parking lots with businesses set so far back sure ruin the streetscape on a large stretch of Elizabeth.

Response 370 I think it's vital that all downtown businesses have traffic access during renovations. Also our downtown feels like it's 50% dentists. You go to somewhere like High River and it feels like a real towns downtown. We're just another piece of suburbia in comparison. Is there a way to incentive great local businesses along the main stretch? More Restaurants and patio life? Places that are open on weekends perhaps? Having a school, a registry, and a bunch of lawyers and dentists doesn't scream vibrancy. I think our main stretch needs a lot of work.

Response 371 I would have hoped that this forum provided more information on the planned changes. It discusses some park changes and some very general information on potential updates to the "look and feel" of the downtown but it does not provide any context on the other issues discussed in the Downtown's next chapter, such as street improvements, sidewalk improvements, architectural guidelines, the impacts of removing the character areas from the land use bylaw etc. Overall I feel like the net result from this survey will be of very little use given the lack of information provided.

Response 372 I would love to see an increase in foot traffic only blocks - like Stephen Ave. - during long weekends or even summer months. Downtown has such a cool vibe when motorists aren't revving their engines to get attention. Hopefully increased parking off Elizabeth is making this possible? Thanks for this opportunity!

Response 373 I'd really like to stress the multi-use portion. Make it a place that people want to walk or bike around. It's pretty car friendly right now, so I'd like to add in more bike and walking infrastructure.

- Response 374 Keep traffic flow / parking
- Response 375 Keeping an antique feel will also increase tourist dollars! No one will travel from Calgary to see More Calgary. Make it uniquely Okotoks and something different and special people will go out of their way to come visit, and we'll enjoy increased revenue as well as a charming heritage town.
I also like the idea of having no thru-traffic in the core downtown area, like Stephen Ave in Calgary. But if we go this route, there will need to be enough parking available outside the core to support this, or people will get very angry if they can never park! Maybe an underground garage so the aesthetics remain aboveground? Without proper planning, there will end up being some angry bottlenecks, and abusing of other parking lots such as the Library. But if the parking is well thought-out and appropriate, I do love the idea of a walking-only downtown!
- Response 376 Maintaining that small-town feel in downtown is vital. Even as Okotoks grows, it still feels like a small town when you go down-town because of the character in the buildings and number of small businesses operating. These are the reasons people live here instead of Calgary; managing and maintaining that feel while growing is a challenge, but it is also necessary.
- Response 377 Make it hip, yet charming
- Response 378 Make it so there is better traffic. Not bike lanes
- Response 379 Minimize changes to the old town buildings, maintain the old town as it is to retain the heritage. It is a unique piece of history and excess construction will destroy the old town atmosphere. The old town atmosphere as it is, is both a major tourist attraction and brings the past into the present. We cannot rebuild history, we can either retain it or replace it. Thanks
- Response 380 No
- Response 381 No
- Response 382 No but please pass along to the north area structure people that we need traffic circles not more traffic lights as we develop the north side.
- Response 383 Painting murals or having "selfie" attractions would draw 12-30 year olds downtown. Perhaps an outdoor washroom closer to library would be nice.
It would be nice to have a nice small conference center in the downtown area - not sure where with a small boutique hotel.
Encourage a non-monogamous palette options as it has more character - within a tasteful palette range.
- Response 384 Parking The sidewalks don't need to be that wide...it has been a wasted space, they could be a foot less. And we have not got the weather to sustain patio tables as our summers are so short...this is not the USA
- Response 385 Parking is a constant source of frustration for customers. Any way in which parking can be expanded or more functional would be fantastic. I am a business that requires people to have close proximity to their cars after purchasing large items, so less parking/store front access would not be beneficial to customers or delivery trucks.
- Response 386 People who live or move to Okotoks do so because it's a quiet little town and not Airdrie. This council seems hell bent on turning the town into something it's not. START LISTENING TO YOUR CONSTITUENTS! Good luck at election time.
- Response 387 Please have washrooms! This is vital to the footprint of the downtown area...
- Response 388 Please improve physical state of Lineham Avenue between Railway Street and McRae Street.
- Response 389 Please keep it simple. Not too many signs as it clutter things.
- Response 390 Put tax payers money to better use in the city.
- Response 391 Stop doing things that make statements, such as painting sidewalks in rainbow colours that attract vandalism, which then needs to be fixed with public funds. Do strictly urban planning and development. As a taxpayer I do not expect sexuality, diversity and inclusion to be in the scope of work of elected officials or public administrators.
- Response 392 Stop trying to make Okotoks something it's not. This town used to be a great place but now it's becoming a dump with nice PR. This town is not family friendly, affordable, or quiet anymore. It is noisy and congested filled with people who hate small town living, a council who just does what they want with no accountability. Tanya and crew sold the town we knew to developers for their 6 pieces silver and when they are finally ousted they will leave this mess and try ruining somewhere else. All of council should be ashamed of what they have done but their arrogance will protect them from the shame they should feel

- Response 393 Tax cost. Property taxes up 15% in one year plus utility increases. Stop increasing spending. Make developers pay for future infrastructure. Why do my taxes go up because the town grows and I get less services
- Response 394 Thank you for reminding the population of the 2018 vision that Okotoks is looking at a future with 75,000 residents. I believe people did not know this.
- Response 395 The ability for larger vehicles - farm vehicles and large delivery trucks to move throughout the downtown area has been severely limited by the roadway impairments that have been put in place.
- Response 396 The car show should be held downtown. People can walk the entire street on both sides and if business owners wanted to stay open during the show, they can and generate revenue for themselves and give visitors a reason to hang around.
Remove the islands!!!
- Response 397 The town doesn't need to add more vegetation or stages to downtown. A couple benches, paths and parking here and there sure but anything else no. Keep allowing businesses in that will diversify it and continue holding community events there. The rest of it will take care of itself. Stop waisting our money on areas with little to no improvement to the use of downtown.
- Response 398 We are from the Niagara area of Ontario. We would like to see Okotoks take on the character of Niagara on the Lake.
Could this become the centre of Country Music for Canada with, say, our own Grand Old Opry? Build a new theatre next to the river.
- Response 399 We need to think about spending less in all areas as taxpayers are under a lot of stress financially
- Response 400 We really need to look at Architectural Controls, incentives for downtown businesses to update signage from the 70's. The entire town could use this. FreshCo is hideous. Pushing back on developers in the area (all of town) to bring a project to the table - as opposed to throwing up a basic playground and walking away with a big bag of cash. Okotoks is desirable and we need higher standards for those who want to do business here.
Love that you are promoting ACTIVE community.
- Response 401 what a dumb idea
- Response 402 What is the shortest or longest it could take?
- Response 403 Why are we spending so much money to help business owners that, from what I've seen, don't do their part to improve and activate the downtown...besides Hubtown. It seems very one-sided.
- Response 404 Why do you insist on ruining our town and turning it into a Calgary wanna be.
- Response 405 Will there be future consultation

Open House Event

The following verbatim responses were provided on the open house boards at the in-person event.

Myth Busting: Water & Growth

- Response 1 This is not true.
- Response 2 We had a townhall on the water situation. Allow for an extensive Q+A

Character Area and Land Use

- Response 3 Terrible idea
- Response 4 Need a sidewalk on north side of Elma
- Response 5 Use this park [arrow point to park along rive SW of South Railway St]
- Response 6 Pedestrianize Elizabeth/McRae on Saturday. Incorporates stall holders more.
- Response 7 More people staying downtown - more crime? Think of CCTV
- Response 8 Important note [arrow points to Main Street Area - incremental change for mixed use points]
- Response 9 6 storey is too high! Think hubtown patio sun
- Response 10 No more than 3 storeys in river valley
- Response 11 There is no room on sides +rear to re-coup only lost parking from front / street parking.
Parking needs to at least remain the some or increased

Our Plan for Downtown - Goals

- Response 12 I like this [asterix indicates goal point 2 - establish a warm and contemporary main street]
 Response 13 Please leave the town alone and focus on maintenance only

Our Plan for Downtown - The Plan Area

- Response 14 With blinkers on lets spend \$20-25m. Let's not say we did. No more high \$ tinted side walks + no more taxing seniors out their homes. Back to basics. The new residential and residential cannot afford to support this extra [word]. One [word] profits and net-free-profits are being guaged by franchise fees as are residential and non-residential rate programs. This administration has created [word] [word] inflationary cycle. Fix what's broken, no new bells and whistles. Our council is riding too many horses at the same time. [word] 2025 or recall are learning.

Our Plan for Downtown - Commitments

- Response 15 Love it! You enjoy and spend more when your surroundings are pretty.
 Response 16 Yes, but can we create another large parking lot? We still need parking somewhere.
 Response 17 Bad idea
 Response 18 Great idea. Vision for strong multi-modal transportation will not become reality if endless parking is available. Regulate then behaviour will change.
 Response 19 Pedestrian flows is great in July and August but weather conditions the rest of the year require vehicle accessibility
 Response 20 Bad idea mayor thorn
 Response 21 Elizabeth is a thru way and needed
 Response 22 Not enough space for ped zone
 Response 23 A financial disaster. Terrible idea
 Response 24 This plan needs to be revisited as times are different than the previous council approved all this.
 Response 25 agree. We need to revisit this [arrow pointing to above comment]

Daggett Street Parking Improvements - Purpose

- Response 26 How long?
 Response 27 Two stalls isnt enough to replace the lost stalls along McRae and Elizabeth for sitting areas and patios. It is full i.e. Bow valleY
 Response 28 Will parking along Dagget be extended west from veterans to northridge drive. Paving the side east of veterans wont add many spaced.
 Response 29 Trucks and emergency vehicles use Dagett please allow for consideration.
 Response 30 Good place for parking
 Response 31 Yay! one way! + no traffic between 711 + thrive!
 Response 32 Shuttle from rec center to downtown 4x per day for staff working DT
 Response 33 When Dagget St consruction happens, the town should expand the muni gravel parking lot to replace lost parking.
 Response 34 Please can we clean up too. Bussiness owners must provide "matching garbages"

Main Street Construction - impacts / engmt opps

- Response 35 Move events and road closures to Sundays
 Response 36 This means businesses would be open 7 days a week [in reply to above response]

Main Street Upgrades

- Response 37 Little bigger writing please
 Response 38 Boulevard treatments are a waste of money. Raised parking and roundabout take up valuable space.
 Response 39 Agree! [arrow pointing to above comment]
 Response 40 Roundabouts are far safer. Europe is 10x denser and they use roundabouts everywhere.
 Response 41 Don't do what high river did with bump out sidewalks!
 Response 42 Some existing buildings are very scruffy and unkept. Stripmalls ugly and old
 Response 43 Roundabouts are fantastic! the more the merrier.

Main Street Enhancements

- Response 44 So we don't end up like YYC lol [regarding deep utility replacements]
- Response 45 Especially with library parking going away
- Response 46 Parking challenges. Street parking. Shuttle for 9-5 employees.
- Response 47 Destination for cyclists from Calgary
- Response 48 You've all worked so hard. Thank you for having the businesses in mind first!

What We've Learned Through Engagement

- Response 49 Yay! [on beautification / green main street]
- Response 50 No Plaza/spaces built that will take away parking

Triangle Park

How would you like to use Triangle Park?

- Response 51 Would like a new playground / kid friendly space
- Response 52 No.
- Response 53 A play space needs to be included in one or both parks. It would be best if physically accessible equipment was part of the plan to benefit all children.
- Response 54 Leave the parks just update the playgrounds!
- Response 55 Events, night markets, ice cream park
- Response 56 People buy drugs here!
- Response 57 A few natural elements "boulders, rocks, logs" etc. for children to climb on would be great.
- Response 58 ... family centric! [regular sticky - blue overlapping]
- Response 59 Sitting? Shade for adults. Things to entertain children.
- Response 60 Needs to be updated! Love this park location. Need better signs so we know its a public park.

Please share your thoughts on the draft concepts

- Response 61 Sell the land and put playground somewhere else
- Response 62 space is too small to be useful
- Response 63 Boring, not worth the money at all
- Response 64 Interactive activities for kids as opposed to traditional playground
- Response 65 Allow for more seating
- Response 66 water feature not needed
- Response 67 never used currently
- Response 68 senior home close to library and none of the benches have back on to sit and take a break.

Pisttoo Park

How would you like to use Pisttoo Park?

- Response 69 Picnic area for families and toddlers. Fence along roadway
- Response 70 Informal path through trees and access
- Response 71 Toddler play structure in open space to the east? Climable art? Natural play?
- Response 72 Love this idea [arrowing pointing to above comment]
- Response 73 a mix of arts space and activity space for kids would be nice
- Response 74 Outdoor "exhibits" those go nuts
- Response 75 No. Dangerous location.
- Response 76 Put money into the rotary park. Great space near by.

Please share your thoughts on the draft concepts

- Response 77 More seating around performance space. That space will be so great to use!!
- Response 78 Love the ideas. Looking forward to using the spaces in own events.
- Response 79 Will it be local contractors and local artists if you an art feature
- Response 80 I like the smaller performance stage. [first response] Me too! [second response]
- Response 81 Maybe the new "improved" parks will take away from the overuse of road closure

Feedback Panel: Main Street Construction

What are your primary concerns about the construction

- Response 82 Access to business for persons w/ limited mobility during the construction
- Response 83 We are losing our town charms with this modern expression
- Response 84 noise
- Response 85 delays as always
- Response 86 Event delays, I would love options where events can happen while work is happening!
- Response 87 Where is the funding coming from?
- Response 88 Accessibility-parking
- Response 89 Back alleys going one way during road work?
- Response 90 I thought it was oldtowne Okotoks? Why make changes to the existing
- Response 91 Not in support of any changes
- Response 92 overload of alleys
- Response 93 Give contracts to local construct companys!
- Response 94 What is the plan for an LRT station?
- Response 95 Main Street is great the way it is! Please focus on road maintenance.
- Response 96 Where will town events such as light up take place?
- Response 97 Do it once, do it right. Take the time required to really fix the problem.
- Response 98 How much are taxes will go up?

Impact: How will this project affect your business?

- Response 99 Long term shut down of bus parking lots
- Response 100 Parking helps bring customers
- Response 101 we need our contract with construction to commit to timelines
- Response 102 Accesability I stay!
- Response 103 Don't take away any downtown parking on Main Street.
- Response 104 Events from third parties will be drawn to this! I can't wait to create activities in this space.
- Response 105 Walkable. No value/raised taxes.
- Response 106 Please put backs on all benches!! Especially at the library!
- Response 107 No water park downtown!! Think of a better use for all the concrete you poured them.

Timelines: Do you prefer construction over a longer time but with less impact on businesses day-to-day, or a faster construction schedule with a higher impact for a shorter time?

- Response 108 Longer w/ less impact
- Response 109 Shorter
- Response 110 Losing front parking will destroy downtown
- Response 111 A phased approach would allow businesses to keep pace. [response 1] yes [response 2]
- Response 112 Can't control construction schedule - faster wont work.
- Response 113 Phases please! Then parking can still be "close"
- Response 114 Once timelines are realized I can better answer. Totally happy to wait to hear how short is short. [response 1] Yes! [response 2]
- Response 115 Grants for signage?
- Response 116 Open for biz for "coop" event. Where we shop local, enter for prizes?
- Response 117 Timelines like real timelines we've been closed in the past for 2 years.
- Response 118 Ensure adequate parking for patrons during construction. Some older folks wont come out if there is no parking at store. [response 1] Yes!! [response 2]

Feedback Panel: Our Plan for Downtown

Is there anything missing from the Vision, Goals, Guiding Principles, or Character Areas?

- Response 119 You have no money, don't go taking our money
- Response 120 Focus on more schools, water treatment center, new rec center, repaving old pot hole road ways!! Not a new look.
- Response 121 Renewable energy system for Town businesses

Are there any other comments you would like to share with us?

- Response 122 Love this. Such a cool vision for Main Street and Elma
- Response 123 Use park upgrades to make rottary park the best
- Response 124 Fewer road closures for events on McRae and Elizabeth St. Move events to [Aconer] River to keep traffic flow open to businesses.
- Response 125 What they said. There were less than 10 people as visitors to the pride event last year.
- Response 126 The cost and will taxes go up again!
- Response 127 Focus on water vs. parks
- Response 128 Traffic impact
- Response 129 Stop raising taxes! Be smart with tax payer money.
- Response 130 The statement that water restrictions are not in effect is obviously false.
- Response 131 For all things mentioned for improvements the Daggett St Parking improvement makes sense. But that's it. Focus on our water issues first.
- Response 132 No timelines + less street parking quite homsome for my climate business along Elizabeth!
- Response 133 The cost of each component of the plan should be accurately stated to the public
- Response 134 what data to support the expected outcome?
- Response 135 General poor execution by town admin
- Response 136 Timing isnt right, econ challeneges right now, don't need taxes to go up
- Response 137 Do deep infrastructure now. See how disruption is. Asses for the rest + consult then.
- Response 138 Focus on the basics for now.
- Response 139 Costs?
- Response 140 Communal parking areas for staff outside of main downtown area
- Response 141 Transit Hub to bring people in for events at other locations like the [word] to be [word]

Appendix B:

Okotoks Downtown Engagement

1-on-1 visits with Main Street businesses and residents

Summarized Notes

Business #1

- Access at rear ok.
- Deliveries are flexible.
- Fast and disruptive construction timeline.

Business #2

- Fearful about upcoming changes.
- Concerned the downtown won't retain its hallmark village/old town charm.
- Needs confidence that the project will be handled properly.
- Worries about the costs and unwillingness to upgrade buildings due to expenses.
- Discontent with the modern streetscaping design, prefers historic charm.
- Concern about streets being blocked, especially on Saturdays.
- Downtown needs improvement but should maintain its charm.
- Disconnection between Main Street businesses and council decisions.
- Feels the previous council had different, more green-oriented intentions.
- Dissatisfaction with current design concepts, lacking in charm.
- Facade improvements are needed for downtown buildings.
- Property by the railway should be expropriated and turned into an interesting heritage park.
- Current signage is too small and ineffective.
- City building across the street needs more aesthetic enhancement.
- Need for more public bathrooms, especially as market dynamics have changed post-COVID.
- Preference for a retail-only downtown, with no daycares or dentists.
- Feels that the area isn't focused on shopping currently.
- Supportive of involving businesses in Main Street marketing efforts.
- Suggestion for shuttle service and more parking on the south side of Daggett Street.
- Ensure that decisions involve those who shop downtown.
- Add more charm to concepts, avoiding flags and focusing on heritage aesthetics.
- Consider implementing shuttle service and increasing parking availability.

Business #3:

- Concerns about competition with licence in same building.
- Main Street is saturated with certain services.

Business #4:

- Sidewalk pavers need replacing.
- There are tripping hazards.

Business #5:

- Need for more crosswalks.
- Concerns of speeding.
- Need for improved parking.
- Desire to be able to sit out on Main Street comfortably.
- Pedestrians currently have to stop walking as the sidewalk ends near this location.

Business #6:

- Concerned about impact to parking.
- Emphasis on the need for a property tax decrease and financial support for impacted businesses.
- No foot traffic concerns at this location.
- Access at rear ok.
- Impact of COVID – there was no decrease in taxes when things shut down.
- Need to consider that some businesses work on weekends.
- Signage support is needed for business during construction.
- Main street should change to 1-way.
- Discontent with angled parking.

Business #7:

- No foot traffic at this location.

Business #8:**Major Concerns about Construct on and Events:**

- The business owner's perspective is that the Main Street project will tank the business and will be the final straw. The business has been extremely negatively impacted for 3 Saturdays in a row this spring (during events put on by the Town and private groups).
- The business owner has observed that pop-up style retail Saturday events are causing business losses. For example, this past Saturday was a pop-up event where third-party businesses paid a nominal fee to be involved, and one was setup in front of their business, blocking the visibility of the store and possibly confusing patrons that the business and the pop-up tent were the same business. The business' sales were significantly reduced.
- Saturdays are the best sales day of the week typically. The business owner said that these events are doing direct harm to the business.
- The business owner had concerns and questions about events. For example, how much do the business pay to set up a pop-up tent? Why are they set up where they are?
- During this last event (Saturday, June 22 Spring into Summer & BuskersFest and the Summertime Youth Market), there were "No Parking" signs nearby for the event, but they were left up on Sunday despite the event being over. The business owner said that this discourages people from shopping in the downtown after the event is over.
- It is the perspective of the business owner that out-of-town customers are unaware of parking on Daggett Street so the upgrades won't help with the parking concerns for their business.
- The business owner observed that many of their customers are from out of town and that their business is a regional draw. Customers come to the store from the wider region and often spend time at other stores and restaurants in town. The business owner said that these visitors are not coming for these Saturday events and would avoid the area when streets are closed off.
- The business owner said that customers can't see the front of the store to know that it is there during these events.
- Other concerns include delivery and customer access in the front. The business only has one access (in the front) which could be significantly impacted by the Main Street construction, depending on the construction activities occurring at the time.

- The business owner said that access to the parking stalls in the parking lot shared with the museum and on-street parking is core to the customer experience as many customers need close and accessible parking to the store. Town staff provided information about the plans to close this parking lot. The business owner talked about how these plans don't make sense to her. The front street parking is a significant positive for the business.
- The business owner said that she has received mixed information regarding business licenses and other municipal permit type information. As a result, there is a lack of trust of municipal information and communications.
- The business owner is concerned that the need to upgrade the water infrastructure is a direct result of increasing growth and has concerns with this.
- The business owner spoke about signage – that there are always limits and too many rules.
- In the business owner's experience, the permit fees paid to the Town for Change of Use of the premises was a cash grab. An inspector has not visited the business.
- The business owner's perspective is that the Town doesn't care about this business, that they are focused on the infrastructure, and that it doesn't matter to them if the business goes under.
- **Discussion on the infrastructure construction options:**
- Question about how many pipe breaks there are in the last year. The business owner would like to know. Town said they could look for this information, but also said that the number of breaks isn't the whole story. The number of breaks is a result of the infrastructure nearing the end of its life. The construction is to upgrade the infrastructure to replace this aging pipe so that there aren't many breaks or large-scale breaks, and to have reliable infrastructure. The Town noted that this project was planned for construction in 2020 during COVID but was postponed due to business feedback. The project is now being re-started.
- If it is possible to close half the road, the business owner could possibly see the impact being less for this business.
- Question: Can the Town do anything else to upgrade the infrastructure? Could they put in pipe through the existing? Town Response: The pipe needs to be up-sized for a number of reasons, including growth, so this method can't be used.
- The business owner said that if the construction was one block at a time, that would be better than a more widespread closure.
- **Discussion on possible creative solutions:**
- The business owner requests that the Town finds another location for the store that won't be impacted by the construction and does not have additional costs. The business is in a new lease and cannot afford to have more expenses. The business only recently moved into this location and invested in the costs of moving, renovations and is in the early period of the lease. The Town will check what's available and provide some options, but didn't comment on business costs.
- The business owner suggested that the Town should require upgrading of the decrepit stores in town. The business owner believes some buildings should have been condemned by Provincial inspectors including the one where the business was located last, but that didn't happen.
- As the business owner walked home from work today they passed the old train station with its beautiful trees and green space and thought how lucky we are to have it!
- They feel that a traffic circle at that location is going to impact that terribly. The idea of a traffic circle is ridiculous. The business owner walks by that intersection at least twice a day as well as drives through it numerous times a week. They indicated they've NEVER noticed a problem with traffic flow. Just thought they'd pass on those thoughts as well. They will pass on those concerns to everyone they know—it's that important.
- Thanks again for response. Please pass on "traffic circle" concerns.

Business #9:

- Access at front is the main concern.
- No concern re: parking.

Business #10:

- How will customers know they are open for business?
- How will we access the business if the street isn't open?
- Need access to parking lot.

Business #11:

- Parking available for staff behind the building.

Business #12:

- Questions about access and routing during construction.
- The Town does a good job directing people downtown.
- Question about when the construction will happen.
- Perspective on events: Saturday was excellent and the area is generally good during events.
- Business owner heard that the road will be closed permanently.
- Support for anything to make it nicer. If we don't invest, downtown will die out.
- Music event on Thursday was good for business.
- Have a driveway for deliveries.

Business #13:

- Crumbling sidewalk is a problem

Business #14:

- Have parking at rear.
- Support for construction signage.

Business #15:

- Question about whether the construction will be on one side of the road at a time.
- If the road is closed, it's hard to walk to the businesses.
- Concerned about parking. No parking available at the rear.

Business #16:

- Question about timeline.
- Support going fast for construction.
- Want patio space in front of business.

Business #17:

- Question about timeline.
- Question about whether the impact can be minimized.
- Concerned that they haven't received general information from economic development.

Business #18:

- Questions about parking access.
- Local contracting recommended.

Business #19:

- Parking is essential especially for seniors.
- Customers have lots of SUVs that need to be accommodated.
- Road medians are hard to navigate.
- Water pools at the door of the business.
- Things need to be functional for businesses during construction.

Business #20:

- Concerned because no clientele came in during the Pride event.
- Events are preferred on Sundays – this would then be a bonus day for sales.
- Parade is OK on Saturday. It doesn't interfere with business.
- 3 Saturdays in a row, main street was closed which impacted business.
- Parking is available at the back entrance.

Business #21:

- Concern with exposed utilities.

Business #22:

- Very interested in the project.

Business #23:

- Expressed that Main Street enhancements are a good thing.

Business #24:

- Concerned about disruption.
- Summer is a bit quieter for the business except summer camps.
- Afterschool is usually busy and will have to be accommodated.
- Back alley deliveries are available.
- Not happy with current parking availability.
- Concerned with focus on walking and biking considering the weather and snow.
- Concerned with loss of parking because during the last round of calming measures, parking spots were reduced.
- Parallel parking is good for safety, but it didn't help parking availability.
- Expressed the need for parking signage to indicate that there is rear parking.
- Need for the Town to give parking tickets for cars that stay more than 2 hours at street parking. There is no signage saying that it's 2 hour parking, but that's the rule.
- Question about construction timeline.

Business #25:

- Concerned about Main Street becoming a permanent pedestrian mall.
- Employees parking out front is hurting businesses.
- Support for the 2-hour parking maximum, but it needs signage so people know about it.
- Parking available at rear.
- Concern that some businesses don't have to provide private parking and it impacts other businesses.

Business #26:

- Concerns about parking, customer and delivery access, traffic congestion.
- Question about why the construction will take 5 years.

Business #27:

- Excited about the project.

Business #28:

- Constant sewage issues in front of business on the City property.

Business #29:

- Sidewalk out front business is sinking – question regarding if the Town is responsible.

Business #30:

- Questions about construction timelines, locations, and whether the businesses will have to close.

Business #31:

- Question about construction timeline.
- Question about what the plan is for shutting down Main Street.
- Calgary's 17th Ave is a failure.
- Continuity planning is essential.
- Main Street events lead to a reduction in sales. They are a destination store. People drive here and closing the road is a concern.
- Preference for a faster construction timeline
- Construction signage is ok, but not the key to managing the impacts.
- Changes to Daggett Street being done before Main Street is good.
- Parking currently not assigned at back of store. Parking is available at rear, but people don't use it.
- Concerned that businesses will lose money.
- Weekends are busiest for this business.

Business #32:

- Concerned that the road will be permanently closed.
- Expressed that the Town needs to look out for businesses.

Business #33:

- Question about whether there will be a parking facility.

Business #34:

- Support for the project.

Business #35:

- The property and private parking lot need to be fixed up.
- No access to rear parking spots.
- Not in favour of an entertainment district – open carry.
- During Town events, this business closes. Appointments are scheduled on Sundays to avoid event disruptions.

Business #36

- Question about construction timelines.
- Question about what will be changed.
- Questions about when will the plan be ready and available to share with the public.
- Question about what festivals are planned? What about next year? What is happening for events and festivals during construction?

- Support for having a sidewalk.
- Support for deep utility reconstruction.
- Emphasis on construction planning to mitigate impact on businesses. Take a block-by-block construction approach.
- Pride Festival – when the road closed, no one came to the store.
- Parade doesn't negative impact business.
- This business is closed Sunday, Monday, Tuesday.

Business #37:

- Question about whether the road will only be for pedestrians going forward.
- Question about the impact on the car show that will take place next year. This is the biggest draw for this business.
- No access to parking stalls.
- Improvements are always a great thing.

Business #38:

- Concerned about parking and delivery.
- Question about whether the road is changing into a pedestrian mall?
- Support for the traffic circle.

Business #39:

- Lots of customers on event days.
- People see the business because they are out walking.


Business #40:

- Question about whether the sidewalks will be open during construction.
- Question about construction staging. Will it be done all in one phase or multiple?

Appendix C:

Advertising for Public Events

Media Release



May 21, 2024

For Immediate Release

The Town Seeks Feedback On New Downtown Projects

The Town of Okotoks is inviting business and community members to learn about and participate in shaping the future of our *Downtown's Next Chapter* initiative through public engagement events on the *Our Plan for Downtown* and *Picture Our Parks* projects.

- 1. Our Plan for Downtown:** The Town is developing a comprehensive plan to guide private and public space redevelopment in our downtown. This plan will leverage existing studies and past community feedback to establish the policy foundation for a cohesive and vibrant downtown area. The Town will ask for community feedback during the upcoming engagement opportunity.
- 2. Picture Our Parks:** Along with the downtown improvements, the Town is upgrading Triangle and Pistoo Parks. The redesign of these parks will provide welcoming, inclusive spaces for community members and connect seamlessly with the downtown improvements. The Town is working on design concepts for both parks and will ask for community feedback during the upcoming engagement opportunity.

"The idea of elevating Okotoks' downtown and the surrounding parks into lively gathering places is exciting. It's about creating a sense of community pride and boosting economic growth for years to come," said Tanya Thorn, Okotoks Mayor.

Community Engagement
Community engagement is an essential part of this process. The Town is dedicated to keeping business and community members well-informed through online information and providing opportunities to provide feedback and ask questions. The first open house will provide information on the *Our Plan for Downtown* and *Picture Our Parks* projects, and ask for feedback on progress so far.

Enhancing the streetscape of main street (Elizabeth, McRae & North Railway Streets) is also part of the downtown improvement project. Design concepts are being worked on and will be shared with the community in the coming months. Community engagement on design elements will be coming later this year. Also this year, the Daggett Street parking area along the CPKC rail tracks, will be paved to increase parking capacity by approximately 70 stalls. Reverse angle parking, considered the new standard for parking safety, will also be piloted.

Upcoming Open House and Online Engagement:
An Open House is scheduled for June 18, 2024, between 4 – 8 p.m., at the Okotoks Art Gallery (53 North Railway Street). If you cannot attend this event, you can engage online from June 18 – July 2, 2024 on the project website, where more information on this first engagement will be coming soon.

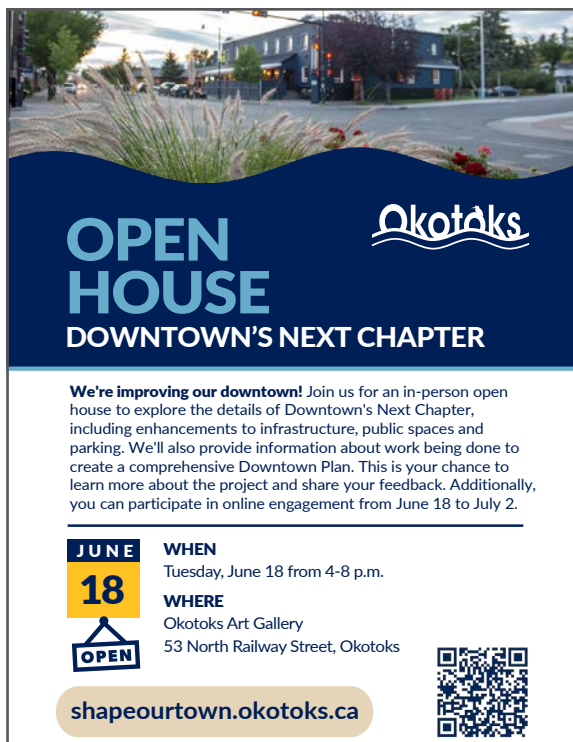
"The questions and feedback we receive through our engagements are extremely important. The input we receive will be considered by the Town as we move to the next stage of each project," added Mayor Thorn.

The Town is working on these major downtown projects to create improved viability for businesses, economic growth, place making and accessibility. All project and community engagement information is available on the project website; follow the page to receive regular updates: www.shapeourtowntown.okotoks.ca/downtown.

-30-

Media inquiries:
Melanie Heemeryck, Community Engagement Manager
Town of Okotoks
mheemeryck@okotoks.ca
403.464.9501

Western Wheel Print and Online Ad




OPEN HOUSE
DOWNTOWN'S NEXT CHAPTER

We're improving our downtown! Join us for an in-person open house to explore the details of *Downtown's Next Chapter*, including enhancements to infrastructure, public spaces and parking. We'll also provide information about work being done to create a comprehensive *Downtown Plan*. This is your chance to learn more about the project and share your feedback. Additionally, you can participate in online engagement from June 18 to July 2.


JUNE 18 **WHEN**
Tuesday, June 18 from 4-8 p.m.

WHERE
Okotoks Art Gallery
53 North Railway Street, Okotoks


shapeourtowntown.okotoks.ca



Postcard: Directly Impacted Businesses and Residents



DOWNTOWN'S NEXT CHAPTER



WE ♥ OUR DOWNTOWN!

The Town of Okotoks is dedicated to improving and enriching our downtown to benefit everyone in our community.

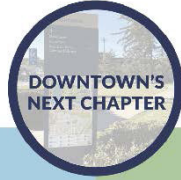
HOW DO WE DO THIS?

Over the next several years, the Town is undertaking significant planning and construction projects that will shape the future of our downtown - *Our Plan for Downtown*:

- 1 Downtown Enhancements**
- 2 Downtown Policy Alignments**

More information is available at:


shapeourtown.okotoks.ca/downtown



DOWNTOWN'S NEXT CHAPTER


DOWNTOWN ENHANCEMENTS


Upgrades to Main Street infrastructure, public spaces, and parking along Daggett Street.



DOWNTOWN POLICY ALIGNMENTS

Align existing downtown policies into one Downtown Plan.





Upgrades to Main Street

It's time to upgrade Elizabeth, McRae, and North Railway Streets to tie together the look and feel across the downtown core.

Timeline (2025 - 2028):

- North Railway Street enhancements start in the Spring of 2025;
- Elizabeth and McRae Streets dates are TBD.

Upgrades:

- The concept designs are being developed now and will be shared when available.

YOUR FEEDBACK MATTERS

We want to hear from you about the upcoming Main Street construction. Town staff will be available to discuss your thoughts.

DID WE MISS YOU AT OUR ONE-ON-ONE BUSINESS VISITS?


Please join us at this drop-in opportunity.

DROP-IN VISIT

When:
Tuesday, July 9 from 1 - 4:30 pm.

Where:
Municipal Centre (5 Elizabeth Street)
Drop-in at your leisure.

OR FEEDBACK CAN BE PROVIDED ON OUR WEBSITE




shapeourtown.okotoks.ca/downtown

WE WANT TO HELP

Please share your thoughts:

- 1. Concerns:** What are your primary concerns about the construction?
- 2. Impact:** How do you think this project will affect your business?
- 3. Timeline:** Do you prefer construction over a longer time but with less impact on businesses day-to-day, or a faster construction schedule with a higher impact for a shorter period?
- 4. Marketing Support:** How can the Town best support your business?

 **Questions? Contact Us!** engineering@okotoks.ca

Social Posts: Facebook



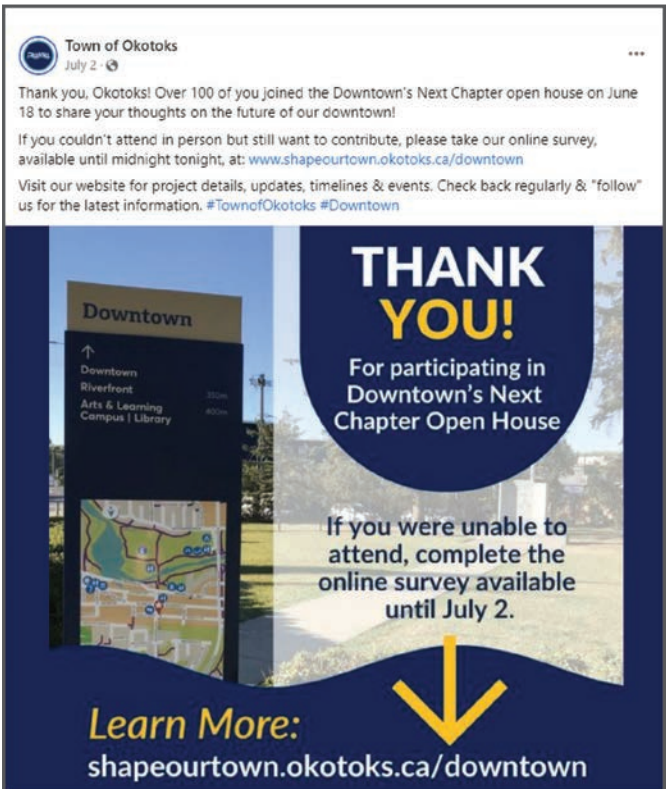
Post #1



Post #2



Post #3



Post #4

Appendix D:

Engagement Boards from Open House



WELCOME TO THE 

DOWNTOWN'S NEXT CHAPTER ENGAGEMENT

WE ♥ OUR DOWNTOWN!

The Town of Okotoks is dedicated to improving and enriching our downtown to benefit everyone in our community. This work is a part of the Town's long-term vision and strategy to improve the downtown and support economic development now and into the future.

We are enhancing downtown through upgrades to:

- ✓ Main Street Infrastructure - Elizabeth, McRae and North Railway Streets - roads and utilities
- ✓ public spaces (sidewalks, boulevards and parks)
- ✓ parking along Daggett Street
- ✓ aligning existing downtown policies into one document, Our Plan for Downtown

WHY?

Elevating the downtown into a thriving gathering space will:

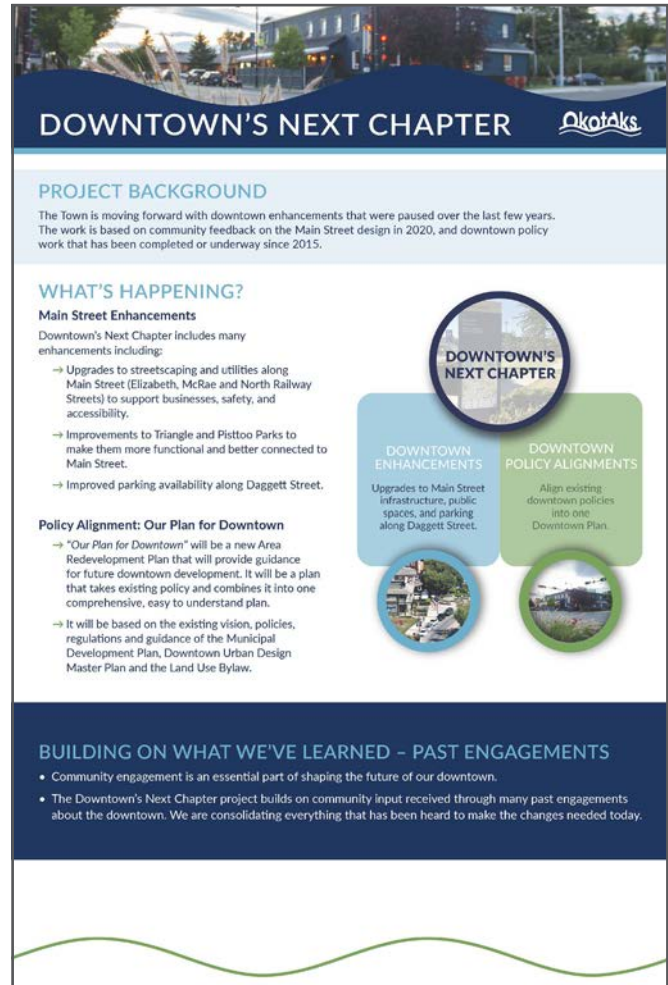
- ✓ support businesses
- ✓ foster community pride
- ✓ promote economic growth
- ✓ improve safety & accessibility for years to come


TODAY'S OPPORTUNITY

- ✓ learn about upcoming plans for our downtown
- ✓ share your thoughts on Downtown's Next Chapter

Timeline:

- ★ Main Street Improvements Concept Design & Our Plan for Downtown Background Work (Q2-Q3 2024)
- ★ Community Engagement (Q2-Q3 2024)
- ★ Daggett Street Construction (Q2-Q3 2024)
- ★ Downtown Plan Approved (Q1 2025)
- ★ Main Street Construction (Multi-year work starting in 2025)



DOWNTOWN'S NEXT CHAPTER 

PROJECT BACKGROUND

The Town is moving forward with downtown enhancements that were paused over the last few years. The work is based on community feedback on the Main Street design in 2020, and downtown policy work that has been completed or underway since 2015.

WHAT'S HAPPENING?

Main Street Enhancements

Downtown's Next Chapter includes many enhancements including:

- Upgrades to streetscaping and utilities along Main Street (Elizabeth, McRae and North Railway Streets) to support businesses, safety, and accessibility.
- Improvements to Triangle and Pistoo Parks to make them more functional and better connected to Main Street.
- Improved parking availability along Daggett Street.

Policy Alignment: Our Plan for Downtown

- "Our Plan for Downtown" will be a new Area Redevelopment Plan that will provide guidance for future downtown development. It will be a plan that takes existing policy and combines it into one comprehensive, easy to understand plan.
- It will be based on the existing vision, policies, regulations and guidance of the Municipal Development Plan, Downtown Urban Design Master Plan and the Land Use Bylaw.

DOWNTOWN'S NEXT CHAPTER

DOWNTOWN ENHANCEMENTS

Upgrades to Main Street infrastructure, public spaces, and parking along Daggett Street.

DOWNTOWN POLICY ALIGNMENTS

Align existing downtown policies into one Downtown Plan.

BUILDING ON WHAT WE'VE LEARNED - PAST ENGAGEMENTS

- Community engagement is an essential part of shaping the future of our downtown.
- The Downtown's Next Chapter project builds on community input received through many past engagements about the downtown. We are consolidating everything that has been heard to make the changes needed today.

WHAT WE'VE LEARNED THROUGH ENGAGEMENT

2020 MAIN STREET & TRIANGLE PARK ENGAGEMENT

When designing the Main Street concept in 2020, we asked the community for feedback on how Main Street is used and what should be prioritized to make it even better.

In 2021, A What We Heard Report that shared the feedback received was prepared and published to the Town's website.

HERE'S WHAT WE HEARD

Participation

300

The number of community members that voted.

>260

The number of community members that completed feedback surveys.

Key Findings

DESTINATION	DESIGN FOCUS	INCREASE SPACE	VEHICLE ACCESS	CLEAR SIGNAGE
Downtown should be a destination.	Design must equally focus on pedestrians & vehicles, prioritizing inclusiveness, safety, and accessibility for all ages & abilities.	Increase pedestrian and public space along Main Street; encourage events, festivals, and restaurant patios.	Accommodate parking, loading, and vehicle access needs on Main Street.	Ensure clear signage to help people find their destinations.

Survey participants showed that they are interested in the project corridor becoming a vibrant hub of activity

FEEDBACK ON DEEP UTILITY TIMELINES

In 2020, the Town considered proceeding with the deep utility replacement while businesses were closed because of the pandemic, but the timing didn't work.

Feedback from the directly impacted businesses was clear that this work would negatively impact their businesses and livelihoods at a crucial time. Because of this feedback, this work was postponed.

WHAT WE'VE LEARNED THROUGH ENGAGEMENT

OUR PLAN FOR DOWNTOWN

Past engagement efforts have helped shape the goals and direction for creating Our Plan for Downtown.

This project is building off the feedback received through past recent engagements on the Municipal Development Plan, Downtown Urban Design Master Plan, Land Use Bylaw, etc.

>2,300

ENGAGED CITIZENS

INVOLVED ACROSS 13 PROJECTS SINCE 2007

Open Houses Steering Committees Surveys Focus Groups Workshops

KEY THEMES

Key themes from the past engagement that will be considered for Our Plan for Downtown.

ARCHITECTURAL GUIDELINES & PLACEMAKING	PLAZAS, SEASONAL SPACES, AND ARTS & CULTURE	COMPLETE STREETS, MOBILITY & PARKING	MIXED-USE BUILDINGS	BEAUTIFICATION / GREEN MAIN STREET
Keep the historic look while allowing new development in distinct areas.	Create gathering spaces like plazas and markets to support arts and culture.	Design streets for all travel modes and address parking issues.	Build mixed-use buildings with shops on the ground floor and homes/office above for a walkable downtown.	Improve landscaping to make downtown inviting and comfortable.
INFILL & DENSIFICATION	INNOVATION & SUSTAINABILITY	SIGNAGE & WAYFINDING	REDEVELOPMENT RED TAPE	ENTRANCEWAYS / GATEWAYS
Add more homes in downtown while respecting historic areas.	Use innovative, sustainable solutions that balance environmental and practical needs.	Create a clear signage system to help people navigate.	Simplify processes and improve coordination for redevelopment.	Improve downtown entrances with thoughtful, cost-effective designs.

MAIN STREET ENHANCEMENTS

DOWNTOWN IS THE HEART OF OUR COMMUNITY

Portions are showing their age; upgrades have been postponed, and as time passes, the infrastructure ages and the need for repairs becomes more critical.

Over time, improvements have been made to segments of Main Street (Elizabeth Street, McRae Street and North Railway Street).

Now, it's time to design and construct upgrades for North Railway Street and our parks to tie together the look and feel across the whole Main Street. The draft streetscape concept will be shared with the community when it is completed in the coming months.

PURPOSE

The goals of enhancing Main Street are:

- To enhance the downtown and stimulate economic development.
- To replace aging infrastructure supporting the community's priorities of safety and accessibility.

PROJECT HISTORY & TIMELINE

- North Railway Street & Triangle Park Conceptual Design (Q1 2024)
- Detailed Design (Q2 2024)
- Community Engagement (Q2 2024)
- Construction Start (Q2 2025)
- Project Completion

In 2020, we started designing North Railway Street, from McRae Street to Poplar Avenue. With issues resulting from the pandemic such as resourcing and timing, the project didn't move forward in 2020/21. The timeline has been adjusted and we are now updating and finalizing the designs.

Construction is set to start in spring of 2025 and will continue over multiple years. We will be consulting with residents and businesses who will be directly impacted by construction/changes to determine the best approach for construction timelines.

We're not starting from scratch!
The Town is moving forward with downtown enhancements that were paused over the last few years. The work is based on community feedback on the Main Street design from 2020.

MAIN STREET ENHANCEMENTS

VISION & GOALS

- Create and build safe, welcoming, appealing and engaging public spaces.
- Support the arts, culture and events even more by making spaces that are designed around these needs.
- Enhance the connection and attractiveness in the spots where private spaces meet public spaces.
- Build spaces that support increased business activity and diversity of commercial activities.
- Encourage businesses to use the parking and boulevard area in front of their property as an extension of their business space (retail, dining, seating, etc.).
- Bring more visitors into downtown through better accessibility and navigability for people of all ages and abilities.

UPGRADES WILL INCLUDE:

REPLACE UTILITIES	ENHANCE PUBLIC SPACE	CHANGE ROAD DESIGN	INTEGRATING PARKS
Replacing deep utilities (sewer and water lines).	Upgrading public spaces (widening sidewalks, updating lighting & boulevard designs, adding seating areas).	Changing the road design to make traffic flow and add safety features for pedestrians.	Integrating Triangle and Pistoo parks into the new design.



MAIN STREET CONSTRUCTION Okotoks

PLEASE PROVIDE YOUR FEEDBACK

- Concerns:** What are your primary concerns about the construction?
- Impact:** How will this project affect your business?
- Timelines:** Do you prefer construction over a longer time but with less impact on businesses day-to-day, or a faster construction schedule with a higher impact for a shorter period?
- Marketing Support:** How can the Town best support your business?

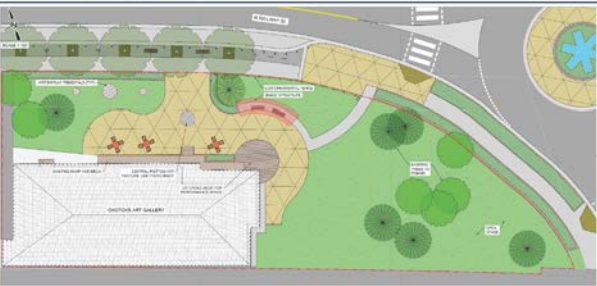


PISTTOO PARK

HISTORY
This park, located next to the Okotoks Art Gallery, was created in 1981. It was named Dewdney Park to recognize the time when Okotoks was called 'Dewdney' in the 1890s. The park was renamed Pisttoo Park on National Indigenous People's Day in 2022.

VISION
Make Pisttoo Park a quiet, reflective space great for enjoying art and history while also providing a flexible space for exhibits, markets, and performances.

Potential Concept Design for Pisttoo Park



THE FUNCTION

- Plaza for art displays and community events
- Connection to the river valley via the pathway
- Mix of performance space and a quiet and reflective space


THE FEEL

- Quiet and reflective atmosphere ideal for learning about and enjoying art, history, and culture
- Natural and relaxing environment for longer visits

THE LOOK

- Shaded seating
- Open green space with trees and natural feel
- Extended patio/deck seating
- Art display areas

Today's Pisttoo Park



PARKS FEEDBACK

SHARE YOUR THOUGHTS FOR TRIANGLE & PISTTOO PARKS

Triangle Park
→ Triangle Park has limited opportunities for changes because of its size, shape and the roads nearby. We want the community's feedback on preferences for the park so we can design within the natural limits.

Share your thoughts for Triangle Park:
How would you like to use Triangle Park?

Please share your thoughts on the draft concept.


Pisttoo Park
→ We have a vision for Pisttoo park that meets the needs of the Art Gallery, and would like to understand the community's preferences on the design so we can adapt where possible.

Share Your Thoughts for Pisttoo Park:
How would you like to use Pisttoo Park?

Please share your thoughts on the draft concept.


You can also provide your feedback online, or scan the QR code.

shapeourtown.okotoks.ca/downtown



DAGGETT STREET PARKING IMPROVEMENTS

PURPOSE
For many years, there has been informal parking available next to the railway along Daggett Street, east of Veterans Way. The purpose of this project is to formalize and upgrade these informal parking surfaces with asphalt. The project includes design and construction of a paved parking area along the south side of Daggett Street.




BENEFIT

- ✓ Increase parking capacity and aesthetics.
- ✓ Construction of approximately 70 stalls (including accessible parking) is expected.
- ✓ Making an approved parking location will provide clarity for parking use.

IMPACT

- ✓ Daggett Street will remain open during construction, however, intermittent closures to the road and north sidewalk should be expected.
- ✓ Businesses and residents in the adjacent areas should plan for alternative access and parking. Construction signage will indicate closures when they are in effect.



OUR PLAN FOR DOWNTOWN

ALIGNING EXISTING DOWNTOWN POLICIES INTO ONE DOWNTOWN PLAN

The downtown plays a key role in our community. It's a place for all community members to live, work, shop, recreate, play and gather.

To continue to make the downtown the best it can be, we are bringing together previous policies into one clear plan. The Our Plan for Downtown will guide future development under a unified vision.

The idea is that it will be a comprehensive document that is user-friendly, clear, and easy to understand.

Our Plan for Downtown will be a statutory policy, formally called an "Area Redevelopment Plan", that will guide what downtown private and public spaces look like when landowners decide to redevelop.


WHY ARE WE CREATING THIS PLAN?

- ✓ **Unified Vision:** A single, unifying downtown plan and vision.
- ✓ **Geographic Boundary:** Defining a clear boundary.
- ✓ **Development Guidelines:** Clear and consistent development guidelines.
- ✓ **Municipal Development Plan Requirements:** Council directed that a downtown plan be created.
- ✓ **A Downtown Area Redevelopment Plan must be created.**
- ✓ **Policy Alignment:** Aligning policies as needed:
 1. street redesigns
 2. infrastructure upgrades
 3. parking utilization
 4. new provincial flood hazard mapping
 5. housing needs

We're not starting from scratch!
The vision, goals and principles from the Downtown Urban Design Master Plan adopted by Council in 2018 are the foundation of this work.

THE PLAN AREA

Generally includes the lands south of Crescent Road and the escarpment, north of the shoreline of the Sheep River, east of Hughes Avenue and west of the commercial development along Northridge Drive.



Main Street Improvements Concept Design & Our Plan for Downtown Background Work (Q2-Q3 2024)

Community Engagement (Q2-Q3 2024)

Daggett Street Construction (Q2-Q3 2024)

Downtown Plan Approved (Q1 2025)

Main Street Construction (Multi-year work starting in 2025)

OUR PLAN FOR DOWNTOWN

OUR DOWNTOWN PLAN IS BASED ON EXISTING PLANS

2021 Municipal Development Plan
A 60-year vision for growing to 75,000 residents and providing more diverse employment opportunities within the Town.

Sets goals that focus on:

- More Housing Options
- Climate Action
- Jobs
- Urban Design

Directs the vision of Our Plan for Downtown to make sure it's aligned with these long-term goals.

Municipal Development Plan Commitments:

- 1 Complete streets – streets designed to be safe and comfortable for all users
- 2 Redevelopment in the downtown will be pedestrian-focused using pedestrian-scale site planning, building designs that encourage interaction at the street level (i.e., retail store, cafes, restaurants)
- 3 Conserving, celebrating and integrating heritage buildings
- 4 No minimum parking requirements
- 5 The plan area boundary

OUR PLAN FOR DOWNTOWN

OUR DOWNTOWN PLAN IS BASED ON EXISTING PLANS

2018 Downtown Urban Design Master Plan
The vision, goals and principles are the foundation of this work moving forward.

VISION:
Downtown Okotoks projects an image of contemporary sustainability along its warm Main Street that celebrate its vibrant heritage.

GOALS

- **Project Sustainability** - The image of sustainability should be visible through green streets lined with buildings that feature sustainable elements.
- **Establish a Warm & Contemporary Main Street** - Downtown should be defined by a fine-grained pattern of shops that are built with a contemporary palette of warm natural materials.
- **Celebrate the Heritage of the Town** - The existing heritage buildings should be protected and celebrated as part of the defining characteristics of the town.

GUIDING PRINCIPLES

- **Sustainability and Active Living:** Places, buildings and streets are designed with the environment in mind. The urban infrastructure creates opportunities for residents to enjoy an active lifestyle that nurtures community well-being.
- **Public Spaces:** Public spaces are well connected to one another and are cherished, safe and inviting for the community to gather year-round.
- **Connectivity & Ease of Movement:** The transportation infrastructure is a multi-modal network allowing for the environmentally responsible and cost-effective movement of people and goods through Downtown.
- **Character and Identity:** The Downtown represents Okotoks with an identity of sustainability and innovation while anchoring in the heritage values of its neighbourhoods.
- **Active Streetscape:** The Downtown is animated with a mix of businesses and contemporary infrastructure creating lively and engaging streets where people can move around in a safe and inclusive manner.
- **Architectural Innovation:** Downtown Okotoks is a leader of environmental stewardship through low-impact and environmentally conscious architecture and infrastructure with creative resources and advanced technologies.

CHARACTER AREA AND LAND USE

The Downtown Urban Design Master Plan and the Land Use Bylaw created the character areas for the downtown. They highlight characteristics and differences between main areas of the downtown. The idea is to remove the character areas from the Land Use Bylaw and move them to the *Our Plan for Downtown*. Then, the Land Use Bylaw will focus on regulatory matters. We intend to further refine these in *Our Plan for Downtown*.

WEST ELMA STREET AREA
Elma Street West is the historic District of Okotoks.

- Showcases the Town's heritage, predominantly through Queen Anne Revival style houses constructed in the early 1900s.
- Building height: 1 to 4 stories.
- Residential form and character with peaked roofs.
- Respect historical character in form & materials when integrating new additions or changes.
- Preserve historical buildings while allowing for sensitive infill development.
- Create compatibility between new projects and existing architectural context including historic and modern designs.
- Preferred building materials compatible with area with wood and brick recommended.

EAST ELMA STREET (MAPLE) AREA
Mid-rise residential building area.


- Increased population within close proximity will help support downtown businesses.
- Active transportation connections are important.
- Building height: 2 to 4 stories.
- Residential form and character with peaked roofs.
- Focus on mid-rise residential buildings.
- Preferred building materials of wood and brick.

RIVERFRONT AREA
The Riverfront is the most natural of the four character areas.

- Focus on protecting, maintaining and rehabilitating the river valley lands.
- Allow for sensitive development of adjacent lands.
- Building height: 1 to 3 stories.
- Development to be sensitive to the natural areas along the Sheep River.

MAIN STREET AREA
Incremental change to an integrated mixed use environment.


- Shift from the current form of parking lot in the front to a more integrated mixed use environment with buildings framing the street and parking to the side and rear.
- Building height: 2 to 4 stories (lookout at 2 stories).
- Main level commercial but residential units can be above.
- Buildings should be mixed use with sustainable design features (e.g. green roofs, solar, wind turbines, etc.).
- Buildings oriented to the street with active frontages and rear parking.
- No long garages, porches or blank walls along the street, inclusion of awnings and projecting signs.
- Preferred building materials of architecturally finished stone, wood, brick, and glass.




WE WANT TO HEAR FROM YOU!


The Municipal Development Plan and the Downtown Urban Design Master Plan will provide most of the direction for the new *Our Plan for Downtown*

We are interested in your feedback on whether we are getting it right.

Do the Vision, Goals, and Guiding Principles make sense? 


YES	MAYBE	NO

Is there anything missing from the Vision, Goals, Guiding Principles or Character Areas? 

Do you have any other comments you would like to share with us? 

You can also provide your feedback online, or scan the QR code.

shapeourtown.okotoks.ca/downtown




NEXT STEPS

THANK YOU FOR ATTENDING!

STAY UP-TO-DATE

For the latest information and progress for Downtown's Next Chapter go to:

shapeourtown.okotoks.ca/downtown



You can provide your feedback or share any concerns and questions on the project website until July 2, 2024.

QUESTIONS? CONTACT US!

 If you need more information, please email: engineering@okotoks.ca

Please provide us with feedback on this event. Confidential surveys are available at the front.

NEXT STEPS

-  Community Engagement (Q2-Q3 2024)
-  Main Street Construction Business/Resident Engagement (June - July 2024)
-  Engagement on Our Plan for Downtown and design details (Fall 2024)
-  Daggett Street Construction (Q2-Q3 2024)
-  Downtown Plan Approved (Q1 2025)
-  Main Street Construction (Multi-year work starting in 2025)



“The questions and feedback we receive through our engagements are extremely important. The input we receive will be considered by the Town as we move to the next stage of each project.”

— Mayor Thorn

Appendix E:

Survey Questions

The survey asked participants to respond to the following questions:

Part I: Your Connection to the Project

1. Please tell us your connection to the project: Required
 - a) I am a downtown business owner / operator / staff member that fronts Main Street
 - b) I am a resident / residential property owner of a property that fronts Main Street
 - c) I am a downtown business owner / operator / staff member (but do not front Main Street)
 - d) I am a downtown resident (but do not front Main Street)
 - e) I am a resident of Okotoks outside of the downtown
 - f) I am a resident of Foothills County
 - g) I prefer not to say
 - h) Other (please specify)

Part II: Main Street Enhancements

2. What are your primary concerns about the construction? (Select all that apply)
 - a) Disruption to customer access
 - b) Noise pollution
 - c) Dust and debris
 - d) Loss of parking spaces
 - e) Impact on pedestrian traffic
 - f) Reduced visibility of storefront
 - g) Safety concerns for employees and customers
 - h) Interruption of utility services (water, electricity, internet)
 - i) Extended construction timelines
 - j) Impact on delivery and supply chain
 - k) Other (please specify)
3. How do you think this project will affect your business?
4. Do you prefer construction over a longer time but with less impact on businesses day-to-day, or a faster construction schedule with a higher impact for a shorter period? (Select only one)
 - a) Construction over a longer period but with less impact on businesses day-to-day
 - b) A faster construction schedule with a higher impact for a shorter period
 - c) Other (please tell us more about possible alternatives)

5. How can the Town best support your business during this period? (Select all that apply)
- a) Provide clear and regular communication about construction schedules and progress
 - b) Offer alternative parking solutions for customers and employees
 - c) Implement signage to direct customers to businesses
 - d) Organize promotional campaigns to encourage local shopping
 - e) Provide temporary access improvements (e.g., ramps, walkways)
 - f) Minimize noise and dust through appropriate measures
 - g) Ensure timely resolution of utility service interruptions
 - h) Facilitate delivery and supply chain access
 - i) Offer marketing and advertising support
 - j) Provide a dedicated liaison for business support
 - k) Other (please specify)

Part III: Our Parks

6. How would you like to use Pisttoo Park?
7. Please share your thoughts on the draft concept. (Draft concepts can be viewed in Appendix D)
8. How would you like to see Triangle Park used?
9. Please share your thoughts on the draft concept. (Draft concepts can be viewed in Appendix D)

Appendix F:

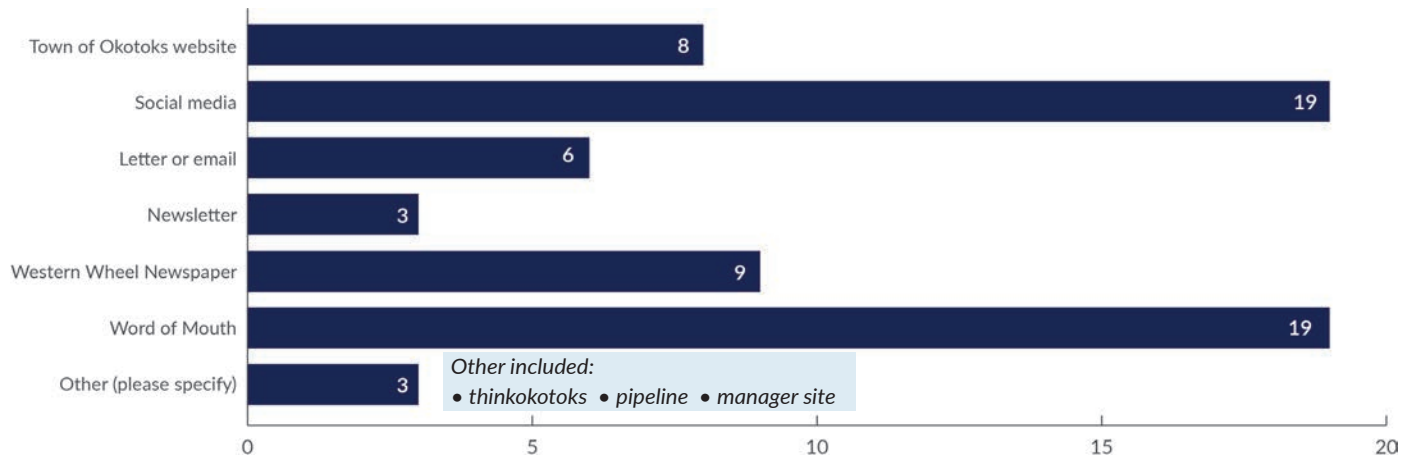
Open House Evaluation Feedback

The survey asked participants to respond to the following questions:

45 participants provided feedback on the open house event.

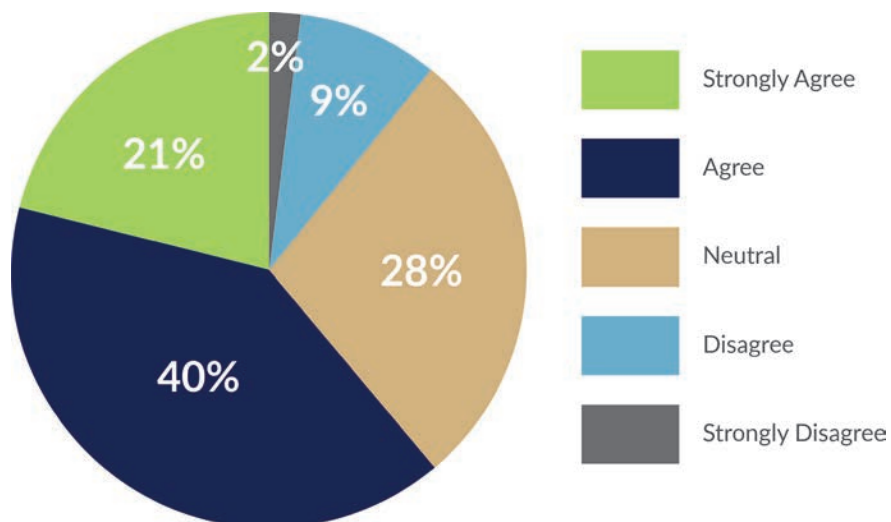
Below are the compiled responses to the evaluation questions provided on the June 18, 2024, Open House event:

How did you hear about today's event?

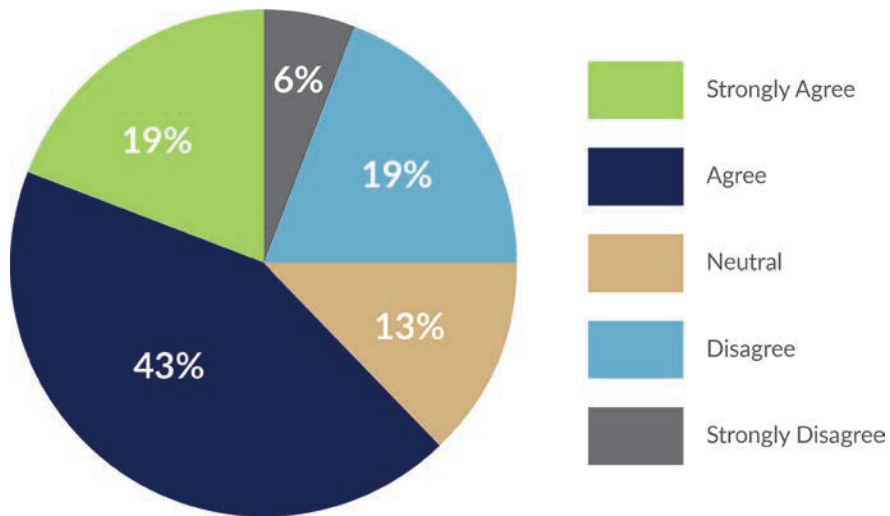


Please circle your level of agreement with the following statements:

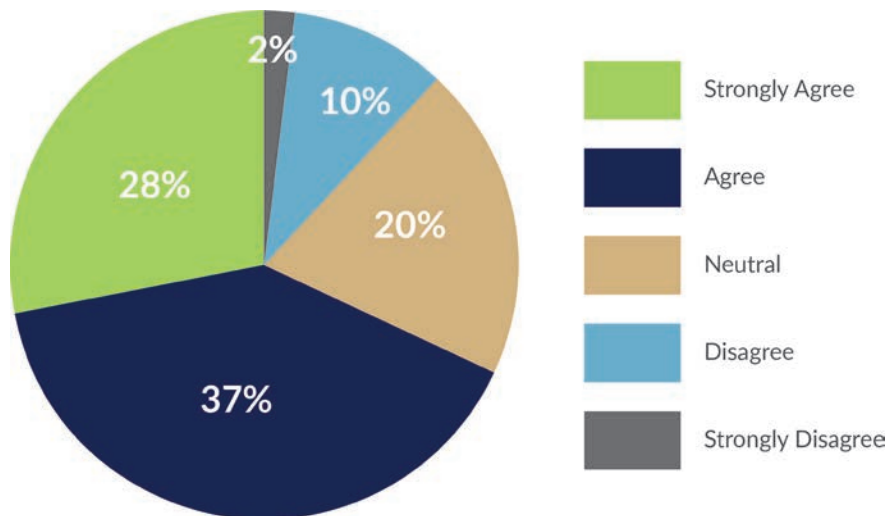
I was satisfied with the overall experience of today's event.



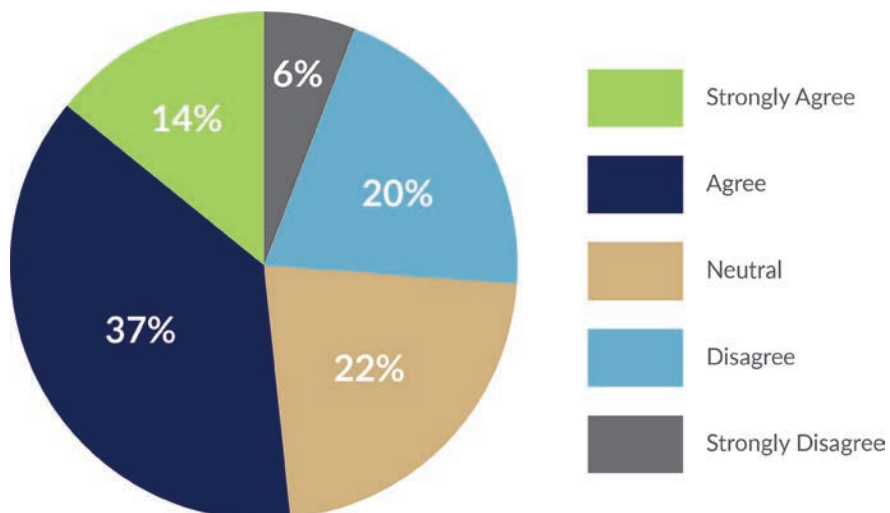
The information presented today was clear and helped me to understand what is being proposed for our downtown.



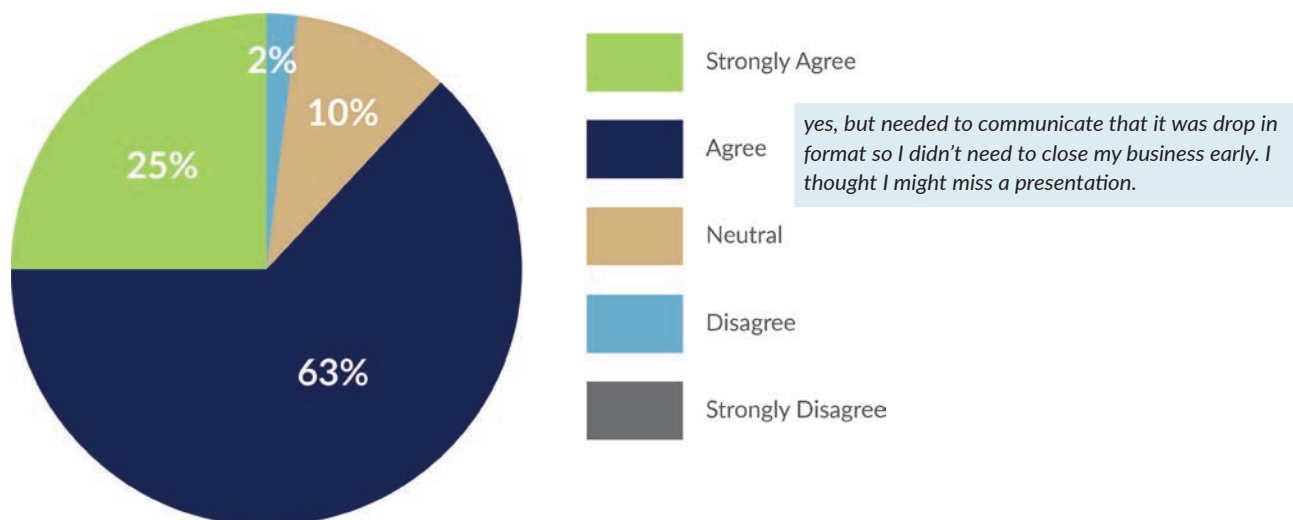
The project team was able to answer my questions and provide relevant information.



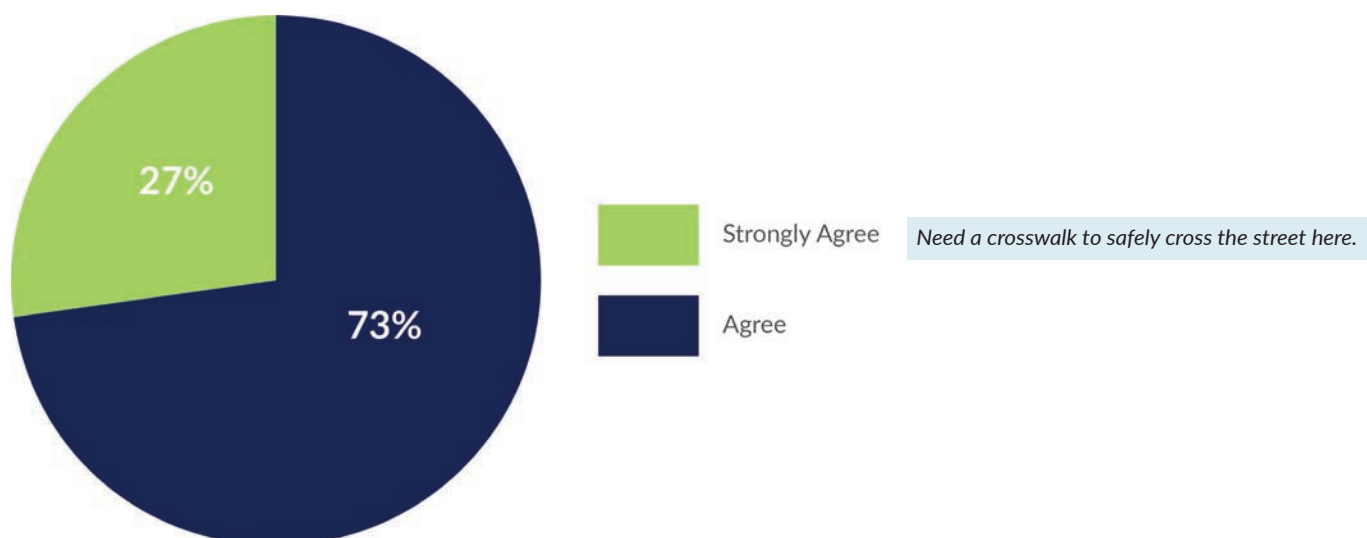
I understand the project process and next steps.



The timing of the event was convenient.



The event location was accessible.



After reviewing the information presented, do you have any further questions or comments about Downtown's Next Chapter?

Verbatim Responses

- Response 1 I think it needs a bigger place
- Response 2 Looking forward to seeing the next steps and designs
- Response 3 Great job keep up the good work. Growth comes with challenges but looks like the town is planning for growth. All positive steps for growth and new families
- Response 4 Not at this moment. I will be over all of the information in greater detail tomorrow online. I will be commenting on the findings then. Thank you for all the efforts today
- Response 5 Thank you for allowing us to be part of our community. Very well presented! We'll provide more constructive feedback online.
- Response 6 Waiting for the next phase which is framed by 'the devil is the details!'
- Response 7 I have a clear concise package on the website for people to understand the project. Right now too long of documents to go through.
- Response 8 Need accountability. We need to see a plan not a wish.
- Response 9 I believe the projects timing is off
- Response 10 Very difficult to hear speakers in this room (acoustics). The open house raised far more questions than it (employees) were able to answer. Costs? Projected expenditure needs to be information readily accessible, not buried in a budget doc or some deep hike on the towns website. We want full disclosure as soon as possible.
- Response 11 Please dont let loud, regressive voices that are afraid of change negatively impact the great, community-focused work that is being undertaken. Change is good!
- Response 12 The plans look good. My main concern has always been any reduction in parking and so long as we dont loose parking close to business im happy. In winter parking needs to be as close as possible as we dont clear ice effectively!
- Response 13 Very informative staff helpful and friendly. My concern is losing parking downtown. I want the parking outside businesses to stay as my Dr is at sheep Rider medical and I wouldnt want to have to walk from a distance to get to the office. They have a car park but its usually full and I have to rely on the street parking when needing to see the Dr.
- Response 14 Please do not do this people can not afford a tax hike. And the plan is kinda ugly. Modern crap you see downtown Calgary.
- Response 15 Fantastic plans that have taken years of engagement to fruition. There will always be naysayers but keep up the great work moving Okotoks forward.
- Response 16 Will be discussing Our next steps with the other businesses on McRae and Elizabeth.
- Response 17 A bit more elbow room would have been nice for flow, but nice to be hosted in an important community building.
- Response 18 I think confirming intensions around parking is essential! It sounds like the number of stalls will be close to the same, but I would like to see that in back and white!
- Response 19 Make this form environmentally friendly please. Timeline, cost, new survey should be completed before plans made.
- Response 20 Specific timeline of projects delivered to business owners in a timely manner is crucial. Dream Big!
- Response 21 We need to re-visit the 2018 Urban Plan for what will be happening for the Downtown of Okotoks. The plan is very vague with what will be going on and I feel that what is will occur needs feedback before going ahead with construction. My feel is just do simple upgrades and not big changes to the downtown. Really we need to focus more on our problem with our water before closing down and improving main street. Please do not take away parking on Main st. we need all parking and more especially during the winter months. We have too many people that can not walk blocks and blocks to get access to the offices and stores when it is cold and snow (which is a big chunk of our year). There needs to be better communication with the downtown business of any ideas or changes that may occur or are going to happen before any decisions and also construction occurs.

- Response 22 I feel like the info presented was somewhat vague and non-specific. I understand that this is a design concept and in the planning stages. I see a lot of 'we value feedback' and I truly hope that the specific concerns of business owners along main street will be heard and incorporated into the plan. I heard and read conflicting information about parking along main street. The design plan talks about re-constructing and moving parking to sides and near (for re-development only? Or existing?). I also heard one the engineers repeatedly state that no parking will be lose on main street. This is a major concern for businesses operations on the street. No parking can be lost in the outcome or businesses along main street will be very negatively impacted. My property tax jumped this year from \$3600 to \$4300. How much more will residents be required to pay for what will inevitable be an extremely expensive project. Please consider the impact.
- Response 23 concerned about obstruction of business front (as we all are). When businesses aren't required to have their own parking, I am concerned about the reduction of street parking being proposed. Nicer sidewalks look great! also, the traffic circle @ the train tacks will be good if the train isn't there (lineham) when it is, hopefully people wont block the traffic circle. Also concerned about parking issues when more residential is going in. Where will everyone park?
- Response 24 Will flu on town website for more info.
- Response 25 I'll visit the town's website for more details/information.
- Response 26 Too many to mention here.
- Response 27 Thanks team! Let's follow through.
- Response 28 I think the town is great at idealizing the issues and trying to address them. Consideration to add for active planning: transit hub for special events + parking, district energy system. Great job on putting this together.
- Response 29 Where will town events such as lightup + summer events take place?

Downtown's Next Chapter ENGAGEMENT

NOVEMBER 2024



WHAT WE LEARNED REPORT



FOLLOW
For project updates!

ShapeOurTown.Okotoks.ca/DOWNTOWN

Engagement At a Glance

Purpose

The Town of Okotoks is dedicated to enhancing and enriching our downtown for the benefit of everyone in our community. To do so, we are undertaking significant planning (Our Downtown Plan), infrastructure and streetscape improvement (Main Street Enhancements) projects.

The Town hosted engagements on Downtown's Next Chapter in fall 2024, focusing on presenting updated information and gathering feedback on:

- Planning policies for the downtown area
- Design drawings for North Railway Street, including Triangle and Pisttoo Parks
- Street furniture and design options for Main Street
- Construction phasing and anticipated timelines



HOW WE ENGAGED

ENGAGEMENTS



Public open house with a morning and evening session to accommodate the varying schedules of community members and businesses



Online engagement with all project information available for consumption and comment for two weeks

ENGAGEMENT DATES



November 13 - 26, 2024

ENGAGEMENT SUMMARY

72

Open House attendees

21

Online discussion participants

1

Letter sent to the Town

205

Views of two project YouTube videos

619

Community members who visited the project website

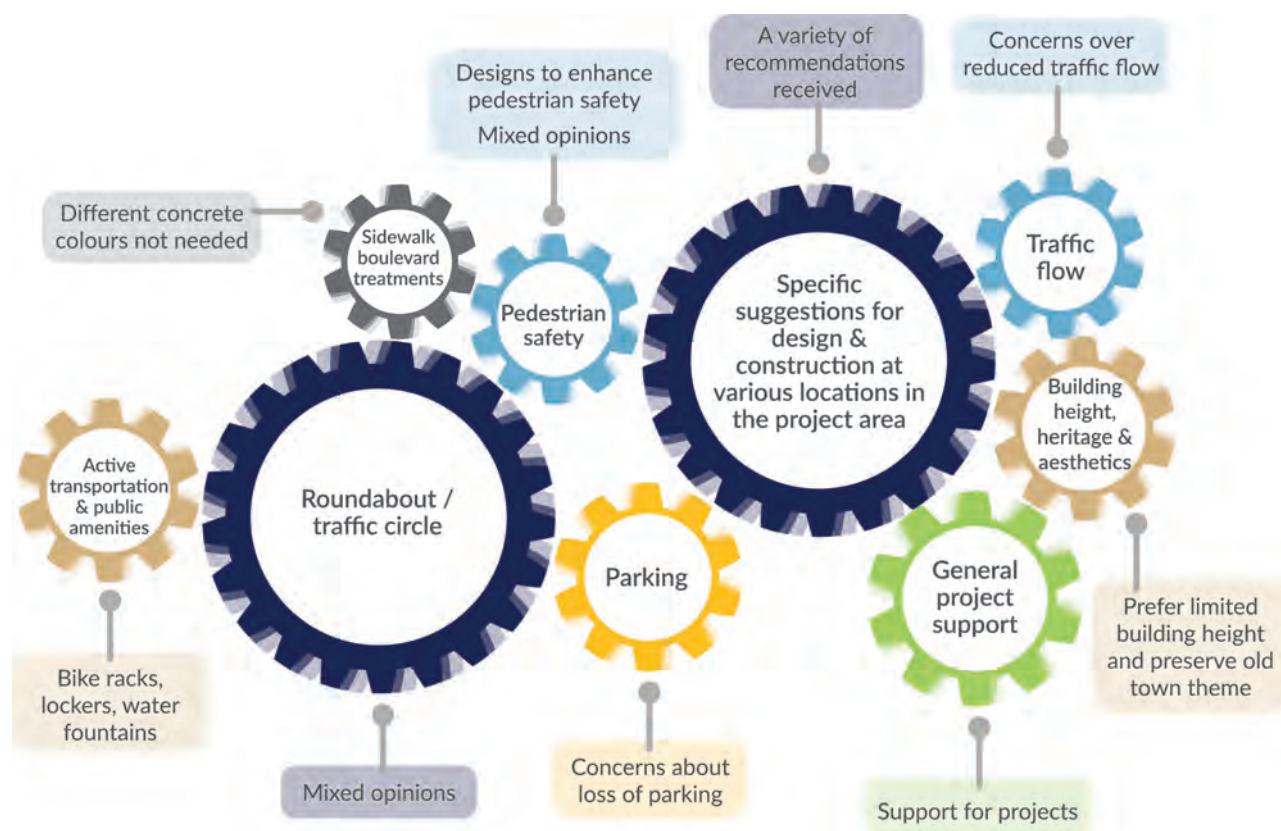
Table of Contents

Engagement at a Glance.....	2
Key Engagement Insights	4
Project Background	5
Project Timeline	5
Policy Context.....	6
Principles of Engagement	6
Community Engagement.....	7
Level of Public Participation.....	7
Who Did We Engage?.....	7
Engagement Activities	8
Engagement Advertising	9
Engagement Reporting	10
What We Asked.....	10
What We Learned - Key Insights.....	11
Main Themes	11
Street Design and Furnishing Preference.....	12
Key Insights - In Detail.....	13
Who We Engaged.....	16
Next Steps	17
Appendices.....	18
Appendix A: Verbatim Responses	18
Appendix B: Advertising for Public Events	32
Appendix C: Boards from In-Person Open House	37
Appendix D: Open House Evaluation Feedback	48

Key Engagement Insights

Main Themes:

Downtown's Next Chapter engagement feedback was varied, with most comments centered on specific design recommendations. The comments have been grouped into main themes, each represented by an icon. The icon size reflects the frequency of the feedback, with larger icons indicating more commonly mentioned comments.



Design Preference:

While there was no objectively clear design preference from the community, Options 1 and 2 were the most preferred for colours and styles.



Project Background

The Town of Okotoks is dedicated to improving and enriching our downtown to benefit everyone in our community.

The Downtown's Next Chapter is a part of the Town's long-term vision and strategy to improve the downtown and support development now and into the future. Elevating the downtown into a thriving gathering space will:

- Support businesses
- Foster community pride
- Promote economic growth
- Improve safety and accessibility for years to come

Over the next several years, the Town will undertake significant planning and construction efforts to shape the downtown's future. These efforts include:

- Main Street enhancements – efforts will be focused on North Railway Street with designs for Elizabeth Street and McRae Street
- Updated downtown policy plan (Our Plan for Downtown)



This report builds on insights from past community conversations. Additional information on past engagements and the key insights can be found at:

- [Main Street What We Heard Report \(2021\) - engagement held on the Main Street construction aspects of the work only](#)
- [Downtown's Next Chapter What We Learned Report \(Summer 2024\)](#)

PROJECT TIMELINE



Policy Context

The Downtown's Next Chapter projects align with the direction in the Municipal Development Plan, Land Use Bylaw, Strategic Plan, Economic Development Strategy, Downtown Urban Design Master Plan, Active Transportation Strategy, Environmental Master Plan, Climate Action Plan and Culture, Heritage & Arts Master Plan.

The vision, mission and guiding principles in the Community Sustainability Plan and the Strategic Directions outlined in the 2018 - 2021 and 2022 - 2025 Strategic Plan support the Town's undertaking of the Okotoks Downtown's Next Chapter.



PRINCIPLES OF ENGAGEMENT

The Town of Okotoks is committed to the following guiding principles every time we engage with the public. These are the foundations of our practice.



ACCOUNTABLE

We uphold commitments made to the public. We evaluate our processes and outcomes in order to learn from our experiences, track our progress, and improve over time.



EQUITABLE

Diverse opportunities are provided so that perspectives and ideas from all interested parties are considered.



TRANSPARENT

Clear, timely and complete information is provided to share processes and decisions.



RELATIONAL

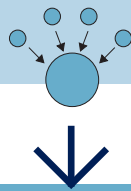
We value the people we are engaging with and put them in the center of our processes, building relationships, understanding and trust.

Community Engagement

Level of Public Participation

We build community engagement plans using the IAP2 spectrum below to assist in guiding the level of participation (i.e. engagement) that best fits the project's needs.

This project falls within the **CONSULT** level.



	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."

ENGAGEMENT BY THE NUMBERS



72

Open House attendees



21

Online discussion participants



1

Letter sent to the Town



619

Community members who visited the project website



205

Views of two project YouTube videos



63

Project *followers; 11 new since the since the previous engagement.

**Followers means people who have signed up to receive updates on a specific project.*

Engagement Activities

The Town offered two main engagements:

In-person Open House

A widely advertised opportunity for community members to learn about the project, engage in direct discussions with project staff and provide feedback on the Main Street enhancements and Our Plan for Downtown.

Online Engagement

Community members could comment on the project information available through the Town's engagement website. Two recorded presentations were also available for community members to watch for insights on the project highlights for both Our Plan for Downtown and Main Street Enhancements separately.



2024 ENGAGEMENT TIMELINE

MAY 15 TO JUL 30

Downtown's Next Chapter Engagement Part 1

OCT 04

What We Learned Report Released

OCT 10 TO NOV 26

Engagement - Part 2 Advertising

NOV 13 Bow Valley College Okotoks campus
8:30 - 10:30 a.m.
4:30 - 7:30 p.m.

Open House Event - Part 2

NOV 13 TO NOV 26

Online Engagement - Part 2



Engagement Advertising

To ensure that as many people as possible could provide their input, we advertised engagement opportunities through the following means:

Social Media Posts (online)



15 posts on Town and Economic Development social media channels between October 21- November 26

32,680 TOTAL REACH on all platforms

Newsletters



819 Business Beat Newsletter subscribers
467 Citizen Panel Newsletter subscribers
2 School Districts

Letters



223 letters to directly impacted parties

Postcards



1,877 mailed

Signage



1. LED Digital signboards (32nd Street & Southridge Drive) – information up from November 4-26
2. Signage downtown and in Town facilities from November 4-26: 34 McRae Street. (Okotoks letters in downtown Okotoks), Municipal Centre, Recreation Centre, Library, Eco Centre, Bow Valley College

Media (Newspapers & Radio)



32 radio ads over 10 days

1 online article



5 Western Wheel ads

1 Western Wheel article

Utility Bill Inserts



3,551 mailed

7,833 emailed

Radio Interview



1 recorded interview

Engagement Reporting

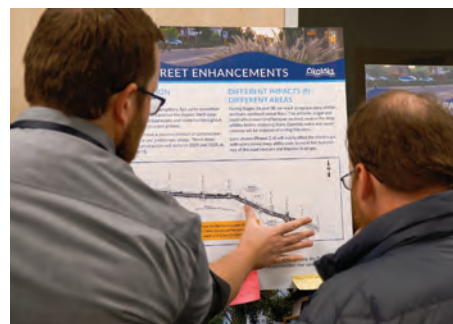
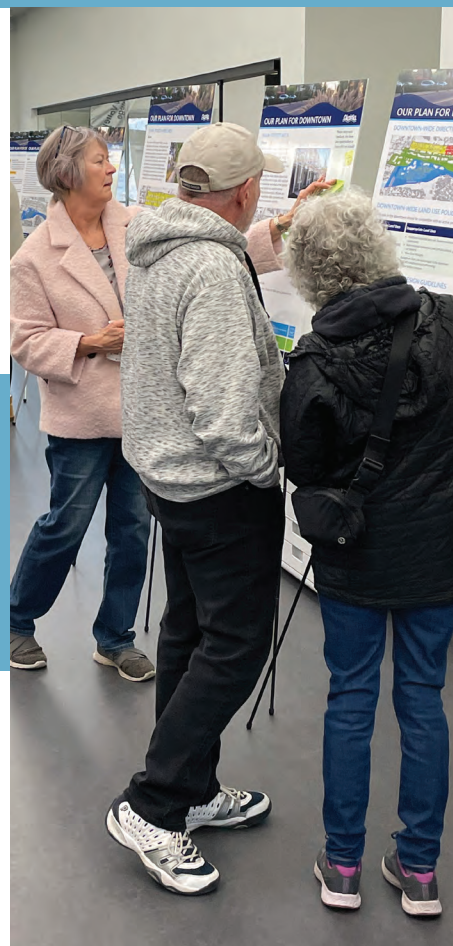
The What We Learned Report is a key part of the engagement process.

It transparently collects and summarizes the community's feedback on Downtown's Next Chapter. It highlights key themes, including areas of support, concerns and suggestions from community members. Project staff will consider this information in the decision-making process.

What We Asked

We presented draft policy ideas and the Main Street design for community feedback. The main requests for feedback were:

1. Please share your feedback/thoughts.
2. Are there any opportunities or issues that we missed?
3. For the Main Street aesthetics, we were specifically looking to better understand the community's preferences for design styles and the appearance of the new streetscape. We asked for comments on the design options and for people to identify any elements (such as benches and bike racks) that they liked or disliked.

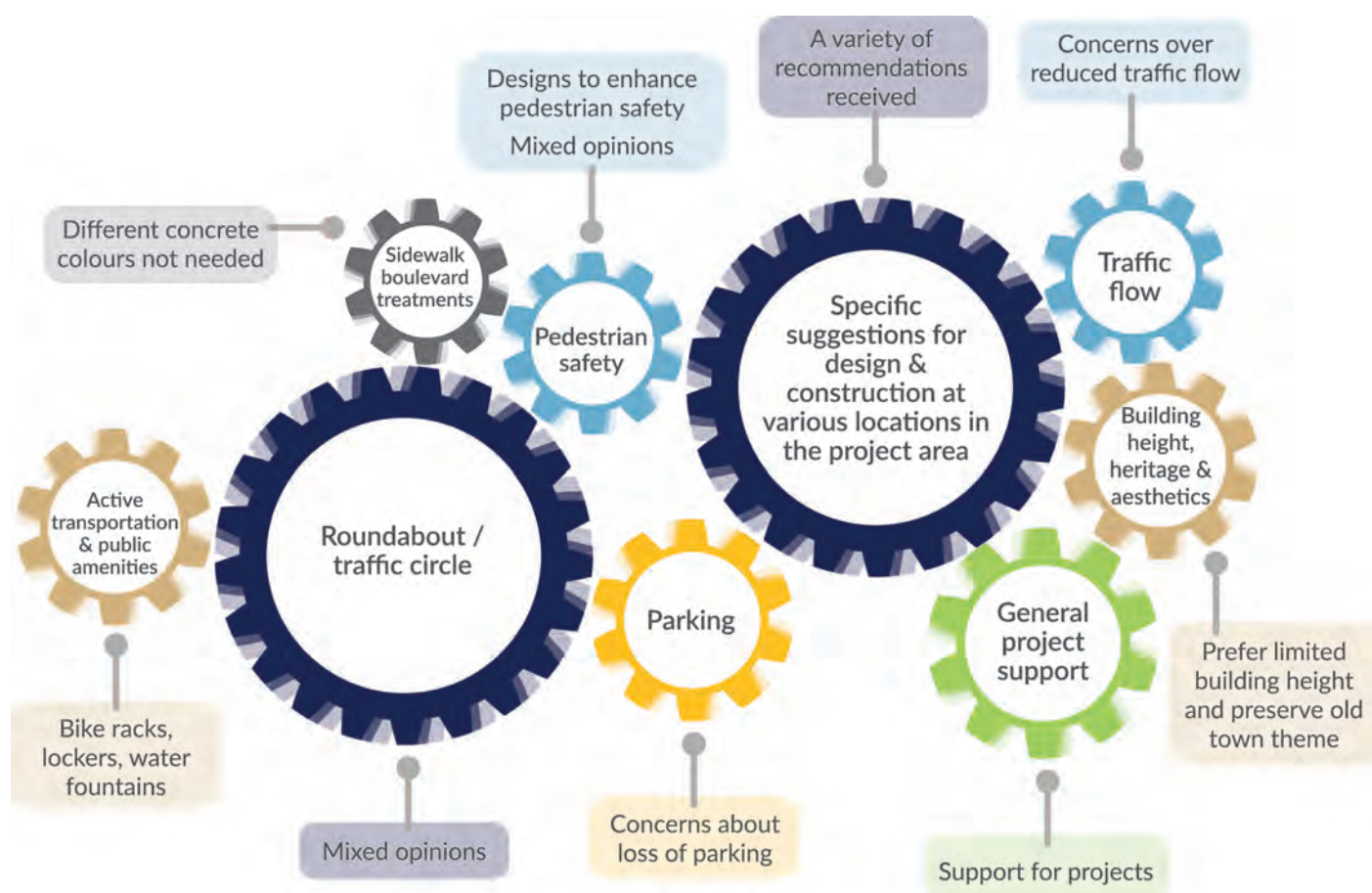


What We Learned - Key Insights

The summary of feedback includes all in-person and online engagements. It captures the main points, ideas and concerns shared by the community, providing a comprehensive picture of community input on the Downtown's Next Chapter project.

Main Themes

Downtown's Next Chapter engagement feedback was varied, with most comments centered on specific design recommendations. The comments have been grouped into main themes, each represented by an icon. The icon size reflects the frequency of the feedback, with larger icons indicating more commonly mentioned comments.



Additional details for each theme are presented on pages 13 - 15, including sample quotes.

Street Design and Furnishing Preference

While there was no objectively clear design preference from the community, Options 1 and 2 were the most preferred for colours and styles.

Additional design considerations suggested by the community include:

- Avoid slotted bench seats
- Use benches with backs on them
- Prefer a mix of seating – some with tables for meals, some for one-on-one chats
- Strong support for the lighting fixtures

1



2





What We Learned - Key Insights

Key Insights - In Detail

The following main themes are listed in priority order starting with the most frequently stated.

THEMES	DETAILS	EXAMPLE VERBATIM QUOTES
Specific suggestions for design and construction at various locations in the project area	A variety of suggestions were received	<p>"Regarding the proposed traffic circle at N Railway & Lineham, I have some reservations about its placement. While I understand its intention to mark the "transition" to downtown, I believe this location might not be ideal. The proximity to the train crossing and the overall flow of traffic make it less effective. Was Crystal Ridge Drive and N Railway considered instead?"</p> <p>"Request to [temporarily] close N Railway on the East of Alberta [during Phase 1 of construction in 2025]. Keep parking lot [at Museum] open for phase 1."</p> <p>"Consider red/white cross walks to Legion"</p> <p>"Paint + sign pedestrian crossings (temp) on roads used for detours during construction. Consider how increased volumes on detour roads affects safety + parking."</p> <p>"Crosswalk possible? + upvote*"</p> <p><i>*An upvote is an indication of support for the preceding statement. It can take the form of a positive emoticon 👍 or a word (i.e., yes)</i></p>
Roundabout / traffic circle	15 comments in favour, 9 comments concerned	<p>"Traffic circles make sense! Traffic flow is better."</p> <p>"Not a fan of a RAB [roundabout]."</p>
General project support	Support for the projects	<p>Our Plan for Downtown:</p> <p>"Yaass!!! Take advantage of passive solar gain. Green roofs + roof gardens. As a green town, lead the way!"</p> <p>"Excellent idea to add some density. Allows easy access for small business to obtain labour from people who live close by."</p> <p>Main Street Enhancements:</p> <p>"I think improving options for biking walking or perhaps public transit downtown would help relieve congestion more than [making] more parking available. Current plan look good to me. + upvote*"</p> <p>"This is a great area to become more of a destination or even a getaway! Get more people to the museum and gallery."</p> <p><i>*An upvote is an indication of support for the preceding statement. It can take the form of a positive emoticon 👍 or a word (i.e., yes)</i></p>
Parking	Concern for loss of parking close to businesses	<p>"Parking beside the new library location should be multilevel parkade. With all the new great things being added, people need to park and there are not many options in Elma + Main St. to add."</p> <p>"Disagree [to the project information that parking is sufficient]. The parking needs will (already have) quickly surpass availability with influx of new residences, businesses and visitors."</p>

What We Learned - Key Insights

THEMES	DETAILS	EXAMPLE VERBATIM QUOTES
Active transportation and public amenities	Support for bike racks, lockers, water fountains, public washroom	<p>"Maybe some bike lockers and designated bike scooter drop off zones? I am afraid to leave my bike unattended and tired of seeing scooters lying everywhere."</p> <p>"Outdoor washroom? Water fountains + upvote*" </p> <p><i>*An upvote is an indication of support for the preceding statement. It can take the form of a positive emoticon  or a word (i.e., yes)</i></p>
Building height, heritage and aesthetics	Preference for building height restrictions, preserving heritage and aesthetics	<p>"Keep height restriction. Keep all new buildings old town theme to blend with historic buildings in area."</p> <p>"Prefer we don't build so high that we lose the softening effect of seeing the big riverside trees above rooftops."</p> <p>"From Poplar to Northridge Dr. and below Crescent Rd to the river preserve that area as old town look and theme including new buildings."</p>
Pedestrian safety	Support for designs that enhance pedestrian safety. Mix of opinions on how to accomplish safety	<p>"I appreciate the pedestrian-focused changes being proposed. Expanding walkability towards N Railway is essential for connecting to other parts of town, as highlighted, and I'm confident it will be well-utilized, given how popular our existing pathways are. - I know so many residents in town who love our pathways! Having been both a driver and pedestrian in town for some time, I can attest that the danger for pedestrians is very real. Unfortunately, I've had many experiences over the years while walking—whether for pleasure or commuting to and from work—where drivers were distracted, speeding, or failing to yield to pedestrians. Please consider these safety concerns carefully as the project progresses."</p> <p>"Adding sidewalks! Yes please! Increase safety and access. Thank, thank you."</p> <p>"Bulb outs are designed to slow traffic. If traffic is impeded - they are working as intended. Downtown should be a slow area to visit shops, not a highway. Pedestrian safety & slow traffic is paramount. Add bulb outs!"</p> <p>"Traffic light with walk signals is safer for pedestrians than a roundabout. Drivers can see you better"</p> <p>"Please no bulbouts, we do need more parking & as a walker the distances across w/o [without] are okay."</p>

What We Learned - Key Insights

THEMES	DETAILS	EXAMPLE VERBATIM QUOTES
Traffic flow	Concerns about reduced traffic flow related to the roundabout and/or intersection bulb-outs	<p>"Lots of crossings for pedestrians already. Would more impede traffic flow?"</p> <p>"Why are we trying to slow down vehicles along a main thoroughfare where people need continuous traffic flow? There isn't another connector road through the downtown. People in vehicles are trying to get to daycare, coffee, work, library, vapeshop... they do not want more delays in their daily commute."</p> <p>"Don't agree with bulb outs. Makes it more costly for snow removal and impedes traffic flow."</p>
Sidewalk / boulevard treatments	A few comments that different colours for the concrete are not needed	<p>"Really don't like the coloured sidewalks, changes the aesthetic. Won't change pedestrian behaviour or road safety. Consistent colour preferred."</p> <p>"Bollards are unnecessary and ruin appearance. Ditto shaded concrete. Ugh!"</p>

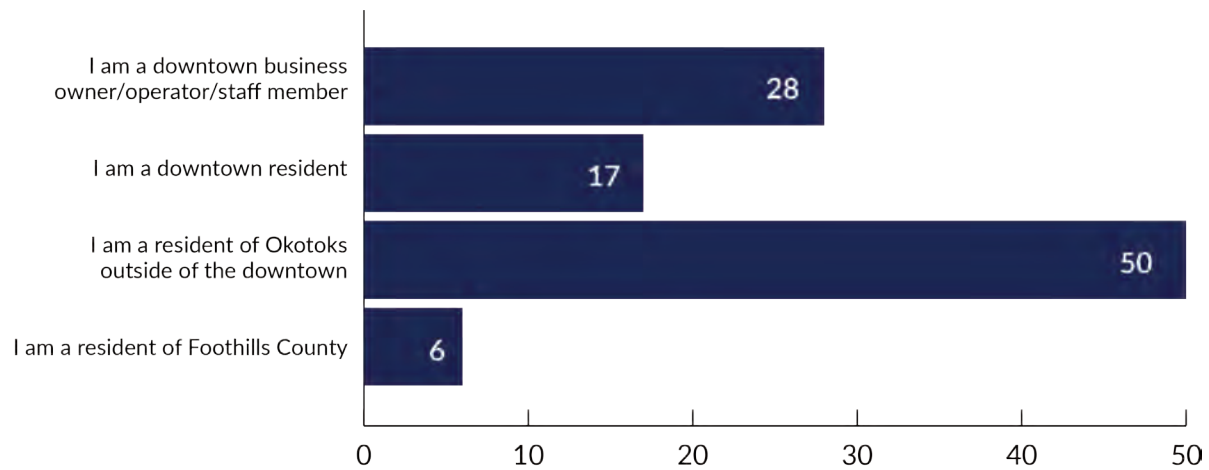
As mentioned earlier in the report, the feedback did not reveal many common themes. Instead, we received a variety of unique comments, such as:

- "Rename/clarify: Elizabeth/McRae/N Railway streets. As a visitor, the name change is confusing. As a resident, it is awkward to give directions to visitors."
- "Recommend checking in with the Town drivers: Parks, Transportation, Waste Services - they who travel through the downtown all day, all week, every week, in all weather conditions - either to complete work in the downtown or to get to another destination within Okotoks, for some additional insight. These people drive for a living and they know things..."
- "Need sidewalks on both sides of Elma."
- "Playground equipment is very expensive. Continue with the "green" vision. Challenge local businesses, residents, and/or students to design a playground with recycled/up-cycled material."
- "Consider vandalism proof."
- "How is snow going to be cleared with vehicles on the same level as the sidewalk? Road salt and dirt will spill everywhere."
- "The Sheep River has flooded in the past. Check current flooding in Spain... Will happen here!"

Who We Engaged

Open House

Please tell us your connection to the project.



**This totals to 101% because of rounding. Demographics were not included in the online engagement.*



Next Steps

The Town's next steps following engagement are:

- ① **Finalize the design**
 - Complete the design with consideration of community input and feedback.
- ② **Begin construction**
 - Engage the construction industry to request proposals with pricing.
 - Enter a contract with the best-overall contractor to provide construction services considering factors including price, qualifications and experience.
 - Commence construction in the spring, starting near the east end of the project on North Railway Street between Elm Place and Poplar Avenue.
 - Establish temporary water and sewer services for residents and businesses impacted by utility replacement work on North Railway Street.
- ③ **Construction communication**
 - Share regular project updates with the entire community including traffic detour routes and estimated construction timeline information.
 - Provide project liaison contact information to directly impacted residents and businesses for outreach and assistance during construction.
 - Continue to engage with directly impacted residents and businesses to share information about impacts, understand their needs and implement mitigation measures.



Appendices

Appendix A: Verbatim Responses

The following pages provide verbatim responses from the public open house and online engagement. This report replaces any names or identifying information in the responses with “xxxx”. All content is provided without any changes to the original comments made by participants.

An upvote is an indication of support for the preceding statement. It can take the form of a positive emoticon  or a word (i.e., yes)

General Comments

The following verbatim responses were provided through the online survey.

Comment #	Project Information Presented	Comment
Our Plan for Downtown		
1	History and Timelines	Do you mean W of Poplar and E of N'Ridge?
2	History and Timelines	Rename/clarify: Elizabeth/McRae/N Railway streets. As a visitor, the name change is confusing. As a resident, it is awkward to give directions to visitors.
3	What We Learned, Vision, Principles	From Poplar to northridge dr. and below crescent Rd to the river preserve that area as old town look and theme including new buildings.
4	What We Learned, Vision, Principles	Fabulous!!!
5	What We Learned, Vision, Principles	Curious how you're going to change the business mix downtown? And timeline.
6	What We Learned, Vision, Principles	While all 5 guiding principles are fantastic, I think it is asking too much from the available space.
7	What We Learned, Vision, Principles	What's going to mature greenery downtown?
8	What We Learned, Vision, Principles	Setting the speed limit to 30km/hr would make walking and cycling in downtown a lot safer and more comfortable!
9	What We Learned, Vision, Principles	People are already doing 30km/hr and creating constant bottlenecks and delays!
10	What We Learned, Vision, Principles	Pedestrians need to use marked crosswalks and not 'leap' out from parked vehicles. In a perfect world, there would be a pedestrian overpass.
11	What We Learned, Vision, Principles	Recommend checking in with the Town drivers: Parks, Transportation, Waste Services - they who travel through the downtown all day, all week, every week, in all weather conditions - either to complete work in the downtown or to get another destination within Okotoks, for some additional insight. These people drive for a living and they know things...

Comment #	Project Information Presented	Comment
12	What We Learned, Vision, Principles	<p>There appears to be too many worthy goals for such a small condensed space. Suggestion - focus on 2 distinct and dedicated areas/purposes:1) divert commuter traffic from McRae to S Railway: widen S Railway to 2 well appointed lanes (1 each direction), add traffic circles at Veteran's Way/Elizabeth and Veteran's Way/S Railway to maximize continuous flow without pedestrian crosswalks, and eliminate parking along the curb parallel to walking/river path - this is the practical functional area designated for commercial traffic, uninterrupted commuter driving, and maintaining the required and constant connection to other areas of Okotoks.2) inspire, contain, and retain foot traffic along Elizabeth and within the Plaza: permanently close Elizabeth to vehicle traffic from Clark (T-stop at post office for mall access) to where McRae splits into N Railway - this is a foot-mall destination with the current Plaza as the centerpiece. Add all the thoughtful benches, shelters, playgrounds, bike racks, fountains, greenspaces, etc. already proposed for this project. Turn the field where the Okotoks sign is into mall parking (accessed by Clark via Elma). Add a designated bus stop for Okotoks transit and create a bylaw that delivery vehicles must access the foot-mall businesses from their respective alleyways. This area is about form - it is a safe place for day-dreaming, walking, resting, sitting, a base for shoppers and people who want to stay awhile, and for hosting events (while reducing pushback from drivers frustrated by road closures). It safeguards and celebrates history, small town charm, culture, and the arts. Thank you for the opportunity to be heard.</p>
13	What We Learned, Vision, Principles	<p>My primary concern is development of greenspace near the Sheep River. Leave this alone!! this is what makes the town desirable....there should be no special considerations of ANY development in these areas....leave the nature as natural.</p>
14	What We Learned, Vision, Principles	<p>A word of caution from someone who saw Kelowna's vibrant family-oriented downtown become a wasteland of pot shops, piercing places and tattoo parlours: Do not take your quality downtown businesses for granted. Everyone will suffer if they don't survive your attempts at revitalizing what's around them. Your new benches and fountains and plantings won't look good in front of FOR LEASE signs. You'll find yourself bottom feeding for business tax revenue and you will have lost the purity and backbone of this community's downtown. You need to protect "community" and recognize that local businesses have so much stacked against them. You have to be careful about who your leaders are. You need to know the biases of the people involved. What's their stake in the businesses that make up the downtown of Okotoks? Do they have good relationships with the business owners? Do they care about the success of those businesses? Are they doing their Christmas shopping downtown Okotoks or ordering from Amazon? The town of Okotoks must honour and support the success of these small downtown businesses through this construction mayhem. There should be an arm of this project or of these phases that is specifically dedicated to fortifying attendance at these businesses and minimizing disruption. There should be a shop-local campaign that is driven hard by the people organizing these projects and by the town of Okotoks. There should be coupons, events, and promotions. This can't be borne by those struggling businesses. You must see that. We all benefit from a thriving downtown. There should be highly promoted construction-free times when people are encouraged to come and shop. You need to recognize the priorities of this project and treat the businesses who will have their parking and their access impacted, with reverence and respect because if they don't make it, this entire thing is for naught. You will lose people who fulfil more than one stakeholder role and those are the people you can't afford to lose if you want to hold onto what makes this community special. And finally, to anyone reading this and scoffing, who feels it is the responsibility of businesses "to make do" and "figure it out" and that if people like their shops, they'll still come to their shops, etc., you don't know what you're talking about and you don't understand people.</p>

Comment #	Project Information Presented	Comment
14 cont.	What We Learned, Vision, Principles	<p>You don't understand human behaviour, shopping behaviours, community dynamics, or economics. Furthermore you don't understand the innumerable latent benefits of quality businesses clustered in a downtown core. As an aside, "driving" a foot traffic/shopping agenda in an Alberta town seems, as someone new to Alberta winters, a woefully absurd proposition dreamed up by someone who just looks good on paper. Businesses need ease of access to compete. People like to get parking spots that are right in front of where they're going. Have you seen Seinfeld? These businesses need the support of their community from the bottom up (customers) and the top down (community leaders). I have enjoyed living here for two months now. And I have enjoyed shopping in the downtown. And even if I pay more than I would online that money is not wasted. That money is going into something important. That's me, buying a stake in this beautiful community. Join me.</p>
15	What We Learned, Vision, Principles	<p>I appreciate the pedestrian-focused changes being proposed. Expanding walkability towards N Railway is essential for connecting to other parts of town, as highlighted, and I'm confident it will be well-utilized, given how popular our existing pathways are. - I know so many residents in town who love our pathways! Having been both a driver and pedestrian in town for some time, I can attest that the danger for pedestrians is very real. Unfortunately, I've had many experiences over the years while walking—whether for pleasure or commuting to and from work—where drivers were distracted, speeding, or failing to yield to pedestrians. Please consider these safety concerns carefully as the project progresses. Regarding the proposed traffic circle at N Railway & Lineham, I have some reservations about its placement. While I understand its intention to mark the "transition" to downtown, I believe this location might not be ideal. The proximity to the train crossing and the overall flow of traffic make it less effective. Was Crystal Ridge Drive and N Railway considered instead? This intersection is significantly busier and might be better suited for a traffic circle. Positioning the traffic circle there could help slow eastbound traffic as it approaches downtown. Meanwhile, the N Railway and Lineham intersection would benefit from major traffic-calming measures, such as pinch points and raised crosswalks. I've personally experienced issues at this crosswalk, including standing in the middle of the road waiting to cross while only eastbound traffic stopped—westbound drivers either didn't see me or chose not to stop, likely because they were driving at 50 km/h. With the addition of new pathways and the exciting upgrades planned for Pisttoo Park (yay!), I feel strongly that a traffic circle at Crystal Ridge Drive would be more effective, and the N Railway & Lineham intersection should focus on enhancing pedestrian safety through targeted measures. A couple random thoughts: Elma needs a sidewalk on both sides and/or needs to be one way. Also is there some incentive the town could offer to businesses to upgrade their 1970s facades? Really disappointed previous councils didn't think of implementing some architectural controls. ?</p>
16	What We Learned, Vision, Principles	<p>I love that the Council has considered our downtown's uniqueness and refrained from making any changes to keep the look untouched. My main concern is the traffic circle on Lineham Avenue. I live on Elm Place and any given day it is a challenge to make a left-hand turn off of Elm Place onto N. Railroad. A large vehicle is always parked on N. Railway, just before Elm Place, and it blocks your view when making a left-hand turn onto N. Railroad off of Elm Place. If a traffic circle is built, I believe the traffic on N. Railroad will be backed up past Elm Place most of the time, and more so if traffic is stopped for a train. I believe this is a huge safety concern and ask that the Council reconsider. There are senior villa's on Elm Place and I am scared for my neighbour who drive as well as for those who walk daily on N. Railroad. Gas fumes from vehicles is noticeable now, I can't imagine what it would be like having dozens of cars idling waiting for the train to pass. Thank you.</p>

Comment #	Project Information Presented	Comment
17	What We Learned, Vision, Principles	Creation of a central 'square' to host such things at the town Christmas tree, which I think is planned for outside the municipal centre? I think it's outgrown its current location. Nothing wrong with having multiple focus areas as long as they connect thoughtfully. Consider changes to zoning. Too many business hours places like childcare. Encourage restaurants and bars to increase night time economy. Better lighting as I feel it appears dark at night. Have a time restriction on construction as one building has essentially been a hole in the ground for 2 years. Maybe make it a one way system with return access at rear between railway. this would afford wider sidewalks for accommodating cafes etc. Making one way could mean the relocation of the trees from central divide and creating proper tree lined boulevard. The whole downtown looks exactly like it is, a collection of different eras that are not joined or connected (less the sidewalk). I would have loved to see a larger community space for events. I would like to add that the library location is totally disconnected and work should be done to bring that together with the downtown. Suggestion would be to look at other places like cochrane that have a much more appealing downtown.
18	What We Learned, Vision, Principles	Downtown should be the heart of welcoming people, residence and visitors, to our town. Comprised on small business, unique shops and services, along with entertainment. Currently, it is uninspiring for the most part. The variety of business fronts with the evidence of the decade it was built brings no connectivity to a stroll down the street to welcoming people into a business. To bring economy and a characteristic atmosphere together, a cohesive environment is needed. Proper frontage including business displays to a table for 2 in the window along with the walkability will peak interest. Prevent another development like D'Arcy Crossing that most windows are frost out pictures or the backrooms of the business with awkward or next to no parking for what should be an in and out transaction. A variety of small business is essential. Currently, there are a few good anchors, however, the range is small. For example, to eat there is Heartland, Grand Central or Royal Duke. Fine dining or pub, nothing in-between to grab a glass of wine and an appie in a non-pub atmosphere. Traffic must be able to flow for ease to drive through to check things out and/or make a stop. Varying business hours makes it difficult to support local at times. With the realization that no every business may run on the exact same hours, some common ground needs to be established to bring people downtown on a Sunday afternoon for example. Character and being open will do a lot for the economy and our downtown's revitalization.
19	What We Learned, Vision, Principles	The stalled construction on Elizabeth St across from the HC Pharmacy building (with the white wall concrete forms) has seen no progress towards completion for what now seems like years. There should be a time limit on construction, otherwise projects like this give an atmosphere of poor planning and stagnant economic development.
20	What We Learned, Vision, Principles	For ease of movement through the business district, the portion of Elma Street between Northridge Dr and Veterans Way should be ONE WAY with vehicles moving West to East. It is dangerous when vehicles turn off Veterans Way on to this portion of Elma St. Making this portion of Elma St. one way would eliminate this dangerous turn. Also, with vehicles parked on both sides of the street it is very difficult for two vehicles to pass each other. All this congestion makes the street dangerous for pedestrians. Another comment. Because the downtown will become a destination, the traffic patterns for the whole town will change. The intersection of Milligan and Veterans Way has become busier and busier as the town has grown. Turning left onto Milligan from Veterans Way is almost impossible at busy times and with the pedestrian crosswalk there it has become very dangerous. This is where a single lane traffic circle should be constructed. It would slow vehicles down, keep traffic flowing and make the intersection safer. Being proactive with this dangerous intersection will help the traffic flow into the new and improved downtown. I feel the town has forgotten about some of the older intersections which were not designed for a busy, growing town. They need to be redesigned to handle the increased traffic.

Comment #	Project Information Presented	Comment
21	What We Learned, Vision, Principles	I agree with this person about the concern of snow removal in the downtown. Snow clearing has been very difficult since the addition of the centre meridians and the trees lining them along with the traffic calming jut-outs. I believe more of this will cause greater issues than it will prevent. As for the traffic circle at Lineham and North Railway, I believe this is a fantastic idea at this spot. It is a major problem most of the day, but especially during morning rush and after school. There are many intersections in Okotoks that could benefit from a traffic circle (but single lane only; two-laned ones have not been successful in Alberta yet). If you go to Europe, where traffic circles are the norm, you will rarely find two-laned traffic circles.
22	What We Learned, Vision, Principles	Hi. We are pleased with the plans to redevelop the downtown area, and are looking forward to its completion. As I have indicated in a previous e-mail to the Town, that Lineham Avenue, South of McRae needs to be repaired and given final proper paving. We moved into our condo on Lineham Avenue 14 years ago and have paid our taxes and still Lineham has had no improvement made to it during this time. Please come by and have a look at the lack of maintenance on this one block of Lineham Avenue. A few buckets of gravel and cold pour every year is more than this street deserves. Thanks in advance for your interest and attention to this matter. Sincere Regards. xxxx
23	What We Learned, Vision, Principles	Hello, With the new main street parking, as shown in the video, how will snow clearing be handled? It looks to me like this new plan will make snow clearing much more difficult. When vehicles are on the same level as the sidewalk, how is the vehicle snow/road salt/dirt/gravel going to be handled? I see it going everywhere on the sidewalk. And during chinooks and warmer temperatures, where is the melted snow/road salt going? Traffic circles are a great tool to help with the flow of traffic but I have never been in a traffic jam at Lineham and North Railway. I think this is a lot of work being done and it won't offer a significant improvement to the flow of traffic. It doesn't make sense to me. Please spend our tax dollars conservatively with whatever design choices are selected. Focus on function, durability for our winters, and cost effectiveness, over lavish designs.
24	What We Learned, Vision, Principles	Hi I've attended many meetings and proposals for downtown development over the years. I was at the meeting at the Art gallery but was unable to attend this in person. I've read and listened to this. I like when you encourage downtown to be less offices and more businesses and restaurants...places to meet and walk to and spend the day. Why then has the former Loop been sold to an automotive parts dealer? Surely this building could have been a great...anything else! We have a whole industrial area for this. There is a large hole in your process if this is being approved for this use. I'm really upset to hear of this
25	What We Learned, Vision, Principles	Hello Okotoks, I'm a business owner with a commercial property on Elma St. I'm hoping there is a plan to improve the infrastructure in this area. My back yard xxxx floods each spring and is getting closer to flooding my property. There is very poor drainage in this back area and I'd like to see the drainage system upgraded to clear water from the back alley and protect all the homes and businesses on Elma and Elizabeth St from flood damage. I believe the alley from Elk St. to Veteran's Way has appropriate drainage - I'd like to see this alley from Northridge Dr. to Elk St. upgraded as well. Please let me know how I might contribute to this process and outcome. Thanks, xxxx
26	Downtown-Wide Design	Keep Buildings limited to 3 stories max height.
27	Downtown-Wide Design	Keep height restriction. Keep all new buildings old town theme to blend with historic buildings in area.
28	Downtown-Wide Design	Yaass!!! Take advantage of passive solar gain. Green roofs + roof gardens. As a green town, lead the way!

Comment #	Project Information Presented	Comment
29	Downtown-Wide Design	The plan appears to build upon what already exists. As the town grows it may be challenging the contain demand for core area space. The park and riverfront areas will be appealing for some, limited, residential and high end entertainment / restaurant type uses that capitalize on the natural space and views. It may give reasons for people to go to that space to see and enjoy the natural beauty and open space - provided that it's not in places with high flooding risk.
30	Main Street Area	Prefer we dont build so high that we lose the softening effect of seeing the big riverside trees above rooftops.
31	Main Street Area	Great idea to have residential above commercial space. Allows for more utility out of a limited footprint. More people who live in the area will drive business & provide labour for those businesses.
32	Main Street Area	While nice to look at and probably a safety feature, remove the medians on Elizabeth St. = gain the street space for traffic. = Reduce a potentially (maintaining) unsafe task for parks staff.
33	Elma Street West Area	Preserve as much heritage as possible. I have seen so much of it destroyed in the past 45 years.
34	Elma Street West Area	Need sidewalks on both sides of Elma
35	Elma Street West Area	Town project 310 encroach on Frederick Pryce Memorial Park to enhance Elma Street West. Not going to happen.
36	Maple Area	This area can definitely use development and character - great place/area to focus on!
37	Maple Area	Maximum 4 stories with flat roofs or peaked roof with high restrictions.
38	Maple Area	Excellent idea to add some density. Allows easy access for small business to obtain labour from people who live close by.
39	Maple Area	4 story bldgs not preferred.
40	Maple Area	Will parking be a pig?
41	Riverfront Area	The sheep River has flooded in the past. Check current flooding in Spain... Will happen here!
42	Riverfront Area	Parking beside the new library location should be multilevel parkade. With all the new great things being added, people need to park and there are not many options in Elma + Main St. to add.
43	Riverfront Area	Protect what little greenbelt we have left.
44	Next Steps	Can I ask why the Calgary metro region Bd had to approve an Okotoks Project?
45	Next Steps	How many people are doing are planning that dont even live in town. They don't live here.
46	Next Steps	Why do we need the approval of the Calgary regional metro board? (This is our Town).
Main Street Enhancements		
47	Design Features	Lots of crossings for pedestrians already. Would more impede traffic flow?
48	Design Features	Agreed, there are enough and people don't use them anyway.
49	Design Features	Maybe some bike lockers and designated bird scooter drop off zones? I am afraid to leave my bike unattended and tired of seeing scooters lying everywhere.
50	Design Features	Will there be permanent water fountains in/near seating/park/playground spaces?
51	North Railway Street design	Bollards get in the way of walking + take up valuable sidewalk space
52	North Railway Street design	No to bollards. No to coloured concrete.

Comment #	Project Information Presented	Comment
53	North Railway Street design	Trees on sidewalk side rather than the center median. Better access for maintenance and driving sightline is opened.
54	North Railway Street design	I like the bollards! They would help slow down the cars as well as improve pedestrian safety.
55	North Railway Street design	Why are we trying to slow down vehicles along a main thoroughfare where people need continuous traffic flow? There isn't another connector road through the downtown. People in vehicles are trying to get to daycare, coffee, work, library, vapes shop... they do not want more delays in their daily commute.
56	North Railway Street design	Bollard and coloured concrete is good. Can be used for design and to differentiate different areas including caution.
57	North Railway Street design	Bollards are unnecessary and ruin appearance. Ditto shaded concrete. Ugh!
58	Interim parking	Dagget St. Parking is full everyday. No interrupted parking can flow here.
59	Cost and Council Budget	I love the traffic circle plan. Need more of them instead of traffic lights.
60	Cost and Council Budget	Agreed, traffic circle would resolve current traffic blocks.
61	Cost and Council Budget	I think this is unnecessary expense. Maybe a pedestrian crossing light.
62	Cost and Council Budget	Has govt of Alberta contacted to help pay for part or all of this expensive construction?
63	Cost and Council Budget	Traffic circles make sense! Traffic flow is better.
64	Cost and Council Budget	Need a traffic circle at Lineham crossing like we need a hole in the head. 1st car will stop + block the entire street.
65	Cost and Council Budget	Project #s and costs below capital plan (attached capital plan)
66	Business support and mitigation measures	This is just going to be brutal getting through construction. But it has to be done, endured, communication is a key priority.
67	Construction	140 characters not enough. Oh well. Make full use of alleys/Daggett, mini farmers' markets on weekends, etc..
68	Main Street Enhancements	Frederick Pryce Memorial park is an historical site, a sacred site. Please read the public delegation below on the string.
69	Interim parking	Clean up costs plus new service entrances to residents + businesses have to be paid for by someone. Guess who? Yup ratepayers and account holders.
70	Interim parking	Overhead to underground conversion could take 2 or 3 construction seasons due to ground conditions RipRap, shale sandstone and water table conflicts. Expect outages.
71	Community Key priorities	Need a parkade. Do not introduce parking meters.
72	Community Key priorities	Playground equipment is very expensive. Continue with the "green" vision. Challenge local businesses, residents, and/or students to design a playground with recycled/up-cycled material.
73	Community Key priorities	Maintain what little of the downtown charm is left.
74	Community Key priorities	The lights and decorations along Elizabeth make the area beautiful at night!
75	Big Changes	Roundabout: great idea! This intersection is continuously used and getting busier and becoming a frustrating bottleneck/delay.
76	Big Changes	Don't agree with bulb outs. Makes it more costly for snow removal and impedes traffic flow.
77	Big Changes	Adding sidewalks! Yes please! Increase safety and access. Thank, thank you.
78	Big Changes	(x1 red dot on crosswalks at all legs of an intersection)
79	Big Changes	(x1 red dot on bulb outs)

Comment #	Project Information Presented	Comment
80	Big Changes	Solar powered? (street lighting)
81	Big Changes	Please no bulbouts, we do need more parking & as a walker the distances across w/o are okay. Also more difficult for snow clearance.
82	Big Changes	No bulbouts snow builds up & we need more parking.
83	Big Changes	Bulb outs are designed to slow traffic. If traffic is impeded - they are working as intended. Downtown should be a slow area to visit shops, not a highway. Pedestrian safety & slow traffic is paramount. Add bulb outs!
84	Big Changes	These are dangerous, especially for drivers + impede traffic flow
85	Big Changes	Bulb outs are great for pedestrian safety and they help slow down traffic. Downtown is a destinations not for through traffic. +1 for bulb outs!
86	Big Changes	+1 for bulb outs!
87	Big Changes	Too many bulb outs already! Think traffic flow where there is only 1 lane. Snow removal. Reduced parking.
88	Big Changes	Thanks for this (Changes to driveway access)
89	Big Changes	Just an idea! Close the street in total, with entertainment area in main street and parking on the sides.
90	Design Options Feedback Panel	Consider vandalism proof
91	Design Options Feedback Panel	Red at the corner is a good visual for vehicle traffic.
92	Design Options Feedback Panel	Bike lockers: safety + peace of mind + revenue
93	Design Options Feedback Panel	Yes! To bike racks. To more seating. To better lighting. To more trees.
94	Design Options Feedback Panel	No more seating with wood planks like in front of new library... warping seats looked horrible.
95	Design Options Feedback Panel	Don't spend the money on coloured concrete. + upvote
96	Design Options Feedback Panel	Looks good to upgrade.
97	Design Options Feedback Panel	Outdoor washroom? (comment 1). Water fountains (comment 2). + upvote
98	Design Options Feedback Panel	Yes, to this amount of seating
99	Parks Final Design	Playground at Triangle Playground
100	Parks Final Design	Trees help out road noise (outdoor concerts, picnic @ the piano) - prefer to open spaces (which offer no shade) (The Look)
101	Parks Final Design	Triangle Park is site of our first kiddie pool. Our History Hands off.
102	Parks Final Design	Edgar Dewdney Park - lets change our history some more. Good or bad it's ours. Get over it.
103	Parks Final Design	This is a great area to become more of a destination or even a getaway! Get mpre people to the museum and gallery.
104	Parks Final Design	Yes - better connection to pathway (river valley) would be wonderful.
105	Parks Final Design	Add more permanent shade structures for hosting Art on the Lawn, not all artists own tents, but could rent a shade structure.
106	What About Parking?	Please less concern about god damn cars. Park them somewhere else.
107	What About Parking?	Please look at modifying disabled parking on Dagget to events only / not everyday. (we talked about this).

Comment #	Project Information Presented	Comment
108	What About Parking?	2 blocks is too much for seniors
109	What About Parking?	Less parking is a great idea. More people will walk here if there is more space to walk.
110	What About Parking?	I thought that maybe more parking was coming on South Railway St. The expanded lot is already always full. Let's add solar panels about the parking lots South Railway for example.
111	What About Parking?	Need to decide if this area is a destination for visitors (need parking) or a connector for residents (need flow + safety)
112	What About Parking?	Disagree. The parking needs will (already have) quickly surpass availability with influx of new residences, businesses and visitors.
113	What About Parking?	Need a delivery zone for Amazon, UPS etc. To park along Elizabeth. These large vans + trucks cannot easily park so they pullover any/everywhere + block traffic flow.
114	What About Parking?	I'd really like to see South Railway handled better. There is parking on the river side of the street, but the centre line "pushes" vehicles too close to the parked vehicles. Move the line further to the north to wide the south side lane, have parking only there (safety for kids, etc...)
115	What About Parking?	I think improving options for biking walking or perhaps public transit downtown would help relieve congestion more than more parking available. Current plan look good to me. + upvote
116	Open House Evaluation	Thank you for an evening time; allowed me to come after work. Appreciated multiple signage and breakdown of areas - lots of details to consider. Also liked seeing other people's comments left up - provided inspiration and material to ponder. Donuts / timbits always welcome!
117	Open House Evaluation	Appears well thought up. Costs? But please no more "bulb outs" at intersections. Unnecessary and impedes traffic.
118	Open House Evaluation	I hope the information given will be the final plan.
119	Open House Evaluation	Ensure that Unwind Wool has access for deliveries and customers with mobility challenges during stage I and II!!!! Thx.
120	Open House Evaluation	I splashed stickynotes all over! Thank you for this opportunity to peep at the plan, vote on street furniture, and leave comments. I really appreciate this. It's part of what makes Okotoks a fantastic place to call home.
121	Open House Evaluation	Convert handicap spots on daggett and veterans to temporary regular parking, unless deemed during event ect.
122	Open House Evaluation	Most was addressed or will be as the project progresses. So far, so good. Keep the momentum. This needs to happen.
123	Open House Evaluation	Curious about Phase 2 of arts and learning campus - is it going to still move forward in the future? It was explained that not in the plans in the near future.
124	Open House Evaluation	Good detail. Don't need a traffic circle Hands of Pryce Park. Don't need the development. Fix the deep services and shut it down.
125	Open House Evaluation	We don't need to make our sidewalk wider. It takes away from our parking and we only have 3 months of summer. Is the town now clearing our snow from them for us?
126	Open House Evaluation	I see a plan for one round-about or traffic circle. Would love to see more traffic circles in Okotoks (ie: 32nd at the Dawgs) :) Thanks
127	Open House Evaluation	I'm not crazy about round-about. Other than that - looks very good.
128	Open House Evaluation	Concern about light refraction from downtown to across river
129	Open House Evaluation	Please do not rub out our town history, leave Veterans Memorial Park alone & get signage up for Memorial Parks (EC) Ethel Tucker Memorial Park

Comment #	Project Information Presented	Comment
130	Open House Evaluation	Excellent open house. I may not agree with everything planned but I have been given the reasons behind the plans! Now I may have to re-think my objections.
131	Open House Evaluation	Like the addition of traffic circles - yeah, yeah many complain about them but they are better for the flow of traffic. Glad to see that in the future I hope thoseretched centre boulevards disappear. They are a pain! Please do not have the bulb outs they do not make sense. Why do you have concerns about less amount of walking distance? Most of us need to walk more steps anyway :)
132	Open House Evaluation	The main street sidewalk blocks that are corroding need to be replaced ASAP - not in 2 or 3 years.
133	Open House Evaluation	More direct communication with residents / owners
134	Open House Evaluation	The people very helpful & knowledgeable. Consideration of history a good needed concept. Did not think the location was where most people would notice.

Comments on the Open House Map

Comment #	Map Location	Comment
135	xxxx	Is the town cleaning our sidewalks for us businesses?
136	Elizabeth St.	Remove the centre boulevards! (medians)
137	Elk Ave (50-58)	Consider red/white cross walks to Legion
138	Elk Ave (50-58)	3 green dots, 2 red dots on trees outfront Esso
139	Elks Club	Red dot on tree
140	General comments	Paint + sign pedestrian crossings (temp) on roads used for detours during construction. Consider how increased volumes on detour roads affects safety + parking.
141	General comments	Library Parking – heading west can't park in front. (comment 1). Yes, this is so dumb (comment 2).
142	General comments	Online survey include an option of N/A if a person has no preference. Otherwise you cannot continue the survey (comment 1). Agreed (comment 2).
143	General comments	Permanent public washrooms.
144	General comments	Take into account light pollution for residents across the river.
145	General comments	Really dont like the coloured sidewalks, changes the aesthetic. Won't change pedestrian behaviour or road safety. Consistent colour preferred.
146	General comments	Request to close N Railway on the East of Alberta. Keep parking lot open for phase IA.
147	General comments	Don't need wider sidewalks.
148	McRae St.	Bollards are disruptive, reducing width of walkable sidewalk, (strollers, wheelchairs etc.) and wont affect safety. Ditch them.
149	Municipal Centre Plaza	(Green dot)
150	N. Railway St.	Add trees (railway st.)
151	N. Railway St. (between 52 - 53, Butcher Shop)	Crosswalk possible? + upvote
152	N Railway and Daggett	Heritage Bush. Caragena
153	N Railway and Daggett	Driveway - not currently used

Comment #	Map Location	Comment
154	N Railway and Daggett	Don't like to lose any parking. Currently 4 vehicles.
155	N Railway and Daggett	Move WCR east, adding some parking back to lot 4.
156	Near N Railway and Daggett	Waste removal in alleys will be impacted by drivers detouring (whether on purpose or by direction) in alleys. Alleys are already too narrow for garbage/recycling trucks to pass through and when vehicles block the trucks, the drivers get behind and residents complain. Talk to waste solutions for feedback before creating detours.
157	Roundabout	Is rab necessary? Not much traffic.
158	Roundabout	This person clearly does not commute along this route. THis left turn (heading west) creates regular blocks, delays, drivers respond with unsafe maneuvuers and frustration.
159	Roundabout	Not a fan of a RAB.
160	Roundabout	Roundabout good. Helps traffic flow and reduces idling.
161	Roundabout	Circle is a must! CW, MR SV BrH
162	Royal Duke Hotel	(Green dot)
163	Triangle Park	Playground is well used. Something for kids.
164	Triangle Park	Any update to current park will be welcome. It's current condition looks like its made from leftovers and a forgotten space. It's sad looking.
165	Near N Railway and Daggett	Temporary access? Phase IB construction. (unwind woolshop)
166	Near N Railway and Daggett	Maintain access in construction to parking lot to east. (unwind woolshop)
167	Near N Railway and Daggett	As this area is already being redesigned, ask the garbage truck (Town of Okotoks) drivers for feedback on which intersections, corners and alleys are currently blind, or require a 2-point turn to complete. Also ask the transportation (Town of Okotoks) truck drivers - water trucks, street cleaners - they will still be required to work during construction and after completion. These drivers are a wealth of untapped knowl-edge. They know the bottlenecks and daily flow/routing along these roads better than anyone. And if they can navigate and get through the streets and alleys, after changes, anyone can.
168	Veterans Way	Consider red/white cross walks @ vet's
169	Veterans Way	Leave Veterans memorial park alone.

Design Aesthetics Preferences

Design Option	Description	Green Dots (I love this!)	Yellow Dots (I like this)	Red Dots (I'm not sure)
Option 1	Paris Site Furnishings (Premier Bench)	5		1
Option 1	Reliance Foundry (Riverwalk Tree Grate)	2		
Option 1	Paris Site Furnishings (Decorative Bollard and Pedestrian Bike Rack)	3		
Option 1	Sidewalk design (top right)	3	2	
Option 1	Paris Site Furnishings (Premier Picnic Table)	5	3	
Option 1	Haul-all 3-stream Waste Receptacle	1		
Option 1	Decorative Light Standard	1		
Option 1	Overall	1		
Option 2	Sidewalk design (top right)	7	1	
Option 2	Wishbone Site Furnishings (Beseit Bench and Chair)	4		
Option 2	Maglin Site Furnishings (650 Bollard and 200 Bike Rack)	2		1
Option 2	Reliance Foundry (Boulevard Tree Grate)	1		
Option 2	Decorative Light Standard	0		
Option 2	Wishbone Site Furnishings (Mountain Classic Coffee Table)	2		
Option 2	Haul-all 3-stream Waste Receptacle	3		
Option 2	Overall	2		
Option 3	Sidewalk design (top right)	1		
Option 3	Wishbone Site Furnishings (Urban Form Bench and Backless Option)	4		
Option 3	Iron Age Rain Tree Crate	3		
Option 3	Wishbone Site Furnishings (Modena Bollard and Form Bike Rack)	1		1
Option 3	Wishbone Site Furnishings (Urban Form Coffee Table)	1		
Option 3	Haul-all 3-stream Waste Receptacle	3	1	
Option 3	Decorative Light Standard	1		
Option 3	Overall	1		
Option 4	Sidewalk design (top right)	1		
Option 4	Maglin Site Furnishings (Ogden Modular Bench)			5
Option 4	Iron Age (Obilo Tree Grate)	1		
Option 4	Maglin Site Furnishings (Bollard and Bike Rack)	3	1	
Option 4	Maglin Site Furnishings (Ogden Bench and Tables)	2		
Option 4	Haul-all 3-stream Waste Receptacle	2		
Option 4	Decorative Light Standard	0		

Aesthetics Comments

Comment #	Comment
170	The bollard and bike racks in options 3 and 4 are a bit more visually pleasing - they are functional but don't feel institutional or so boring.
171	I like the grates with the design from Option 4 - feels like it would add a bit of a artistic feel to a functional piece that is typically quite boring.
172	I like Option 2 and 3. They both are aesthetically pleasing but also look functional and like the most comfortable options in terms of the benches and tables. The black slotted ones in option 1 look uncomfortable and like they would be hot during the summer to try to sit on, while those in options 2 and 3 look like they'd be more comfortable and cool on hot days.
173	I prefer Option 2; not a big fan of those slatted benches.
174	Maglin seating with the tables would be a nice mix and typically permits more bums in seats. I would still like a park bench somewhere for a more intimate setting for conversation.
175	I think benches with a back are preferred when taking a break and keeping the feel with the decorative light standards,
176	agreed!
177	A number of the trees planted in tree grates in the past have not done well. In Sandpoint Idaho the trees are planted in groups of three or four in a trench with a low profile curb around the trench with breaks in the curb to allow rain and snow melt to flow into the trench and water the trees.
178	Personally, I like option 1 but all look good
179	I like the idea of the traffic circle to keep traffic flow moving. It seems to work well in other parts of town like the east end of Milligan Drive.
180	No more traffic lights. Traffic lights are NOT the answer to every intersection (see Northridge Stop&Go Drive) Roundabout makes perfect sense here and is aesthetically appealing. To Anonymous' point, maybe some crosswalk lights would be good.
181	Traffic light with walk signals is safer for pedestrians than a roundabout. Drivers can see you better
182	I like the idea of the traffic circle to keep traffic flow moving. It seems to work well in other parts of town like the east end of Milligan Drive.
183	No more traffic lights. Traffic lights are NOT the answer to every intersection (see Northridge Stop&Go Drive) Roundabout makes perfect sense here and is aesthetically appealing. To Anonymous' point, maybe some crosswalk lights would be good.
184	Traffic light with walk signals is safer for pedestrians than a roundabout. Drivers can see you better

Letter Received

Comment #	Comment
185	I am not sure if this is the right portal to submit this but I am concerned about parking on McRae Street. I am a resident and property owner of McRae Street and have noticed an increase in vehicles being abandoned on the street for an extended period of time. There are also several businesses in the area relying on the street parking to serve 100% of their clients parking needs. This is making it difficult not only to maintain the area I am responsible for but also frustrating as the cars have not been moved when snow removal/ street cleaning has occurred and I have been left to deal with this when the cars are eventually removed. I am hoping with the downtown improvement plan the town may consider making at least the North side of McRae Street residents only parking and possibly explore other avenues for visitor parking in the area. Perhaps even maximize the parking area at the courthouse and allow paid parking in that lot on days the court house is closed. The town hosts many events at Town square and I feel frustrated that they have not considered the close by residents in their planning.

Verbal Discussions: Summary (not verbatim)

Comment #	Comment
186	A business in the vicinity of Triangle Park is supportive of upgrades to Triangle Park
187	One couple do not support future upgrades in the west portion of main street (Phases 2-5).
188	xxxx business owner does not support the roundabout.
189	Landowner at xxxx (did not attend open house) does not support roundabout.
190	One resident is not supportive of the raised concrete parking stalls: 1) this adds to cost of the project (would like it to be asphalt instead); and, 2) the vehicles will be parked higher which obstructs visibility.
191	xxxx business owner is not supportive of design in front of his parcel because it decreases parking availability. (Overall design was not commented on.) The business owner has four vehicles for personal and business use and believes that this also blocks a driveway to their property (curb letdown onto N Railway St). The Town confirms this private driveway will be closed.
192	Daggett St intersection – observation that it is difficult to enter N Railway St at this intersection because of speed of traffic and visibility impacts from existing trees.
193	Traffic on South Railway Street – concerns about safety and conflicts with parked vehicles. Suggestion to remove parking on north side of street and shift two lanes of traffic into this area so that there is a greater space buffer for parking on the south side of road. Concern flagged because there will be higher levels of traffic on South Railway St during traffic detouring during construction.
194	xxxx business owner noted that four new accessible parking stalls constructed on Daggett Street (near the intersection of Veterans Way) have an impact on her staff parking. The business owner would like to see these stalls available for anyone to park in except during events (when they would return to accessible-parking-only).
195	xxxx wants to keep Alberta Ave open during 2025 Phase 1 work and supports closing it during 2026 Phase 2 work. This is in reference to the boundary between the phases of work which hasn't been decided yet.
196	xxxx wants the planned advertising support provided by the Town to mention businesses by name when saying that downtown businesses are still open during construction.
197	xxxx looking for an update on a possible temporary relocation of their business.
198	Two visitors wish to limit height of buildings in the downtown to three stories.
199	Two visitors like the idea of having small street-facing courtyards in front of multi-use multi-story buildings. This elicits a sense of a European streetscape.
200	In a discussion with a property owner about the intent to close the museum parking, the individual said that they were in support of keeping the parking lot.

Appendix B:

Advertising for Public Events

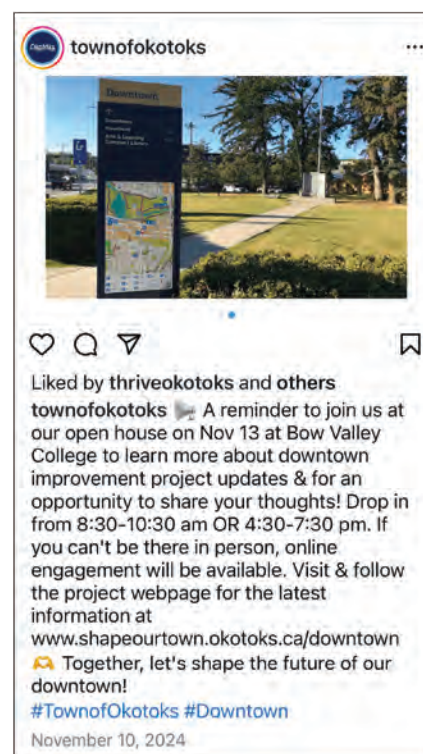
Social Posts: Instagram and Facebook



Post #1



Post #2



Post #3



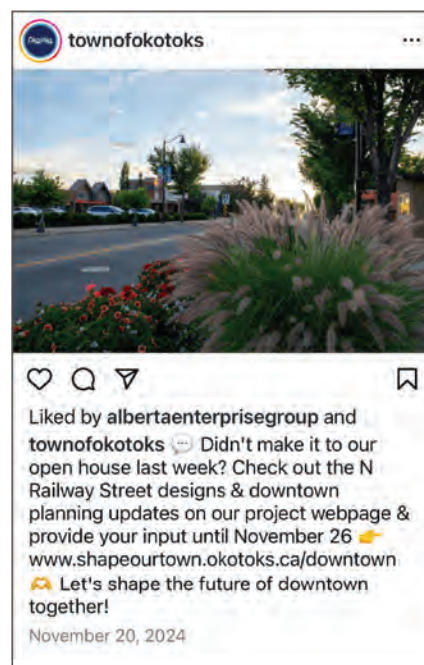
Post #4



Post #5



Post #6



Post #7



Post #8



Post #9

Media Release

Okotoks

November 7, 2024

For Immediate Release

The Town Seeks Additional Feedback On Downtown Projects

In June and July, the Town sought business and community feedback about the Downtown's Next Chapter initiative, and we now have more information to share.

A [What We Learned Report](#) from all engagements in the spring/summer is available on the project website. Through this work, we are committed to elevating our downtown into a thriving gathering space that supports local businesses, fosters community pride, and promotes vitality and economic growth. These major downtown projects will also encourage placemaking and improve safety and accessibility.

Upcoming Drop-in Style Open House and Online Engagement:
The Town is dedicated to keeping business and community members well-informed through online information and providing opportunities to provide feedback and ask questions.

An Open House is scheduled for November 13, 2024, with two times available to attend:
When: 8:30 – 10:30 am **OR** 4:30 – 7:30 pm
Where: Bow Valley College, Okotoks Campus, 7 Riverside Drive.

This is a drop-in style event where you can learn more about the progress of the Downtown's Next Chapter and share your feedback. If you cannot attend, you can engage online from November 13 – 26, 2024 on the project website.

Project Updates:

1. Main Street Enhancements

Infrastructure Upgrades

- Beginning in 2025, we'll upgrade the street and utilities on the North Railway Street portion of Main Street. The work will be done in phases: Phase 1A: Elm Place to Alberta Avenue; Phase 1B: Alberta Avenue to McRae Street.
- The Town will enhance public areas such as sidewalks, boulevards, trees, and landscaping to boost pedestrian safety and the downtown experience. Future phases of the Main Street upgrades (west along Elizabeth Street to Northridge Drive) have been planned, but construction timelines are still to be confirmed.

Streetscape Improvements

- Triangle and Pistool Parks are also part of these enhancements, aimed at creating welcoming, inclusive spaces for all community members while integrating them with streetscape improvements.

- We have finalized the Main Street design and park updates since the summer and will share them at the fall engagement.

2. Construction Impact on Local Businesses and Residents:

- In 2024, the Town spoke with business owners and residents to address their construction concerns and explore scheduling solutions. We will share our findings and recommendations during the fall engagement.

3. Our Plan for Downtown

- We are integrating existing policies related to the downtown into a single policy document – *Our Plan for Downtown*, formally known as an Area Redevelopment Plan. This plan will guide the redevelopment of private and public spaces in the downtown area.
- The Town engaged with the community on existing policies and other foundational aspects this summer. Based on the feedback, we have developed further refined draft ideas to share with you, including an updated vision and principles along with guidance around the different areas of downtown.

4. Improved Parking

- This summer, crews finished paving the Daggett Street parking area along the railway. This project added 70 formal parking spaces and introduced reverse-angle parking to improve safety.


"We're excited to enhance our downtown adding more accessible and welcoming spaces that mirror our community's spirit. Public input is key to making this happen, and we urge everyone to share their ideas and feedback. Together, we can build a community we're all proud of," said Tanya Thorn, Okotoks Mayor.

All project and community engagement information are available on the project website; follow the page to receive regular updates: www.shapeourtown.okotoks.ca/downtown.

-30-

Media inquiries:
Melanie Heemeryck, Community Engagement Manager
Town of Okotoks
mheemeryck@okotoks.ca
403.464.9501

Western Wheel Advertisements



OPEN HOUSE
DOWNTOWN'S NEXT CHAPTER

Join us at our drop-in style Open House to see what's coming up for our downtown.

Provide your feedback on the draft ideas for Main Street design and appearance, with a focus on North Railway Street, construction considerations, and the Our Plan for Downtown policies.


Your input is valuable in shaping our community!

NOV 13
Wednesday, November 13
Drop-in anytime between:
8:30 - 10:30 am OR 4:30 - 7:30 pm

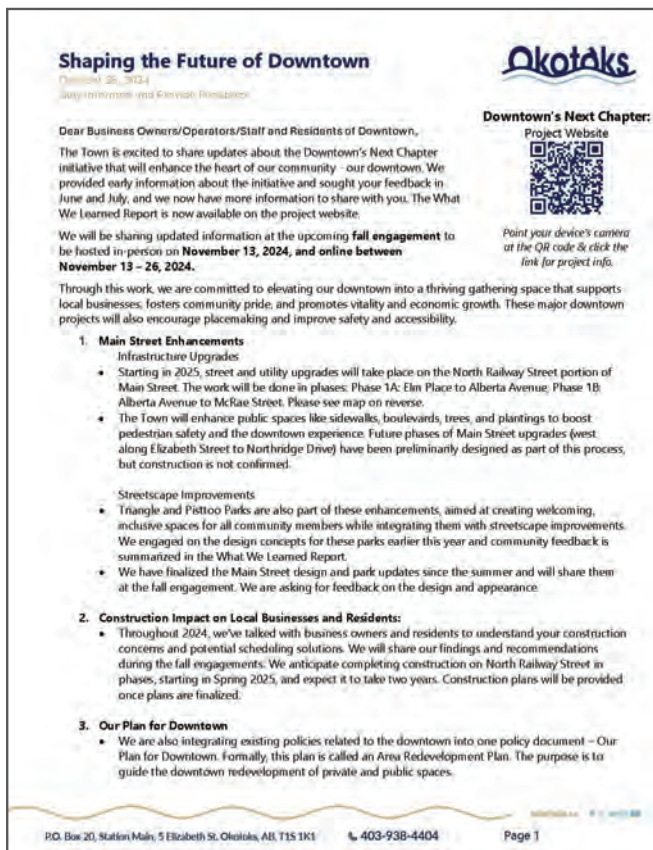
WHERE
Bow Valley College
Okotoks Campus, 7 Riverside Drive

If you cannot attend, online engagement will be available between November 13 - 26.

shapeourtown.okotoks.ca/downtown



Letter for Directly Impacted Business/Residential Property Owners



Shaping the Future of Downtown
October 25, 2024
Mayor, Councillors and Private Residents

Dear Business Owners/Operators/Staff and Residents of Downtown,

The Town is excited to share updates about the Downtown's Next Chapter initiative that will enhance the heart of our community - our downtown. We provided early information about the initiative and sought your feedback in June and July, and we now have more information to share with you. The What We Learned Report is now available on the project website.

We will be sharing updated information at the upcoming **fall engagement** to be hosted in-person on **November 13, 2024, and online between November 13 - 26, 2024.**

Through this work, we are committed to elevating our downtown into a thriving gathering space that supports local businesses, fosters community pride, and promotes vitality and economic growth. These major downtown projects will also encourage placemaking and improve safety and accessibility.

1. Main Street Enhancements
Infrastructure Upgrades

- Starting in 2025, street and utility upgrades will take place on the North Railway Street portion of Main Street. The work will be done in phases: Phase 1A: Elm Place to Alberta Avenue; Phase 1B: Alberta Avenue to McRae Street. Please see map on reverse.
- The Town will enhance public spaces like sidewalks, boulevards, trees, and plantings to boost pedestrian safety and the downtown experience. Future phases of Main Street upgrades (west along Elizabeth Street to Northridge Drive) have been preliminarily designed as part of this process, but construction is not confirmed.

Streetscape Improvements

- Triangle and Pocket Parks are also part of these enhancements, aimed at creating welcoming, inclusive spaces for all community members while integrating them with streetscape improvements. We engaged on the design concepts for these parks earlier this year and community feedback is summarized in the What We Learned Report.
- We have finalized the Main Street design and park updates since the summer and will share them at the fall engagement. We are asking for feedback on the design and appearance.


2. Construction Impact on Local Businesses and Residents:

- Throughout 2024, we've talked with business owners and residents to understand your construction concerns and potential scheduling solutions. We will share our findings and recommendations during the fall engagements. We anticipate completing construction on North Railway Street in phases, starting in Spring 2025, and expect it to take two years. Construction plans will be provided once plans are finalized.

3. Our Plan for Downtown

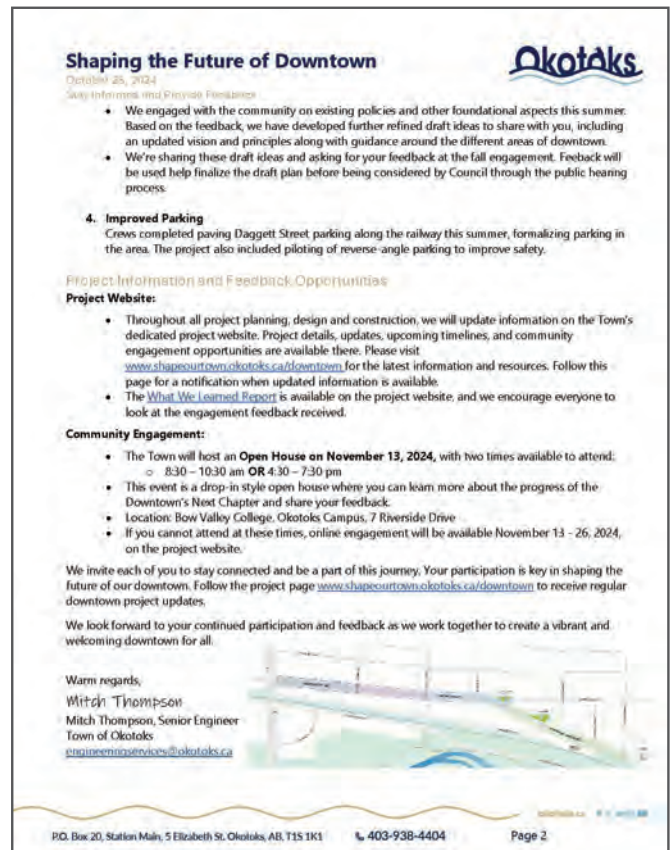
- We are also integrating existing policies related to the downtown into one policy document - Our Plan for Downtown. Formally, this plan is called an Area Redevelopment Plan. The purpose is to guide the downtown redevelopment of private and public spaces.

Downtown's Next Chapter:
Project Website



Point your device's camera at the QR code & click the link for project info.

P.O. Box 20, Station Main, 5 Elizabeth St., Okotoks, AB, T1S 1K1 403-938-4404 Page 1



Shaping the Future of Downtown
October 25, 2024
Mayor, Councillors and Private Residents

- We engaged with the community on existing policies and other foundational aspects this summer. Based on the feedback, we have developed further refined draft ideas to share with you, including an updated vision and principles along with guidance around the different areas of downtown.
- We're sharing these draft ideas and asking for your feedback at the fall engagement. Feedback will be used help finalize the draft plan before being considered by Council through the public hearing process.

4. Improved Parking
Crews completed paving Daggett Street parking along the railway this summer, formalizing parking in the area. The project also included piloting of reverse-angle parking to improve safety.

Project Information and Feedback Opportunities
Project Website:

- Throughout all project planning, design and construction, we will update information on the Town's dedicated project website. Project details, updates, upcoming timelines, and community engagement opportunities are available there. Please visit www.shapeourtown.okotoks.ca/downtown for the latest information and resources. Follow this page for a notification when updated information is available.
- The **What We Learned Report** is available on the project website, and we encourage everyone to look at the engagement feedback received.


Community Engagement:

- The Town will host an **Open House on November 13, 2024**, with two times available to attend:
 - 8:30 - 10:30 am OR 4:30 - 7:30 pm
- This event is a drop-in style open house where you can learn more about the progress of the Downtown's Next Chapter and share your feedback.
- Location: Bow Valley College, Okotoks Campus, 7 Riverside Drive
- If you cannot attend at these times, online engagement will be available November 13 - 26, 2024, on the project website.

We invite each of you to stay connected and be a part of this journey. Your participation is key in shaping the future of our downtown. Follow the project page www.shapeourtown.okotoks.ca/downtown to receive regular downtown project updates.

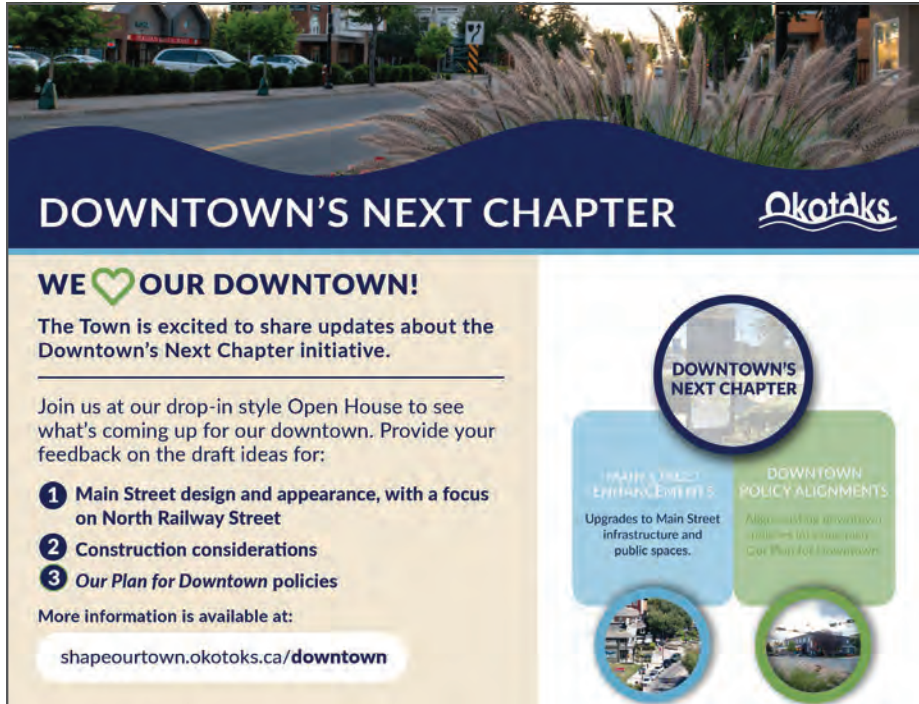
We look forward to your continued participation and feedback as we work together to create a vibrant and welcoming downtown for all.


Warm regards,
Mitch Thompson
Mitch Thompson, Senior Engineer
Town of Okotoks
engineering@okotoks.ca



P.O. Box 20, Station Main, 5 Elizabeth St., Okotoks, AB, T1S 1K1 403-938-4404 Page 2

Postcards for Businesses and Residents in Project Area



DOWNTOWN'S NEXT CHAPTER 

WE ♥ OUR DOWNTOWN!

The Town is excited to share updates about the Downtown's Next Chapter initiative.

Join us at our drop-in style Open House to see what's coming up for our downtown. Provide your feedback on the draft ideas for:

- 1 Main Street design and appearance, with a focus on North Railway Street**
- 2 Construction considerations**
- 3 Our Plan for Downtown policies**

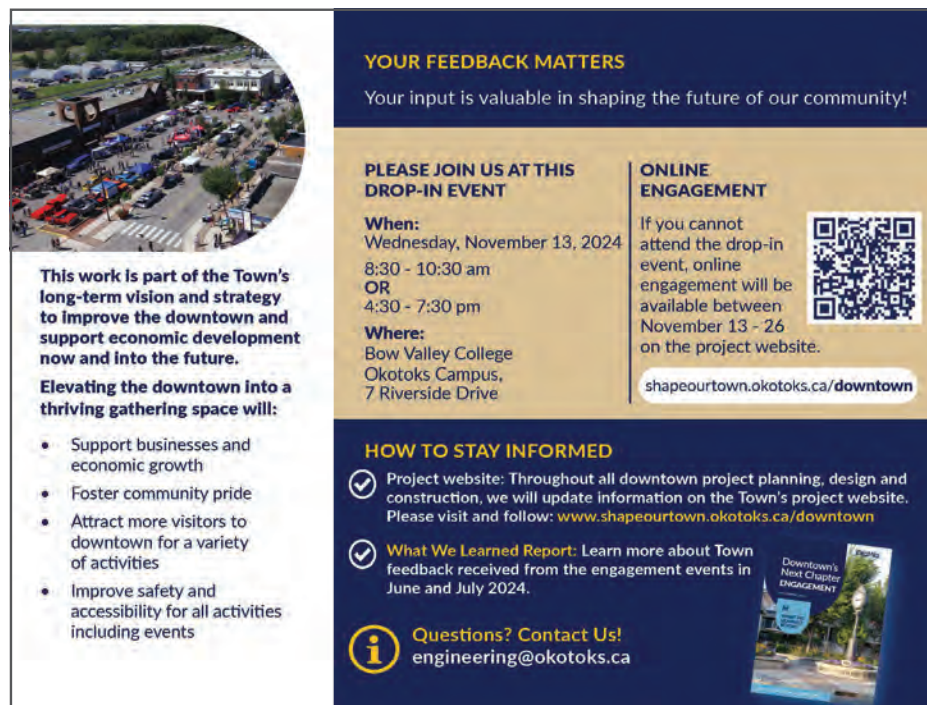
More information is available at:

shapeourtown.okotoks.ca/downtown

DOWNTOWN'S NEXT CHAPTER

MAIN STREET ENHANCEMENTS
Upgrades to Main Street infrastructure and public spaces.

DOWNTOWN POLICY ALIGNMENTS
Aligning downtown policies to community goals for downtown.



YOUR FEEDBACK MATTERS

Your input is valuable in shaping the future of our community!

PLEASE JOIN US AT THIS DROP-IN EVENT


When:
Wednesday, November 13, 2024
8:30 - 10:30 am
OR
4:30 - 7:30 pm

Where:
Bow Valley College
Okotoks Campus,
7 Riverside Drive

ONLINE ENGAGEMENT


If you cannot attend the drop-in event, online engagement will be available between November 13 - 26 on the project website.

shapeourtown.okotoks.ca/downtown



HOW TO STAY INFORMED

- ✓ **Project website:** Throughout all downtown project planning, design and construction, we will update information on the Town's project website. Please visit and follow: www.shapeourtown.okotoks.ca/downtown
- ✓ **What We Learned Report:** Learn more about Town feedback received from the engagement events in June and July 2024.
- Questions? Contact Us!**
engineering@okotoks.ca



This work is part of the Town's long-term vision and strategy to improve the downtown and support economic development now and into the future.

Elevating the downtown into a thriving gathering space will:

- Support businesses and economic growth
- Foster community pride
- Attract more visitors to downtown for a variety of activities
- Improve safety and accessibility for all activities including events

Appendix C:

Engagement Boards from In-Person Open House



WELCOME TO

DOWNTOWN'S NEXT CHAPTER ENGAGEMENT - OPEN HOUSE

PROJECT TIMELINE

Project Milestone	Timeline
Main Street Concept Design and Engagement completed	(2020 - 2021)
Main Street Concept Design Refinement & Our Plan for Downtown Background Work	(Q2 - Q3 2024)
Community Engagement	(Q2 2024)
Main Street Preliminary Design & Our Plan for Downtown Policy Development	(Q3 2024)
Duggitt Street Construction	(Q3 2024)
We're Here! Community Engagement on Our Plan for Downtown & North Railway St. Design	(Q4 2024)
Downtown Plan Approval	(Q1 2025)
North Railway Street Construction	(2025 - 2026)

TODAY'S OPPORTUNITY


- Learn about upcoming plans for our downtown
- Review the preliminary design drawings for North Railway Street including Pistoo Park, and Triangle Park
- Explore street furniture options and provide feedback
- Share your thoughts on the plan
- Stay engaged by visiting our website and signing-up for updates

shapeourtown.okotoks.ca/downtown

DOWNTOWN'S NEXT CHAPTER PROJECT WEBSITE



Point your device's camera at the QR code and click the link for project information.

WELCOME TO

DOWNTOWN'S NEXT CHAPTER ENGAGEMENT - OPEN HOUSE

WE ♥ OUR DOWNTOWN!

The Town of Okotoks is dedicated to enhancing and enriching our downtown for the benefit of everyone in our community. This effort aligns with the Town's long-term vision and strategy to boost the downtown and foster economic development now and in the future.

WHY?


Elevating the downtown into a thriving gathering space will:

- ✓ Support businesses and economic growth
- ✓ Attract more visitors to downtown for a variety of activities
- ✓ Foster community pride
- ✓ Improve safety and accessibility for all activities including events

HERE'S WHAT WE'D LIKE TO SHARE & DISCUSS AT TODAY'S EVENT:


Our Plan For Downtown

- Our Plan for Downtown: aligning existing policies into a new Area Redevelopment Plan



Main Street Enhancements

- Street and utility upgrades on the North Railway Street portion of Main Street including improvements to public spaces like sidewalks and boulevards
- Overview of future upgrades to the rest of Main Street (Elizabeth and McRae Streets)
- Improvements to Triangle and Pistoo Parks



WHAT WE'VE LEARNED THROUGH PAST ENGAGEMENT

Engaging the community is essential to shaping the future of our downtown. This project builds on community input received through many past engagements about the downtown. We're consolidating all feedback to make changes today.

WHAT WE'VE LEARNED

PARTICIPATION

 **>2,850**
ENGAGED CITIZENS

→ INVOLVED ACROSS 15 PROJECTS

Male Street Engagements, Municipal Development Plan, Downtown Urban Design Master Plan, Land Use Bylaw

COMMUNICATION

 **44,235**
TOTAL REACH

→ ACROSS ALL COMMUNICATIONS

Social Media, Letters and Postcards, Advertising, Newsletters and Emails, Website Traffic

Engagement through open houses, business discussions, surveys, steering committees, focus groups, and workshops.

*Total Reach is a metric that measures the number of people who have seen the communication materials, regardless of how many times they have seen them.

KEY FINDINGS

2024 Engagement Key Themes

- Keep the Town's charm
- Keep parking along Main Street
- Concern about costs and impacts on public finances

OUR PLAN FOR DOWNTOWN

SUPPORT FOR DRAFT CONCEPTS

63%

Based on survey results, 63% of respondents support the draft concepts for the downtown plan.

ARCHITECTURAL GUIDELINES & PLACEMAKING	PLANNING, DESIGN, SPACE, AND ARTS & CULTURE	COMPLETE STREETS, MOBILITY & PARKING	ENVIRONMENTAL SUSTAINABILITY	BEAUTIFICATION / GREEN MAIN STREET
Keep the historic look while allowing new development in distinct areas.	Create permeable spaces and encourage pedestrian activity.	Design streets for all travel modes and address parking issues.	Reduce road-run incidents and improve safety for all users.	Improve landscaping to make downtown more inviting and comfortable.
IMPROVE & REDEVELOP	INNOVATION & SUSTAINABILITY	IMPROVE & REDEVELOP	REDEVELOP & REDEVELOP	REDEVELOP & REDEVELOP
Improve streetscape and public spaces.	Use innovative, sustainable solutions that balance environmental and practical needs.	Improve streetscape and public spaces.	Improve streetscape and public spaces.	Improve streetscape and public spaces.

WHAT WE'VE LEARNED THROUGH PAST ENGAGEMENT

MAIN STREET DESIGN

Main Themes Included Support for:

- Accessibility including parking accessibility
- Fixing infrastructure that needs to be replaced
- The proposed park designs including features for kids to play on

Past engagement demonstrated support for:

DESTINATION	TRAVEL MODES	INCREASE SPACE	VEHICLE ACCESS	CLEAR SIGNAGE
Downtown should be a destination.	Design street layout to accommodate all travel modes, including walking, cycling, and public transit.	Increase pedestrian and public space along Main Street; encourage events, festivals, and restaurant patios.	Accommodate parking, loading and unloading, and vehicle access along Main Street.	Ensure clear signage to help people find their destinations.

MAIN STREET CONSTRUCTION IMPACT TO BUSINESSES

DISRUPTION	TRAVEL	PARKING	NOISE & VIBRATION	COMMUNICATION
Concerns about disruption to customer/delivery access.	Preference for fewer construction vehicles and trucks on Main Street.	Mitigate parking loss. Need for alternate options for staff parking.	Mitigate noise and vibration impacts on businesses.	During construction, provide regular communication about construction schedules, progress and signage for businesses.



Scan to read the What We Learned Report from the first community engagement in the summer 2024.



Scan to read the Main Street What We Heard Report from 2021.

OUR PLAN FOR DOWNTOWN

ALIGNING & UPDATING EXISTING POLICY

The downtown plays a key role in our community. It's a place for all community members to live, work, shop, recreate, play and gather.

To continue to make the downtown the best it can be, we are bringing together previous policies into one clear plan. The *Our Plan for Downtown* will guide future development under a unified vision.

The idea is that it will be a comprehensive document that is user-friendly, clear, and easy to understand.

Our *Plan for Downtown* will be a statutory policy, formally called an "Area Redevelopment Plan", that will guide what downtown private and public spaces look like when landowners decide to redevelop.

We're not starting from scratch! But we're here to learn!


The Downtown Urban Design Master Plan was a key starting point for preparing *Our Plan for Downtown*, but we've heard that it isn't quite hitting the mark, and the guiding principles and concepts need a revisit.

PROJECT HISTORY & TIMELINE

- Background Work (Q1 2024)
- Initial Engagement (Q2 2024)
- Draft Plan (Q2 - Q4 2024)
- Follow Up Engagement (Q4 2024)
- We're Here!**
- Approval (Q4 2024 - Q1 2025)
 - First reading (Council)
 - Public Hearing
 - Plan consideration by Calgary Metropolitan Region Board
 - Final reading and adoption (Council)

THE PLAN AREA

Generally includes the lands south of Crescent Road and the escarpment, north of the shoreline of the Sheep River, east of Poplar Avenue and west of the commercial development along Northridge Drive.



OUR PLAN FOR DOWNTOWN

ALIGNING & UPDATING EXISTING POLICY

The downtown plays a key role in our community. It's a place for all community members to live, work, shop, recreate, play and gather.

To continue to make the downtown the best it can be, we are bringing together previous policies into one clear plan. The *Our Plan for Downtown* will guide future development under a unified vision.

The idea is that it will be a comprehensive document that is user-friendly, clear, and easy to understand.

Our *Plan for Downtown* will be a statutory policy, formally called an "Area Redevelopment Plan", that will guide what downtown private and public spaces look like when landowners decide to redevelop.

We're not starting from scratch! But we're here to learn!

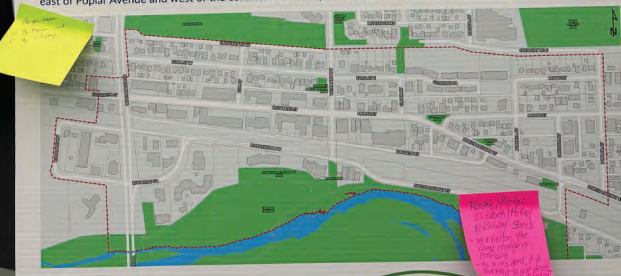
The Downtown Urban Design Master Plan was a key starting point for preparing *Our Plan for Downtown*, but we've heard that it isn't quite hitting the mark, and the guiding principles and concepts need a revisit.

PROJECT HISTORY & TIMELINE

- Background Work (Q1 2024)
- Initial Engagement (Q2 2024)
- Draft Plan (Q2 - Q4 2024)
- Follow Up Engagement (Q4 2024)
- We're Here!**
- Approval (Q4 2024 - Q1 2025)
 - First reading (Council)
 - Public Hearing
 - Plan consideration by Calgary Metropolitan Region Board
 - Final reading and adoption (Council)

THE PLAN AREA

Generally includes the lands south of Crescent Road and the escarpment, north of the shoreline of the Sheep River, east of Poplar Avenue and west of the commercial development along Northridge Drive.



OUR PLAN FOR DOWNTOWN

WHAT WE LEARNED AND WHAT WE'RE DOING

Our engagement with the community in Summer 2024 revealed key priorities for the community. We're sharing these major themes and our actions to address them:

What We Learned	What We're Doing
Vision, goals and guiding principles are vague and generic	Simplifying and clarifying the vision
Downtown needs more retail, anchor tenant, less professional services	Clarifying the mix of uses needed for a vibrant downtown
Parking and accessibility	Maximizing public parking opportunities while balancing the historical and walkable feel
Maintain the small-town charm	Providing more guidance on protecting historical buildings and character areas

Please share your feedback. Are there any opportunities or issues that we missed?

UPDATED VISION AND GUIDING PRINCIPLES

Although there was support for the draft vision, community feedback was to make the vision and guiding principles more specific. The proposed updates are:

VISION

Downtown is the social, cultural, and economic heart of the Town; through the continued evolution of a unique walkable district that attracts people and investment.

GUIDING PRINCIPLES

VIBRANT ECONOMY AND ACTIVE SPACES

The Downtown economy is active with people walking, shopping, mingling, eating, and enjoying the many things to do in the Downtown. Public and private sites are designed to create lively and engaging spaces where people can gather and move around safely and easily using all modes of transportation, with special emphasis on pedestrians.

CONNECTED AND WALKABLE

The Downtown is physically connected with ease of movement for people with all levels and types of mobility – walking, rolling, riding, and driving. A multi-modal network of sidewalks, pathways, and roads connects people throughout the Downtown.

CELEBRATE UNIQUE CHARACTER

The unique architectural character of each Downtown area is celebrated and maintained through flexible and adaptable design guidelines and policy.

CREATE A GREEN OASIS

Places, buildings and streets are designed as green oasis within the Town, an opportunity to connect with nature and reduce climate change impacts through a strong tree canopy, connection to the river and numerous connections to parks, plazas, and recreation areas.

A PLACE TO LIVE

Downtown is a desired place to live for people of all ages with amenities, gathering areas, and a diversity of housing creating a strong sense of community.

OUR PLAN FOR DOWNTOWN

WHAT WE LEARNED AND WHAT WE'RE DOING

Our engagement with the community in Summer 2024 revealed key priorities for the community. We're sharing these major themes and our actions to address them:

What We Learned	What We're Doing
Vision, goals and guiding principles are vague and generic	Simplifying and clarifying the vision
Downtown needs more retail, anchor tenant, less professional services	Clarifying the mix of uses needed for a vibrant downtown
Parking and accessibility	Maximizing public parking opportunities while balancing the historical and walkable feel
Maintain the small-town charm	Providing more guidance on protecting historical buildings and character areas

Please share your feedback. Are there any opportunities or issues that we missed?

UPDATED VISION AND GUIDING PRINCIPLES

Although there was support for the draft vision, community feedback was to make the vision and guiding principles more specific. The proposed updates are:

VISION

Downtown is the social, cultural, and economic heart of the Town; through the continued evolution of a unique walkable district that attracts people and investment.

GUIDING PRINCIPLES

VIBRANT ECONOMY AND ACTIVE SPACES

The Downtown economy is active with people walking, shopping, mingling, eating, and enjoying the many things to do in the Downtown. Public and private sites are designed to create lively and engaging spaces where people can gather and move around safely and easily using all modes of transportation, with special emphasis on pedestrians.

CONNECTED AND WALKABLE

The Downtown is physically connected with ease of movement for people with all levels and types of mobility – walking, rolling, riding, and driving. A multi-modal network of sidewalks, pathways, and roads connects people throughout the Downtown.

CELEBRATE UNIQUE CHARACTER

The unique architectural character of each Downtown area is celebrated and maintained through flexible and adaptable design guidelines and policy.

CREATE A GREEN OASIS

Places, buildings and streets are designed as green oasis within the Town, an opportunity to connect with nature and reduce climate change impacts through a strong tree canopy, connection to the river and numerous connections to parks, plazas, and recreation areas.

A PLACE TO LIVE

Downtown is a desired place to live for people of all ages with amenities, gathering areas, and a diversity of housing creating a strong sense of community.

OUR PLAN FOR DOWNTOWN

DOWNTOWN-WIDE DIRECTION

Please share your feedback. Are there any opportunities or issues that we missed?

DOWNTOWN-WIDE LAND USE POLICIES

Land uses in the downtown should be compatible with an active pedestrian environment.

Appropriate Land Uses	Inappropriate Land Uses
<ul style="list-style-type: none"> Commercial Mixed-use Residential (attached housing) Parks and natural areas Institutional uses 	<ul style="list-style-type: none"> Traditional industrial land uses (heavy manufacturing, storage yards, contractors) Auto-oriented commercial uses (service stations, gas stations, car washes, car dealers) New drive-throughs <p>Exceptions: land uses encouraged in the downtown</p> <ul style="list-style-type: none"> Craft manufacturing (craft brewing) Local artisan creators

DOWNTOWN-WIDE DESIGN GUIDELINES

Design of buildings and properties should be tailored to a pedestrian scale.

Key Policies

Building Design Guidelines

Buildings should:

- Be aligned parallel to street edges, framing the street and public spaces
- Be designed sensitively to the surrounding buildings and neighborhood for building width and roof shape
- Reduce perceived mass of larger buildings through architectural articulation and features
- Incorporate balconies, bay windows, porches, canopies, awnings, decks to add depth
- Take advantage of passive solar gain
- Be designed to provide visual interest and comfort across all four seasons
- On corner lots, have high-quality design on both frontages (avoid large blank walls by providing windows, gables, architectural articulation)

Development Design Guidelines

Developments should:

- Consider impacts on surrounding buildings and landscaping such as views, shadowing, and general compatibility
- Retain mature trees where practical, replace at 2:1 ratio if not possible
- Create livable spaces such as rooftop and ground floor patios, urban plazas, gathering areas, customer seating near sidewalks and parks
- Provide green roofs and roof gardens to provide open spaces away from the street, promote biodiversity, and reduce solar heat gain

OUR PLAN FOR DOWNTOWN

DOWNTOWN-WIDE DIRECTION

Please share your feedback. Are there any opportunities or issues that we missed?

DOWNTOWN-WIDE LAND USE POLICIES

Land uses in the downtown should be compatible with an active pedestrian environment.

Appropriate Land Uses	Inappropriate Land Uses
<ul style="list-style-type: none"> Commercial Mixed-use Residential (attached housing) Parks and natural areas Institutional uses 	<ul style="list-style-type: none"> Traditional industrial land uses (heavy manufacturing, storage yards, contractors) Auto-oriented commercial uses (service stations, gas stations, car washes, car dealers) New drive-throughs <p>Exceptions: land uses encouraged in the downtown</p> <ul style="list-style-type: none"> Craft manufacturing (craft brewing) Local artisan creators

DOWNTOWN-WIDE DESIGN GUIDELINES

Design of buildings and properties should be tailored to a pedestrian scale.

Key Policies

Building Design Guidelines

Buildings should:

- Be aligned parallel to street edges, framing the street and public spaces
- Be designed sensitively to the surrounding buildings and neighborhood for building width and roof shape
- Reduce perceived mass of larger buildings through architectural articulation and features
- Incorporate balconies, bay windows, porches, canopies, awnings, decks to add depth
- Take advantage of passive solar gain
- Be designed to provide visual interest and comfort across all four seasons
- On corner lots, have high-quality design on both frontages (avoid large blank walls by providing windows, gables, architectural articulation)

Development Design Guidelines

Developments should:

- Consider impacts on surrounding buildings and landscaping such as views, shadowing, and general compatibility
- Retain mature trees where practical, replace at 2:1 ratio if not possible
- Create livable spaces such as rooftop and ground floor patios, urban plazas, gathering areas, customer seating near sidewalks and parks
- Provide green roofs and roof gardens to provide open spaces away from the street, promote biodiversity, and reduce solar heat gain

OUR PLAN FOR DOWNTOWN

Akotaks

MAIN STREET AREA

Vision

Main Street is envisioned as the primary economic and social activity spine of the Downtown, with buildings that front the street, abundant trees and landscaping, and plenty of sidewalks and pathways that encourage people to walk, bike and roll.

Buildings along the Main Street should face the street and be a mix of uses, with multiple stories of residential and retail at the ground floor. Parking should be located behind buildings. This format ensures efficient use of land and maximizes daily customers and opportunities for economic activity.

Please share your feedback. Are there any opportunities or issues that we missed?

ADD COMMENTS

Key Policies

PRIMARY BUILDINGS

Primarily commercial and mixed-use

- Ground floor: street activating uses. Focus on retail uses at ground level
- Above ground floor; other uses

ENCOURAGED ELEMENTS

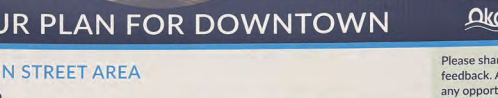
• Active space (sidewalks, paths & using greenways)

LIVELY FLOOR LINES

• Residential, Commercial, Institutional
• Mixed-Use Development
• Retail, Ground Floor
• Commercial Uses

GROUND FLOOR USES

• Street Activating Land Uses:
• Short stays and high level of human-to-human interactions
• Examples: retail stores, pubs, hair stylists, cafes & restaurants



OUR PLAN FOR DOWNTOWN



akotaks

MAIN STREET AREA

Vision

Main Street is envisioned as the primary economic and social activity spine of the Downtown, with buildings that front the street, abundant trees and landscaping, and plenty of sidewalks and pathways that encourage people to walk, bike and roll.


Buildings along the Main Street should face the street and be a mix of uses, with multiple storeys of residential and retail at the ground floor. Parking should be located behind buildings. This format ensures efficient use of land and maximizes daily customers and opportunities for economic activity.










Key Policies

PRIMARY BUILDINGS
Primarily commercial and mixed-use

- Ground floor: street activating uses. Focus on retail uses at ground level
- Above ground floor: other uses



	ENCOURAGED ELEMENTS	Liveable spaces through rooftop patios & other urban elements	
	UPPER FLOOR USES	Residential, Office, Institutional Should be located above or behind ground floor street activating uses	
	GROUND FLOOR USES	Street Activating Land Uses: • Short stays and high level of human-to-human interactions Examples: retail stores, pubs, hair stylists, cafes & restaurants	

Please share your feedback. Are there any opportunities or issues that we missed?

ADD YOUR VOICE

Encouraged Elements
Rooftop patios, liveable spaces, etc.

UPPER FLOOR USES
Residential, Office, Institutional
Should be located above or behind ground floor street activating uses

GROUND FLOOR USES
Street Activating Land Uses:
• Short stays and high level of human-to-human interactions
Examples: retail stores, pubs, hair stylists, cafes & restaurants

OUR PLAN FOR DOWNTOWN

Akotaks

ELMA STREET WEST AREA

Vision

The future of Elma Street West is an area that blends old and new, with retention and conservation of heritage assets while new buildings are added or renovated in a way that blends in seamlessly. Local small businesses and residents both flourish, while the area provides a unique location where people can still live and work on the same property. The streetscape provides for all modes of transportation, with sidewalks on both sides of streets and a continuous tree canopy.

Please share your feedback. Are there any opportunities or issues that we missed?

Add
something
↓

Key Policies

Appropriate Land Uses

Live-work, mixed-use (residential and commercial)
Commercial
Institutional
Residential

Sensitive Infill and Redevelopment

Accommodate sensitive infill/redevelopment while conserve unique heritage qualities of Elma Street through:

Street Design:

- Tree-lined streets, boulevards, on-street parking

Building Characteristics:

- One to three-storey buildings
- Residential character and appearance (peaked roofs, single front door, gables, overhangs)
- Low profile front fences
- Front porches

Public Realm Features

Reflect historic qualities of Elma Street area and architecture through:

- Signage
- Lighting
- Wayfinding
- Benches
- Pavement

OUR PLAN FOR DOWNTOWN

Okotoks

ELMA STREET WEST AREA

Vision

The future of Elma Street West is an area that blends old and new, with retention and conservation of heritage assets while new buildings are added or renovated in a way that blends in seamlessly. Local small businesses and residents both flourish, while the area provides a unique location where people can still live and work on the same property. The streetscape provides for all modes of transportation, with sidewalks on both sides of streets and a continuous tree canopy.

Key Policies

Appropriate Land Uses

Live-work, mixed-use (residential and commercial)
Commercial
Institutional
Residential

Sensitive Infill and Redevelopment

Accommodate sensitive infill/redevelopment while conserve unique heritage qualities of Elma Street through:

- Street Design:
 - Tree-lined streets, boulevards, on-street parking
- Building Characteristics:
 - One to three-story buildings
 - Residential character and appearance (peaked roofs, single front door, gables, overhangs)
 - Low profile front fences
 - Front porches

Public Realm Features

- Reflect historic qualities of Elma Street area and architecture through:
 - Signage
 - Lighting
 - Wayfinding
 - Banners
 - Benches
 - Pavement

Please share your feedback. Are there any opportunities or issues that we missed?

Team Project 310
Consideration on
Footpath from Main
Park to Elma Street
Elma Street West
Not going to happen

Project 310
on Elma Street
on 310

Consideration on
Footpath from Main
Park to Elma Street
Elma Street West
Not going to happen

OUR PLAN FOR DOWNTOWN

MAPLE AREA

Vision

The Maple Area is envisioned as a mainly residential area with a growing presence of mid-rise residential buildings. Home-businesses and live-work properties are supported to add to the unique business offerings in the Downtown. Pedestrian and multi-modal connections to Downtown (e.g. sidewalks, pathways) are strong and provide for plenty of ways for locals to move around. The streetscape provides for all modes of transportation with sidewalks on both sides of streets, boulevards and a healthy tree cover.



Key Policies

Primary Use	Residential
	Mid-rise multi-unit Mixed-use Home-businesses Live-work
Commercial Properties	Encouraged to locate in other character areas, but supported if adhering to Downtown Plan
Residential Density	Increased density and diversity of housing is encouraged Additional population will support downtown businesses
Redevelopment Building Height	Minimum: 2 storeys Maximum: 4 storeys

Please share your feedback. Are there any opportunities or issues that we missed?

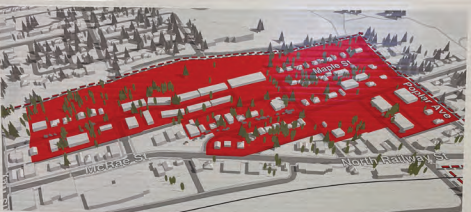


OUR PLAN FOR DOWNTOWN


MAPLE AREA

Vision


The Maple Area is envisioned as a mainly residential area with a growing presence of mid-rise residential buildings. Home-businesses and live-work properties are supported to add to the unique business offerings in the Downtown. Pedestrian and multi-modal connections to Downtown (e.g. sidewalks, pathways) are strong and provide for plenty of ways for locals to move around. The streetscape provides for all modes of transportation with sidewalks on both sides of streets, boulevards and a healthy tree cover.



Key Policies

Primary Use	Residential
	Mid-rise multi-unit Mixed-use Home-businesses Live-work
Commercial Properties	Encouraged to locate in other character areas, but supported if adhering to Downtown Plan
Residential Density	Increased density and diversity of housing is encouraged Additional population will support downtown businesses
Redevelopment Building Height	Minimum: 2 storeys Maximum: 4 storeys

Please share your feedback. Are there any opportunities or issues that we missed?



Handwritten notes on sticky notes:

- "This area is a mix of residential and commercial, so it's important to have a mix of uses." (pink)
- "Encouraged to locate in other character areas, but supported if adhering to Downtown Plan" (yellow)
- "Additional population will support downtown businesses" (purple)
- "Minimum: 2 storeys, Maximum: 4 storeys" (orange)

OUR PLAN FOR DOWNTOWN

RIVERFRONT AREA

Vision

The Riverfront is envisioned as a transition area from the Main Street area to the river. The area should remain mostly natural with development only in key locations where flood mitigation can be implemented. The Riverfront is home to key institutional uses, such as the Arts & Learning Campus and Bow Valley College, adding to the opportunities in the Downtown. Additional institutional uses are encouraged to complement downtown businesses. Pathways, play areas, and art pieces are strong in the Riverfront to further enrich the experience. Safe passage across the railway tracks is provided to ensure this area always feels seamlessly connected to Downtown. Institutional, commercial and mixed-use developments may grow where appropriate to complement the area's natural beauty.



Key Policies

Primary Use	Sheep River Protection	Development	Auto-oriented Land Uses
Natural Area Strategic pockets of development	Protected from impacts such as pollution from untreated stormwater, garbage/litter, and erosion to riparian areas	Limited to areas that will not negatively impact natural areas along the Sheep River, including riparian areas Within these areas, supported land uses: • Institutional • Commercial • Residential • Mixed-use Must comply with flood protection and mitigation bylaws and regulations.	To be transitioned out of the Riverfront area

Please share your feedback. Are there any opportunities or issues that we missed?




OUR PLAN FOR DOWNTOWN

RIVERFRONT AREA

Vision


The Riverfront is envisioned as a transition area from the Main Street area to the river. The area should remain mostly natural with development only in key locations where flood mitigation can be implemented. The Riverfront is home to key institutional uses, such as the Arts & Learning Campus and Bow Valley College, adding to the opportunities in the Downtown. Additional institutional uses are encouraged to complement downtown businesses. Pathways, play areas, and art pieces are strong in the Riverfront to further enrich the experience. Safe passage across the railway tracks is provided to ensure this area always feels seamlessly connected to Downtown. Institutional, commercial and mixed-use developments may grow where appropriate to complement the area's natural beauty.



Key Policies

Primary Use	Sheep River Protection	Development	Auto-oriented Land Uses
Natural Area Strategic pockets of development	Protected from impacts such as pollution from untreated stormwater, garbage/litter, and erosion to riparian areas	Limited to areas that will not negatively impact natural areas along the Sheep River, including riparian areas Within these areas, supported land uses: • Institutional • Commercial • Residential • Mixed-use Must comply with flood protection and mitigation bylaws and regulations.	To be transitioned out of the Riverfront area

Please share your feedback. Are there any opportunities or issues that we missed?



Handwritten notes on sticky notes:

- "The Sheep River is a key feature of the area, so it's important to protect it." (pink)
- "Within these areas, supported land uses: Institutional, Commercial, Residential, Mixed-use" (yellow)
- "Must comply with flood protection and mitigation bylaws and regulations." (purple)
- "To be transitioned out of the Riverfront area" (orange)

OUR PLAN FOR DOWNTOWN

NEXT STEPS & EXPECTED TIMELINES

November 2024

- Feedback will be used to refine the draft Plan
- Full draft Plan will be released for public review
- Necessary changes to the Land Use Bylaw and Municipal Development Plan will be included

We're Here!

January 2025

The Plan and amendments to the Land Use Bylaw and Municipal Development Plan go to Council for first reading and public hearing

Q1 2025

The Plan goes to Calgary Metropolitan Region Board's Regional Evaluation Framework for approval

Q2 2025


- Council adoption
- Once adopted, Our Plan for Downtown replaces Downtown Urban Design Master Plan

CHANGE IS INCREMENTAL

Our Plan for Downtown sets long-term direction for infill and redevelopment.

Next year, we will undertake major work on Main Street, with a focus on North Railway Street, while private property redevelopment will depend on landowners' desires to make changes to their property.

Redevelopment could mean new buildings or modest additions to existing ones. The plan will provide direction on how redevelopment happens.



MAIN STREET ENHANCEMENTS

PURPOSE AND HISTORY

Portions of our downtown infrastructure are outdated and need upgrading. Water and sanitary pipe improvements initially proposed for North Railway Street in 2019 have been delayed. Replacing end of life infrastructure will improve reliability and avoid the possibility of frequent, costly, and disruptive repairs.

Our Main Street has seen prior improvements along Elizabeth Street and McRae Street. Now it's time to enhance North Railway Street and nearby parks to unify the downtown area.

This project aims to make downtown more inviting for everyone, with better public spaces and more activities. We want our downtown to be enjoyed by more people at more times of the day, at all times of year. Over time, with more people using the downtown as a communal space, this will increase connections within our community and support downtown businesses.

WHAT DOES IT INVOLVE?

- Upgrading streets and utilities on the North Railway Street portion of Main Street in the next few years with future upgrades planned for Elizabeth and McRae Streets
- Enhanced public spaces like sidewalks and boulevards
- Improvements to Triangle Park and Pistoos Park (Okotoks Art Gallery) for better functionality, connectivity, and accessibility for all users of all ages

PROJECT TIMELINE



Timeline milestones:

- Main Street Concept Design and Engagement Completed (2020 - 2021)
- Main Street Concept Design Refresh & Our Plan for Downtown Policy Background Work (Q2 - Q3 2024)
- Community Engagement (Q2 2024)
- Main Street Preliminary Design & Our Plan for Downtown Policy Development (Q3 2024)
- Community Engagement (Q4 2024)
- North Railway Street Construction (2025 - 2026)



MAIN STREET ENHANCEMENTS

COMMUNITY KEY PRIORITIES

During our engagement with the community this past summer, we heard from hundreds of Okotokians and businesses about what's important to them. We connected with businesses who will be directly impacted by construction.

Here are the main priorities and how we're responding.

What We Learned	What We're Doing
Permanent on-street parking is critical for business success. Any loss of on-street parking should be mitigated with staff parking alternatives.	On-street parking will be retained. Parking on the south side of Daggett Street has recently been formalized. A similar project to add parking to Daggett Street west of Veterans Way is being considered.
Businesses prefer construction timelines that finish faster, even with higher disruption.	The project team will consider speed as a priority. Mechanisms may be added to the construction contract to reflect this preference. The preference for speed must not result in compromising or blocking access to businesses or other significant avoidable impacts to businesses and their customers.
Disruptions to customer and delivery access during construction are major concerns.	Access during construction will be one of the highest priorities. Dedicated liaisons will be provided for quick resolution of issues. Impacted businesses and residents will have a direct line to the construction team through the liaison to resolve unexpected issues. Construction inconveniences should be expected. A high degree of communication and cooperation will be essential.
Overall cost of the infrastructure construction work is a major concern.	Costs will be transparently shared, deliberated, and approved through the Council budgeting process. Residents are encouraged to follow and participate in the discussion. A decision has been made to focus on North Railway Street (Construction Phases 1A and 1B) for the next few years. Construction in this area is anticipated to start in 2025 and last until the end of 2026.
Triangle Park should have features for kids to play on.	The design for Triangle Park will make the space welcoming and inclusive for all ages and abilities. Elements such as boulders, logs, stumps, and other natural features will give children space and encourage play. Some elements will be dual-purpose to function as seating.
Maintain the downtown's existing charm and attractiveness.	We wholeheartedly agree and have proposed some aesthetic elements to reflect the existing charming nature of our downtown and Main Street. We'd love to have your input on the character and appearance of the street.



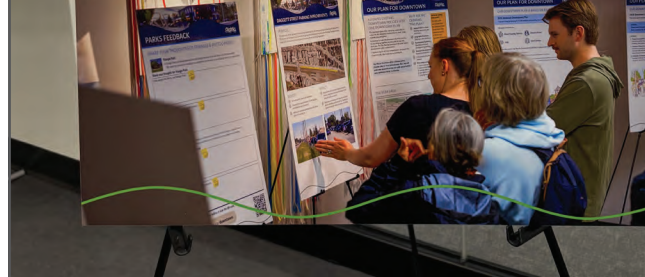
MAIN STREET ENHANCEMENTS

COMMUNITY KEY PRIORITIES

During our engagement with the community this past summer, we heard from hundreds of Okotokians and businesses about what's important to them. We connected with businesses who will be directly impacted by construction.

Here are the main priorities and how we're responding.

What We Learned	What We're Doing
Permanent on-street parking is critical for business success. Any loss of on-street parking should be mitigated with staff parking alternatives.	On-street parking will be retained. Parking on the south side of Daggett Street has recently been formalized. A similar project to add parking to Daggett Street west of Veterans Way is being considered.
Businesses prefer construction timelines that finish faster, even with higher disruption.	The project team will consider speed as a priority. Mechanisms may be added to the construction contract to reflect this preference. The preference for speed must not result in compromising or blocking access to businesses or other significant avoidable impacts to businesses and their customers.
Disruptions to customer and delivery access during construction are major concerns.	Access during construction will be one of the highest priorities. Dedicated liaisons will be provided for quick resolution of issues. Impacted businesses and residents will have a direct line to the construction team through the liaison to resolve unexpected issues. Construction inconveniences should be expected. A high degree of communication and cooperation will be essential.
Overall cost of the infrastructure construction work is a major concern.	Costs will be transparently shared, deliberated, and approved through the Council budgeting process. Residents are encouraged to follow and participate in the discussion. A decision has been made to focus on North Railway Street (Construction Phases 1A and 1B) for the next few years. Construction in this area is anticipated to start in 2025 and last until the end of 2026.
Triangle Park should have features for kids to play on.	The design for Triangle Park will make the space welcoming and inclusive for all ages and abilities. Elements such as boulders, logs, stumps, and other natural features will give children space and encourage play. Some elements will be dual-purpose to function as seating.
Maintain the downtown's existing charm and attractiveness.	We wholeheartedly agree and have proposed some aesthetic elements to reflect the existing charming nature of our downtown and Main Street. We'd love to have your input on the character and appearance of the street.



MAIN STREET ENHANCEMENTS

NORTH RAILWAY STREET PRELIMINARY DESIGN

The preliminary design for North Railway Street has been completed with some early designs for the rest of Main Street. You can view the design on the table in the centre of the room.

Your feedback on the design is highly valued, so please take a moment to share your thoughts with us.





PROPOSED CROSS-SECTION

This cross-section gives a more detailed view of the major elements and spacing.

**Please note that all street furniture shown in the design are examples and have not yet been finalized. Your feedback will be used to understand preferences and shape the outcome.*



MAIN STREET ENHANCEMENTS

NORTH RAILWAY STREET PRELIMINARY DESIGN

The preliminary design for North Railway Street has been completed with some early designs for the rest of Main Street. You can view the design on the table in the centre of the room.

Your feedback on the design is highly valued, so please take a moment to share your thoughts with us.





PROPOSED CROSS-SECTION

This cross-section gives a more detailed view of the major elements and spacing.

**Please note that all street furniture shown in the design are examples and have not yet been finalized. Your feedback will be used to understand preferences and shape the outcome.*



Handwritten notes on the display:

- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Yellow)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)

MAIN STREET ENHANCEMENTS

BIG CHANGES

Change	Details	Impact
Buried infrastructure renewal	Replace end-of-life water and sewer pipes	<ul style="list-style-type: none"> Replace infrastructure from the 1950s and 1970s that is at the end of its service life. New infrastructure will be reliable and provide continuous service, reducing the risks of emergency repairs.
Bury overhead power	Move overhead lines to underground and upgrade street lighting	<ul style="list-style-type: none"> Improve the appearance of downtown to match buried power on other parts of Main Street. Modernize and improve street lighting.
New roundabout/traffic circle	Intersection of Linham Ave and North Railway Street	<ul style="list-style-type: none"> Today, the intersection functions okay, but north-south pedestrian access could be improved. Roundabout will accommodate future traffic needs and improve vehicle circulation in the downtown. Safer for vehicles and pedestrians, lower operating cost than signalized intersection.
Street parking flexibility	Businesses can use on-street parking out front their business for outdoor commercial space	<ul style="list-style-type: none"> On-street parking is staying but could be flexible to meet business needs. At the discretion of the business, a parking stall could be converted to a temporary outdoor area such as: temporary patios, outdoor shopping areas.
Intersection crosswalk changes	Crosswalks at all legs of an intersection	<ul style="list-style-type: none"> Clearly indicates that pedestrians have the right of way. This change will improve connectivity and safety for pedestrians while making vehicle turns safer. We will add bulb-outs at all crosswalks to shorten the distance pedestrians have to walk across the road. New bulb-outs will result in the removal of parking stalls where conflicts exist.
Continuous downtown sidewalks	Address gaps in sidewalk and pathway connections	<ul style="list-style-type: none"> Provides a direct connection through the park to the river valley. Address major infrastructure deficits such as dead-end and missing sidewalks to complete connectivity of downtown.
Changes to driveway accesses	In consultation with specific property owners, where safety is a concern or change supports the overall design	<ul style="list-style-type: none"> Increase in safety, reduction in vehicle/pedestrian conflicts, and creating more contiguous public space.
Redesign of parks	~7 trees to be removed from Postle Park	<ul style="list-style-type: none"> Provides space necessary for roundabout, connectivity along the corridor, and increases safety and sightlines. As part of this project, approximately 30 trees will be planted.

Please share your feedback.

We value your input on these proposed changes. Please share your thoughts to help us make the best decisions for our community.




MAIN STREET ENHANCEMENTS

BIG CHANGES

Change	Details	Impact
Buried infrastructure renewal	Replace end-of-life water and sewer pipes	<ul style="list-style-type: none"> Replace infrastructure from the 1950s and 1970s that is at the end of its service life. New infrastructure will be reliable and provide continuous service, reducing the risks of emergency repairs.
Bury overhead power	Move overhead lines to underground and upgrade street lighting	<ul style="list-style-type: none"> Improve the appearance of downtown to match buried power on other parts of Main Street. Modernize and improve street lighting.
New roundabout/traffic circle	Intersection of Linham Ave and North Railway Street	<ul style="list-style-type: none"> Today, the intersection functions okay, but north-south pedestrian access could be improved. Roundabout will accommodate future traffic needs and improve vehicle circulation in the downtown. Safer for vehicles and pedestrians, lower operating cost than signalized intersection.
Street parking flexibility	Businesses can use on-street parking out front their business for outdoor commercial space	<ul style="list-style-type: none"> On-street parking is staying but could be flexible to meet business needs. At the discretion of the business, a parking stall could be converted to a temporary outdoor area such as: temporary patios, outdoor shopping areas.
Intersection crosswalk changes	Crosswalks at all legs of an intersection	<ul style="list-style-type: none"> Clearly indicates that pedestrians have the right of way. This change will improve connectivity and safety for pedestrians while making vehicle turns safer. We will add bulb-outs at all crosswalks to shorten the distance pedestrians have to walk across the road. New bulb-outs will result in the removal of parking stalls where conflicts exist.
Continuous downtown sidewalks	Address gaps in sidewalk and pathway connections	<ul style="list-style-type: none"> Provides a direct connection through the park to the river valley. Address major infrastructure deficits such as dead-end and missing sidewalks to complete connectivity of downtown.
Changes to driveway accesses	In consultation with specific property owners, where safety is a concern or change supports the overall design	<ul style="list-style-type: none"> Increase in safety, reduction in vehicle/pedestrian conflicts, and creating more contiguous public space.
Redesign of parks	~7 trees to be removed from Postle Park	<ul style="list-style-type: none"> Provides space necessary for roundabout, connectivity along the corridor, and increases safety and sightlines. As part of this project, approximately 30 trees will be planted.

Please share your feedback.

We value your input on these proposed changes. Please share your thoughts to help us make the best decisions for our community.



Handwritten notes on the display:

- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Yellow)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)
- Handwritten note:* "We have a lot of feedback on the design and we will be happy to hear your thoughts." (Pink)

PARKS FINAL DESIGNS




TRIANGLE PARK

Today's Triangle Park

Concept Design for Triangle Park

The parks designs are integrated with the streetscaping design. Please check out the North Railway Street design for more details.

THE FUNCTION

- A versatile space perfect for relaxing, quick stops, casual gatherings, and community events and activities

THE FEEL

- Calm and welcoming environment

THE LOOK

- Shaded seating
- Paths and gardens
- Natural elements like boulders, stones and stumps

The park design will be welcoming and inclusive for all ages and abilities, rather than being exclusive for one type of use. Elements such as boulders, stumps, logs, and other natural features will give children opportunities for play. Some elements will be dual purpose to function as seating.

PISTTOO PARK

Today's Pisttoo Park

Concept Design for Pisttoo Park




THE FUNCTION

- Plaza for art displays and community events
- Connection to the river valley via the pathway
- Mix of performance space and a quiet and reflective space

THE FEEL

- Quiet and reflective atmosphere ideal for learning about and enjoying art, history, and culture
- Natural and relaxing environment for longer visits

THE LOOK

- Shaded seating
- Open green space with trees and natural feel
- Extended patio/deck seating
- Art display areas

PARKS FINAL DESIGNS




TRIANGLE PARK

Today's Triangle Park

Concept Design for Triangle Park

The parks designs are integrated with the streetscaping design. Please check out the North Railway Street design for more details.

THE FUNCTION

- A versatile space perfect for relaxing, quick stops, casual gatherings, and community events and activities

THE FEEL

- Calm and welcoming environment

THE LOOK

- Shaded seating
- Paths and gardens
- Natural elements like boulders, stones and stumps

The park design will be welcoming and inclusive for all ages and abilities, rather than being exclusive for one type of use. Elements such as boulders, stumps, logs, and other natural features will give children opportunities for play. Some elements will be dual purpose to function as seating.

PISTTOO PARK

Today's Pisttoo Park

Concept Design for Pisttoo Park




THE FUNCTION

- Plaza for art displays and community events
- Connection to the river valley via the pathway
- Mix of performance space and a quiet and reflective space

THE FEEL

- Quiet and reflective atmosphere ideal for learning about and enjoying art, history, and culture
- Natural and relaxing environment for longer visits

THE LOOK

- Shaded seating
- Open green space with trees and natural feel
- Extended patio/deck seating
- Art display areas

Handwritten notes on sticky notes:

- Triangle Park is a mix of art, history, and nature. Let's change the look and feel to be more modern and welcoming. We need a more open and reflective space. Let's add more art display areas.
- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.
- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.
- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.

MAIN STREET ENHANCEMENTS

DESIGN FEATURES

Infrastructure & Utilities

- Renewed deep utilities
- Better traffic flow & safety with the roundabout
- Buried overhead powerlines

Parking & Accessibility

- Balancing walkability with convenient parking
- Adjustments to parking, but retaining on-street parking on Main Street
- Flexible parking spaces for businesses to choose how to use the space

Pedestrian & Public Spaces

- Pedestrian-friendly design
- More pedestrian crossings and better connectivity throughout the corridor
- More space for sidewalks & boulevards
- More seating for pedestrian comfort, including shade structures/canopies
- Improved tree canopy
- Opportunities for decorations on light stands
- Better street lighting
- Barrier-free space between parking stalls & roadway to improve event accessibility
- New spaces for community events & casual gatherings, and improved park spaces
- Supporting flexibility for events in the downtown

SHARE YOUR FEEDBACK!

Please write your thoughts on North Railway Street's preliminary design on a post it or directly on the street design.

Handwritten notes on sticky notes:

- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.
- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.
- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.

MAIN STREET ENHANCEMENTS

DESIGN FEATURES

Infrastructure & Utilities

- Renewed deep utilities
- Better traffic flow & safety with the roundabout
- Buried overhead powerlines

Parking & Accessibility

- Balancing walkability with convenient parking
- Adjustments to parking, but retaining on-street parking on Main Street
- Flexible parking spaces for businesses to choose how to use the space

Pedestrian & Public Spaces

- Pedestrian-friendly design
- More pedestrian crossings and better connectivity throughout the corridor
- More space for sidewalks & boulevards
- More seating for pedestrian comfort, including shade structures/canopies
- Improved tree canopy
- Opportunities for decorations on light stands
- Better street lighting
- Barrier-free space between parking stalls & roadway to improve event accessibility
- New spaces for community events & casual gatherings, and improved park spaces
- Supporting flexibility for events in the downtown

SHARE YOUR FEEDBACK!

Please write your thoughts on North Railway Street's preliminary design on a post it or directly on the street design.

Handwritten notes on sticky notes:


- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.
- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.
- Let's add more art display areas. We need a more open and reflective space. Let's add more art display areas.

MAIN STREET ENHANCEMENTS

GIVE US YOUR FEEDBACK ON AESTHETICS

We want your input on Main Street's design. To keep our downtown charming, we need your feedback on the styles you prefer. Your input will help us finalize the design.


Tell us what you like about these options. Some choices may reflect our historic past and charming downtown atmosphere, while others might show a more contemporary look. We'd love your help identifying the individual elements and colours within the design options presented below that best reflect the downtown Okotoks we want to build together.


 Your comments are very helpful to the design team. Please use sticky notes to give us your thoughts. Use dots to mark specific parts of the design you like or don't like.

Post-its: Comments

- Green dots: I love this! This design style fits with the character of Main Street.
- Yellow dots: I like this. Parts of this design fit with the character of Main Street (please explain what parts you like).
- Red dots: I'm not sure about this. Parts of this design don't fit the character of Main Street (please explain what parts you're not sure about).

DESIGN OPTIONS




Please share your feedback: 

MAIN STREET ENHANCEMENTS

GIVE US YOUR FEEDBACK ON AESTHETICS

We want your input on Main Street's design. To keep our downtown charming, we need your feedback on the styles you prefer. Your input will help us finalize the design.


Tell us what you like about these options. Some choices may reflect our historic past and charming downtown atmosphere, while others might show a more contemporary look. We'd love your help identifying the individual elements and colours within the design options presented below that best reflect the downtown Okotoks we want to build together.


 Your comments are very helpful to the design team. Please use sticky notes to give us your thoughts. Use dots to mark specific parts of the design you like or don't like.

Post-its: Comments

- Green dots: I love this! This design style fits with the character of Main Street.
- Yellow dots: I like this. Parts of this design fit with the character of Main Street (please explain what parts you like).
- Red dots: I'm not sure about this. Parts of this design don't fit the character of Main Street (please explain what parts you're not sure about).

DESIGN OPTIONS



Please share your feedback: 

Sticky notes:

- Green: I like the look of the benches, but not the look of the tables.
- Yellow: I like the look of the benches, but not the look of the tables.
- Red: I like the look of the benches, but not the look of the tables.

MAIN STREET ENHANCEMENTS

CONSTRUCTION INFORMATION

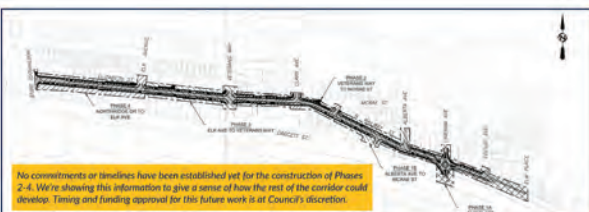
Construction will cause disruptions, but we're committed to working with you to minimize the impact. We'll keep talking with affected businesses and residents throughout the design and construction phases.

The map below shows a possible division of construction areas identified in our preliminary design. These areas outline where construction will occur in 2025 and 2026 as Phases 1A and 1B.

DIFFERENT IMPACTS IN DIFFERENT AREAS

During Stages 1A and 1B, we need to replace deep utilities and bury overhead power lines. This will take longer and could affect more land because we must expose the deep utilities before replacing them. Essential water and sewer services will be maintained during this work.


Later phases (Phases 2-4) will mainly affect the streetscape, with some minor deep utility work to move fire hydrants out of the road medians and improve drainage.



No commitments or timelines have been established yet for the construction of Phases 2-4. We're showing this information to give a sense of how the rest of the corridor could develop. Timing and funding approval for this future work is at Council's discretion.

INTERIM PARKING

Temporary parking solutions are scheduled to correspond with each construction phase. For instance, the Daggett Street parking area (east of Veterans Way) was completed before the commencement of construction next spring to offset the parking temporarily impacted by construction.



MAIN STREET ENHANCEMENTS

CONSTRUCTION INFORMATION

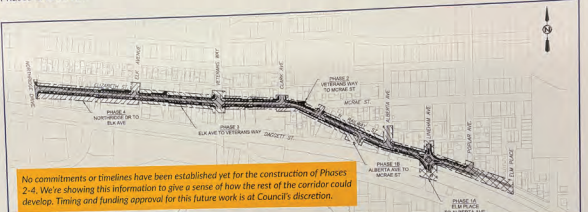
Construction will cause disruptions, but we're committed to working with you to minimize the impact. We'll keep talking with affected businesses and residents throughout the design and construction phases.

The map below shows a possible division of construction areas identified in our preliminary design. These areas outline where construction will occur in 2025 and 2026 as Phases 1A and 1B.

DIFFERENT IMPACTS IN DIFFERENT AREAS

During Stages 1A and 1B, we need to replace deep utilities and bury overhead power lines. This will take longer and could affect more land because we must expose the deep utilities before replacing them. Essential water and sewer services will be maintained during this work.


Later phases (Phases 2-4) will mainly affect the streetscape, with some minor deep utility work to move fire hydrants out of the road medians and improve drainage.



No commitments or timelines have been established yet for the construction of Phases 2-4. We're showing this information to give a sense of how the rest of the corridor could develop. Timing and funding approval for this future work is at Council's discretion.

INTERIM PARKING

Temporary parking solutions are scheduled to correspond with each construction phase. For instance, the Daggett Street parking area (east of Veterans Way) was completed before the commencement of construction next spring to offset the parking temporarily impacted by construction.



Sticky notes:


- Green: I like the look of the benches, but not the look of the tables.
- Yellow: I like the look of the benches, but not the look of the tables.
- Red: I like the look of the benches, but not the look of the tables.

MAIN STREET ENHANCEMENTS

TEMPORARY MAIN STREET IMPACTS

During construction on North Railway Street, some events will change temporarily. The Town is planning these changes now. For example, we might relocate the Okotoks Parade and Children's Festival route to the west half of downtown. Events normally hosted at the Olde Towne Plaza (Stephenson Park) are expected to continue.

We're lucky to have great public spaces at Ethel Tucker Centennial Park and the Arts and Learning Campus. These spaces will be the focal point of events during construction. More details will come before the events.



WHAT ABOUT PARKING?

PARKING CHANGES

There will be some changes, but on-street parking is not being removed from Main Street (Elizabeth, McRae, and North Railway Streets). This project does not include blanket parking removal, but some existing parking stalls will be affected. You can see examples of this on the preliminary design drawings, such as at intersections where new pedestrian crosswalks are being added.

2024 DOWNTOWN PARKING STUDY

The Town updated its downtown parking study in 2024. Key takeaways include:

- There is sufficient overall parking supply today.
- There are hot spots and high-use areas, but parking is available within a 2-block walking distance.
- A large amount of redevelopment can occur in the downtown before current parking management needs to be reviewed.

PEAK ON-STREET & PEAK WEEKEND PARKING DEMAND



MANAGING PARKING IN THE DOWNTOWN

As Okotoks grows, we need to carefully manage the available on-street parking. The Town does this by periodically counting the number of available on- and off-street parking stalls and observing how many are used throughout the day and during peak hours. This helps us understand where localized parking "hot spots" might be arising. If needed, the Town will address new parking issues, potentially study them, gather input from the public or nearby businesses, implement a change, and generally manage parking demand and supply.

WEEKDAY PARKING



WEEKEND PARKING



WHAT ABOUT PARKING?

PARKING CHANGES


There will be some changes, but on-street parking is not being removed from Main Street (Elizabeth, McRae, and North Railway Streets). This project does not include blanket parking removal, but some existing parking stalls will be affected. You can see examples of this on the preliminary design drawings, such as at intersections where new pedestrian crosswalks are being added.

2024 DOWNTOWN PARKING STUDY

The Town updated its downtown parking study in 2024. Key takeaways include:

- There is sufficient overall parking supply today.
- There are hot spots and high-use areas, but parking is available within a 2-block walking distance.
- A large amount of redevelopment can occur in the downtown before current parking management needs to be reviewed.


PEAK ON-STREET & PEAK WEEKEND PARKING DEMAND



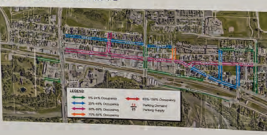
MANAGING PARKING IN THE DOWNTOWN

As Okotoks grows, we need to carefully manage the available on-street parking. The Town does this by periodically counting the number of available on- and off-street parking stalls and observing how many are used throughout the day and during peak hours. This helps us understand where localized parking "hot spots" might be arising. If needed, the Town will address new parking issues, potentially study them, gather input from the public or nearby businesses, implement a change, and generally manage parking demand and supply.

WEEKDAY PARKING



WEEKEND PARKING



NEXT STEPS

THANK YOU FOR ATTENDING!

STAY IN TOUCH

We want to hear from you if you have questions, concerns, or issues now and during construction. Keeping the dialogue open will benefit everyone. We value your perspectives and insights on the impacts of these changes. Here are some ways to stay connected with us:

- FOLLOW OUR PROJECT ONLINE**
shapetown.okotoks.ca/downtown

- STAY ALERT FOR LETTERS/MAILOUTS FROM THE TOWN**
- QUESTIONS? CONTACT US ANYTIME!**
 If you need more information, please email: engineering@okotoks.ca

NEXT STEPS

- Finalize Our Plan for Downtown and North Railway Street design (late 2024 - early 2025)
- Hire construction services for North Railway Street (early 2025)
- Approve Our Plan for Downtown Plan (early 2025)
- Start North Railway Street Construction (2025 - 2026)

Please provide us with feedback on this event. We wish to be responsive to the community's needs, so if there's something we can do differently at future events, please let us know! Confidential surveys are available at the front.

"Enhancing our downtown with more accessible, welcoming spaces that reflect our community's unique spirit is an exciting opportunity for all of us. Public input is essential to making this vision a reality, and we invite everyone to participate by sharing their ideas and feedback. Together, we're building a downtown we can all be proud of."

— Mayor Thorn



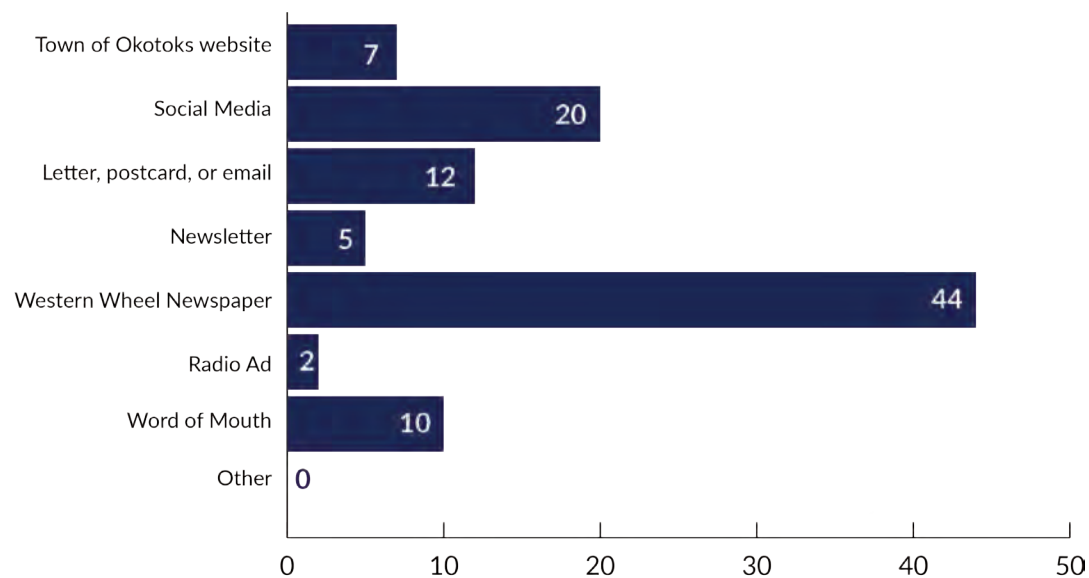
Appendix D:

Open House Evaluation Feedback

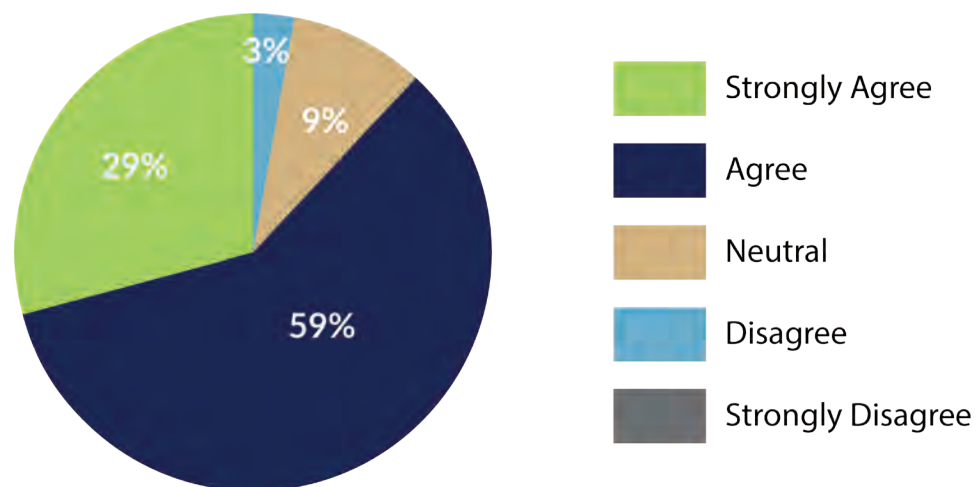
45 participants provided feedback on the in-person open house event.

Below are the compiled responses to the evaluation questions provided on the November 13, 2024, open house event held at the Bow Valley College Okotoks Campus (7 Riverside Drive).

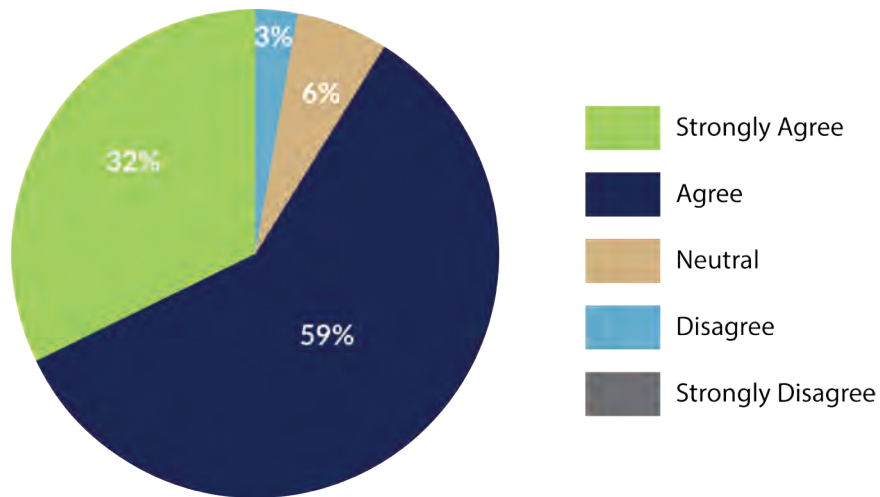
How did you hear about today's event?



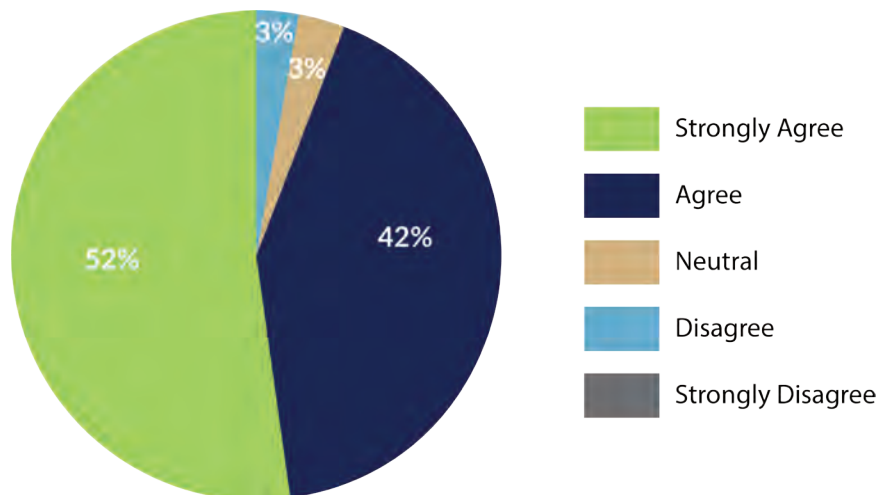
I was satisfied with the overall experience of today's event.



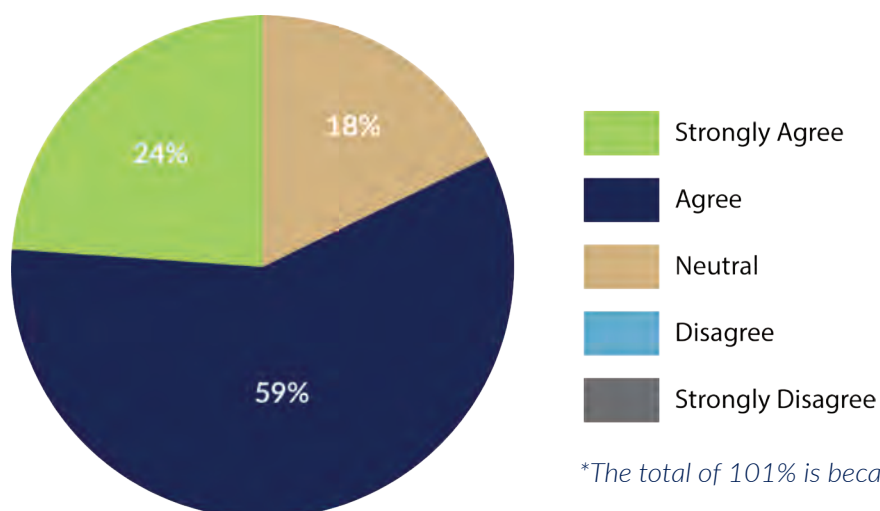
The information presented today was clear and helped me to understand what is being proposed for our downtown.



The project team was able to answer my questions and provide relevant information.

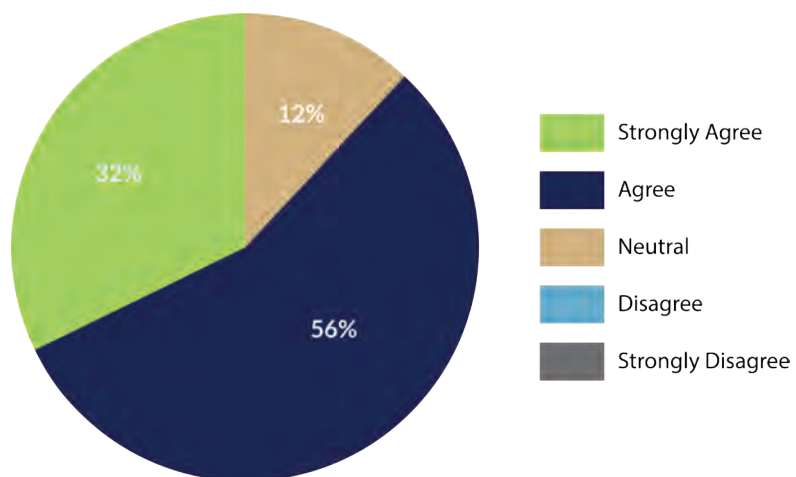


I understand the project process and next steps.

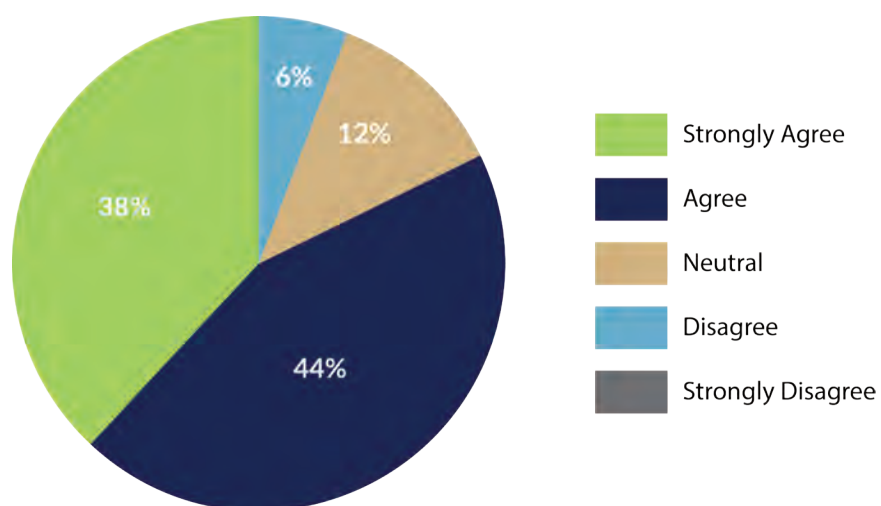


**The total of 101% is because of rounding*

The timing of the event was convenient.



The event location was accessible.





Town of Okotoks

Downtown Parking Study Update

Final Report

Prepared for

Town of Okotoks

Date

November 29, 2024

Project No.

02-24-0046

CORPORATE AUTHORIZATION

Prepared By: Mike Furuya, M.Eng., P.Eng.
Principal

Bunt & Associates Engineering Ltd.
#113 - 334 11 Avenue SE
Calgary, AB T2G 0Y2
Canada

Reviewed By: Ezekiel Dada, PhD., P.Eng.
Principal

Telephone: +1 (403) 252-3343

Date: November 29, 2024
Project No. 02-24-0046
Status: Final

This document was prepared by Bunt & Associates for the benefit of the Client to whom it is addressed. The copyright and ownership of the report rests with Bunt & Associates. The information and data in the report reflects Bunt & Associates' best professional judgment in light of the knowledge and information available to Bunt & Associates at the time of preparation. Except as required by law, this report and the information and data contained are to be treated as confidential and may be used and relied upon only by the client, its officers and employees. Any use which a third party makes of this report, or any reliance on or decisions made based on it, are the responsibilities of such third parties. Bunt & Associates accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

TABLE OF CONTENTS

1.	INTRODUCTION	1
1.1	Background.....	1
1.2	Study Objectives	1
2.	EXISTING PARKING CONDITIONS	2
2.1	Study Area	2
2.2	Parking Inventory	2
2.3	Data Collection Program	6
2.3.1	Parking Demand	6
2.3.2	Parking Duration and Turnover.....	6
2.4	Current Observed Parking Demand	7
2.4.1	On-Street Parking Demand.....	7
2.4.2	On-Street Parking Duration and Turnover	10
2.4.3	Off-Street Parking Demand	12
2.4.4	Existing Parking Conditions and Issues.....	17
3.	ASSESSMENT OF ELECTRIC VEHICLES	18
3.1	Charging Stations.....	18
3.1.1	Rate of Electric Vehicle Sales.....	18
3.1.2	Number of Charging Stations.....	19
3.1.3	Sensitivity Analysis	19
3.1.4	Long Term Considerations.....	19
3.1.5	Current Charging Station Supply.....	20
3.2	Location of Charging Stations	20
4.	ASSESSMENT OF FUTURE PARKING REQUIREMENTS	21
4.1	Future Land.....	21
4.2	Land Use Scenarios	21
4.3	Bylaw Parking Requirements.....	23
4.4	Parking Ratio.....	23
4.5	Parking Supply	24
4.6	Parking Demand.....	24
4.7	Parking Supply & Demand Analysis.....	25
5.	PARKING ISSUES.....	29
5.1	Short Term Parking Issues	29
5.2	Long Term Parking Issues	29
5.2.1	Mid-Range Development Scenario	29
5.2.2	Max-Range Development Scenario	30

6. PARKING MANAGEMENT.....

31

6.1 Parking Management Options

31

6.1.1 Short-Term Options

31

6.1.2 Long-Term Options – Mid Range Development Scenario.....

31

6.1.3 Long-Term Options – Max Range Development Scenario.....

32

6.2 2014 Parking Management Strategy

34

7. RECOMMENDED PARKING STRATEGY.....

35

7.1 Short Term Parking Strategy.....

35

7.2 Long Term Mid-Range Parking Strategy

35

7.3 Long Term Max-Range Parking Strategy

35

APPENDIX A EXISTING PARKING CONDITION SUMMARY

1

APPENDIX B FUTURE PARKING DEMAND AND PARKING SUPPLY

2

EXHIBITS

Exhibit 2-1: Study Area.....	3
Exhibit 2-2: Parking Inventory	4
Exhibit 2-3: Parking Control	5
Exhibit 2-4: Typical Peak On-Street Parking Demand by Block Face – Weekday	8
Exhibit 2-5: Typical Peak On-Street Parking Demand by Block Face – Weekend.....	9
Exhibit 2-6: Typical Peak Off-Street Parking Demand by Location – Weekday.....	15
Exhibit 2-7: Typical Peak Off-Street Parking Demand by Location – Weekend	16
Exhibit 5-1: DARP Planning Areas	22
Exhibit 5-2: Expected In-Fill – Parking Demand vs Parking Supply	26
Exhibit 5-3: Mid-Range – Parking Demand vs Parking Supply	27
Exhibit 5-4: Max-Range – Parking Demand vs Parking Supply	28

FIGURES

Figure 2-1: Peak On-Street Parking Demand – Weekday	7
Figure 2-2: Peak On-Street Parking Demand – Weekend	7
Figure 2-3: Parking Duration – Weekday	10
Figure 2-4: Parking Duration – Weekend	11
Figure 2-5: North and South Lot Split	12
Figure 2-6: Peak Off-Street Parking Demand North Lots– Weekday.....	13
Figure 2-8: Peak Off-Street Parking Demand North Lots – Weekend.....	14
Figure 2-9: Peak Off-Street Parking Demand South Lots – Weekend.....	14

TABLES

Table 5-1: Future Land Use Scenarios	21
Table 5-2: Parking Ratios	23
Table 5-3: Future Parking Supply	24
Table 5-4: Future Parking Demand	24
Table 5-5: Future Parking Demand vs Future Parking Supply	25
Table 6-1: Comparison to 2014 Strategies.....	34

1. INTRODUCTION

1.1 Background

In 2014, Bunt & Associates completed a Downtown Parking Study for the Town of Okotoks, and a number of improvements have been implemented over the past 10 years. As well, the Town of Okotoks is also currently undertaking a Downtown Area Redevelopment Plan (DARP), which is anticipated to impact the parking experience within the Downtown area. With this in mind, the Town is seeking to gain an understanding of the effectiveness and/or impacts associated with the recent local area improvements and to determine whether-or-not the parking management strategies outlined in the 2014 Downtown Parking Study are still valid and/or require modification to reflect the impacts associated with the future growth/local area projects.

1.2 Study Objectives

The objective of this study is to review the current and future parking arrangements and the need for a parking strategy for the Downtown area, assess the effectiveness of the existing arrangement, propose new strategies to address any shortcomings identified in the analysis, and propose a comprehensive strategy that is implementable.

The scope of the project includes the following tasks:

- Review previous and existing documents including, but not limited to, the DARP background documents, and the Land Use Bylaw.
- Undertake a comprehensive field survey exercise to collect and assimilate parking demand patterns within the Downtown area, specifically: 1) confirm the existing parking supply of on and off-street parking in the study area, 2) Determine the number of stalls currently utilized for short stay parking and long stay parking in the study area.
- Assess the availability of Electric Vehicle charging spaces and explore future demand and opportunities to install EV charging stations at public places within the downtown area.
- Identify emerging and future parking issues. This includes the assessment of future parking conditions based on anticipated growth and development. The results of this assessment are used to identify parking constraints and areas with residual capacity and form the basis for determining the necessary parking management strategies to accommodate the future parking demand. This assessment will also consider the impacts associated with the application of the Town's no minimum on-site parking requirements.
- Provide a Parking Management Strategy Plan that will allow the Town to manage parking needs associated with future growth and revitalization of the Downtown Area.

2. EXISTING PARKING CONDITIONS

The assessment of the existing parking conditions forms the basis for understanding the current parking patterns. In this case, the existing parking condition refers to availability of parking for employees, residents, and patrons/visitors in the defined study area, duration of parking at each stall, location of parking spaces, the ease of finding those parking spaces, the number of available parking spaces, ingress and egress conditions at off-street parking facilities, parking restrictions and parking enforcement.

2.1 Study Area

The overall study area reflects the boundaries of the Downtown Area Redevelopment Plan (DARP), which is generally bounded by Northridge Drive to the west, Sheep River to the south, Crescent Road to the North, and Poplar Avenue to the east.

The study area is shown in **Exhibit 2-1**.

2.2 Parking Inventory

Bunt & Associates completed an inventory of on-street and off-street parking spaces in April 2024. The intent of the parking inventory survey was to gain an understanding of the number of spaces, the location of these spaces, and the form of parking control. The available parking spaces for the off-street surface lots and on the street are illustrated in **Exhibit 2-2** and summarized in **Appendix A**. The current parking control within the DARP is illustrated in **Exhibit 2-3**.

Overall, there are in the order of 2,795 parking spaces within the Downtown Area. Of the 2,795 spaces, approximately 1,934 spaces are defined as off-street (which includes both private and public spaces), and the remaining 861 spaces are on the street (which includes formal and informal spaces).



Base Map: Town of Okotoks

Exhibit 2.1
Study Area



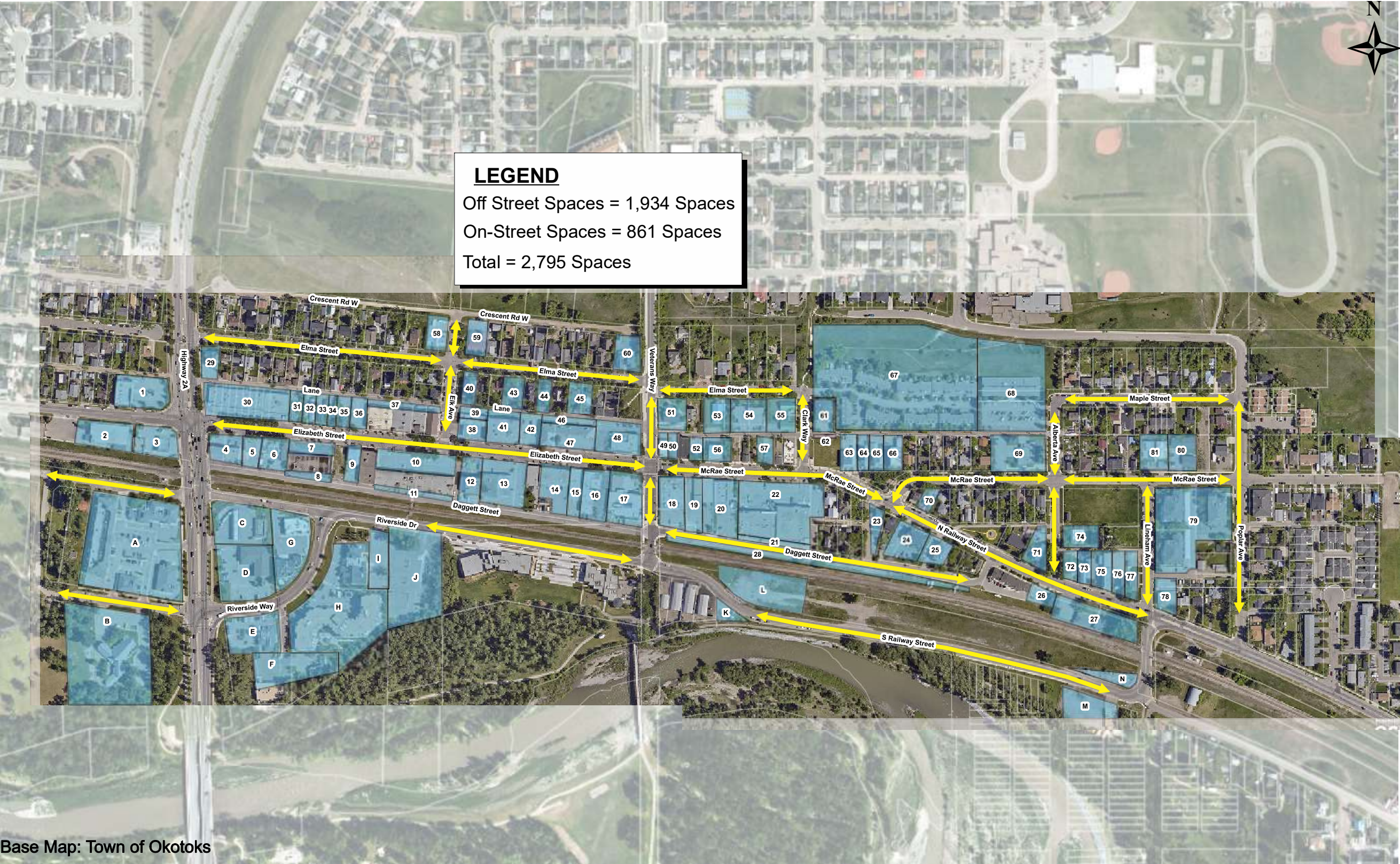


Exhibit 2.2
Parking Inventory



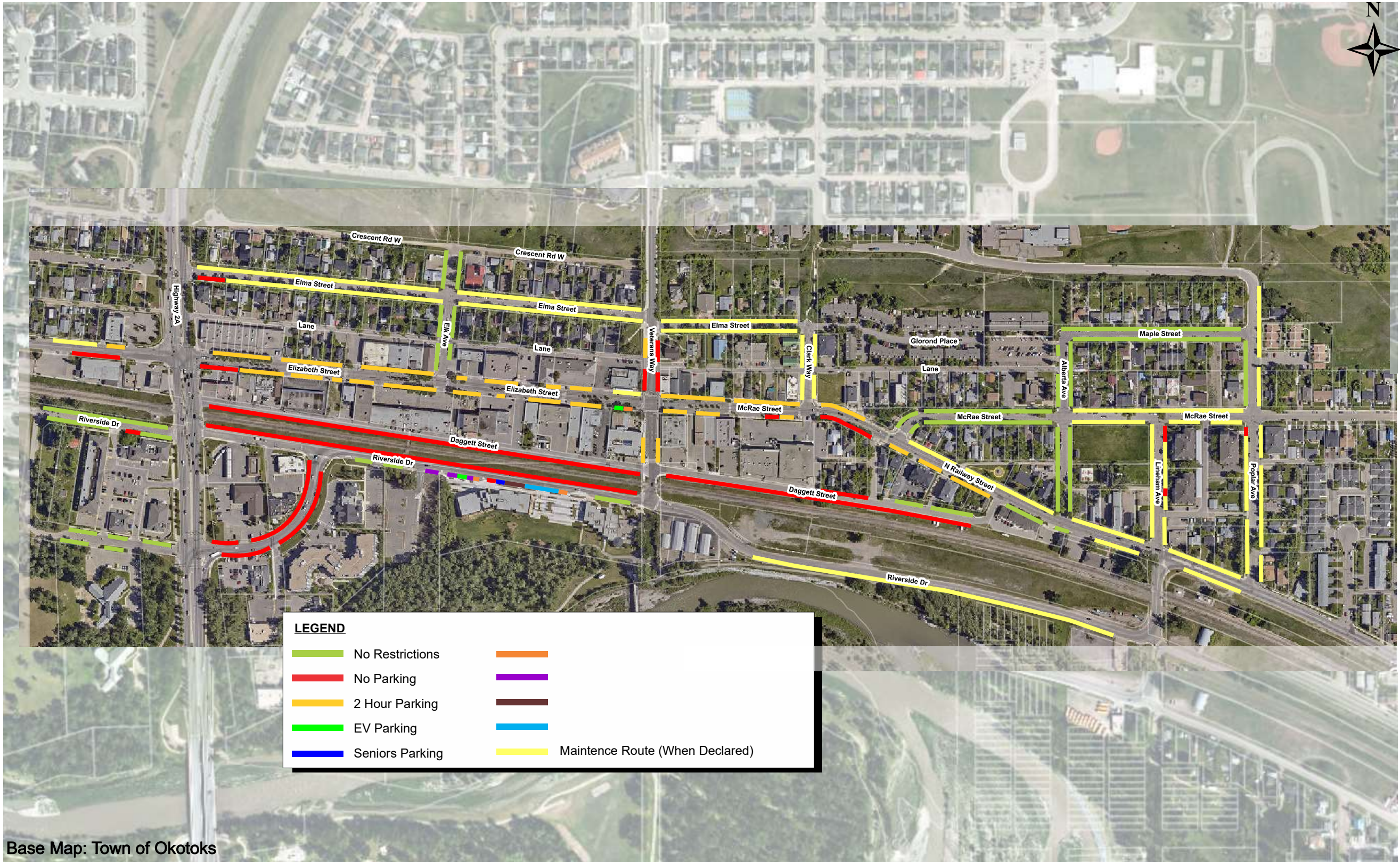


Exhibit 2.3
Parking Control



2.3 Data Collection Program

Bunt & Associates conducted a data collection program during the month of April. Data was collected during a weekday and a weekend between 8:00am and 8:00pm. Parking counts were conducted on the following days:

- April 11, 2024 (Thursday) – 8 AM to 8 PM,
- April 13, 2024 (Saturday) – 8 AM to 8 PM,

The primary objective of the data collection program was to establish the current peak parking demand and to ascertain the long stay and short stay parking characteristics for the on-street and off-street parking spaces situated within the defined study area.

2.3.1 Parking Demand

Parking demand (or parking occupancies) refers to the number of parking spaces occupied by a vehicle. Based on industry practices and standards, the optimal occupancy level is 85% (i.e., 85% of parking spaces within a given area are occupied by vehicles) for short-stay parking. When short-stay parking occupancies exceed 85%, operations become inefficient, more vehicles circulate through neighbourhoods, and drivers become frustrated which can lead to perceived parking problems.

For parking facilities that cater to longer-stay parkers, the threshold practical value can be in the order of 95%. Where facilities serve both short and long-stay parkers, the threshold practical value can be in the order of 90%.

2.3.2 Parking Duration and Turnover

Parking duration is defined as the length of time of a vehicle is parked at a given space. The length of stay generally defines the type of parker (e.g., employee or customer). Vehicles parked for more than 4-hours are typically defined as long-stay and reflect parking behaviour associated with employees and/or customers associated with an all-day activity. Parking duration periods between 1-2 hours typically reflect short term parking behaviour.

Parking turnover is the number of vehicles that occupy a particular space within a defined period of time. Low turnover typically reflects long-stay activity, and a higher turnover rate typically reflects short-stay behaviour,

2.4 Current Observed Parking Demand

An assessment of the current peak parking demand (parking occupancies), average duration, and parking turnover was completed. The results of the assessment are illustrated in the following sub-sections and the detailed analysis is attached in **Appendix A**.

2.4.1 On-Street Parking Demand

The peak and hourly parking demand observed within the Downtown study area for the weekday and weekend are summarized in **Figure 2-1** and **Figure 2-2**. The typical peak parking demand (occupancies) by block face are illustrated in **Exhibit 2-4** and **Exhibit 2-5**.

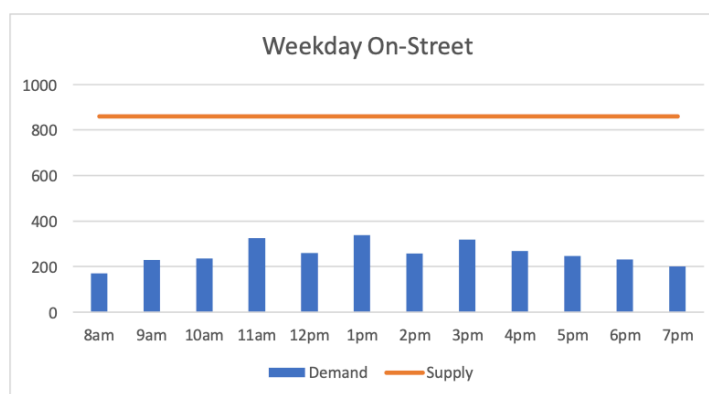


Figure 2-1: Peak On-Street Parking Demand – Weekday



Figure 2-2: Peak On-Street Parking Demand – Weekend

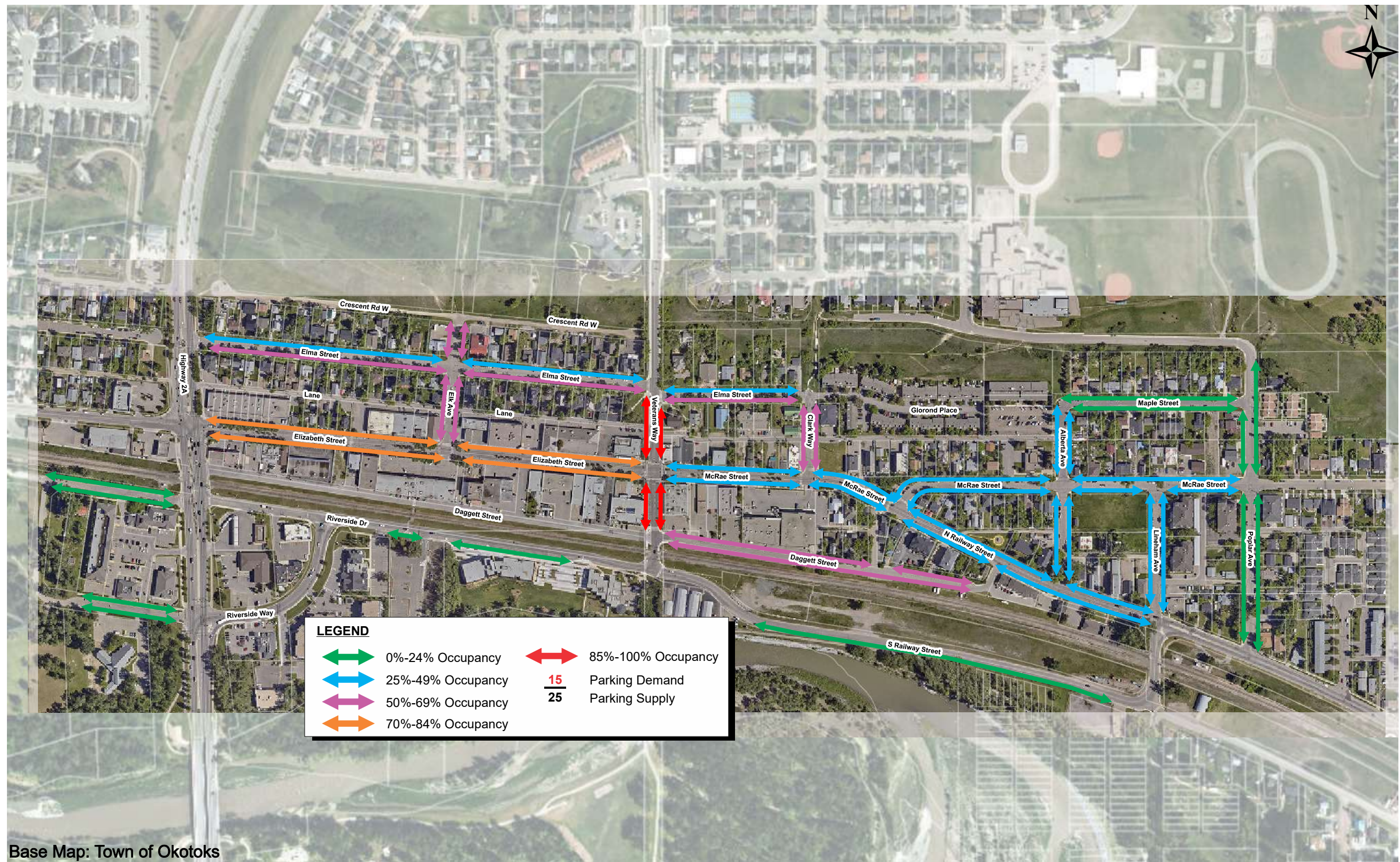
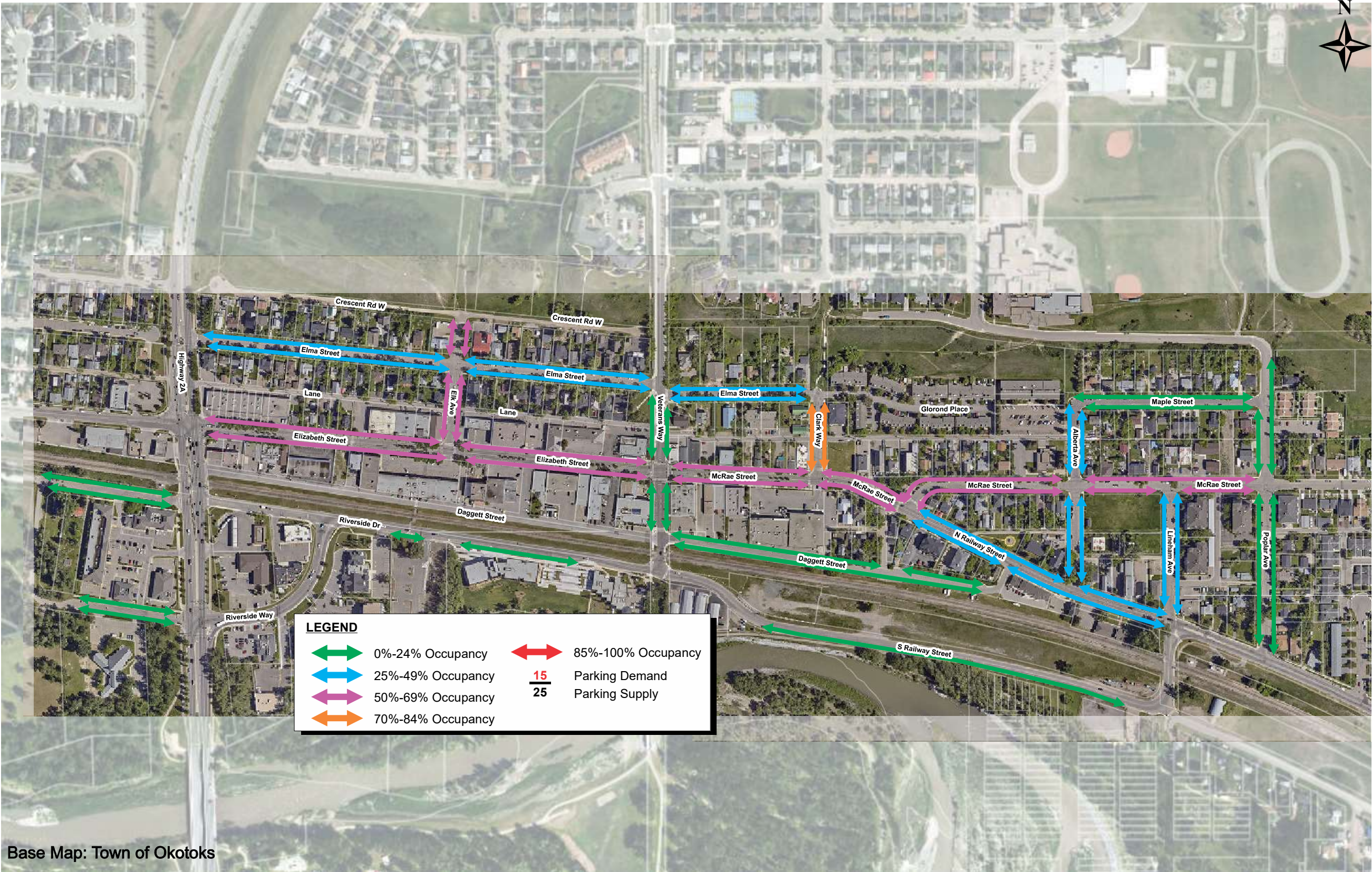


Exhibit 2.4

Typical Peak On-Street Parking Demand by Block Face - Weekday



Base Map: Town of Okotoks

Note: Total observed (Includes Formal and Informal)

Exhibit 2.5

Typical Peak On-Street Parking Demand by Block Face - Weekend



As shown in Figure 2-1 and Figure 2-2, parking demands were highest during the midday time frame around 1:00 PM. The peak parking demand was observed to be 35% (295) to 40% (337) of the available supply. Although the findings confirm there is no shortage of on-street parking spaces, there are a few block faces that were observed to have moderate to high occupancy levels.

2.4.2 On-Street Parking Duration and Turnover

The average parking duration and turnover for the weekday and weekend data sets were reviewed to determine the type of parker utilizing the available on-street parking spaces. The findings are illustrated in **Figure 2-3** and **Figure 2-4** are summarized follows:

Weekday

- Approximately 83% of the parking customers parked for less than 2 hours and are considered to be short-stay.
- Up to 17% of the parking customers are considered to be long-stay.
- Up to 1610 unique vehicles used an on-street parking space throughout the day.

WEEKDAY ON-STREET

■ < 2 hours ■ 2 - 4 hours ■ > 4 hours

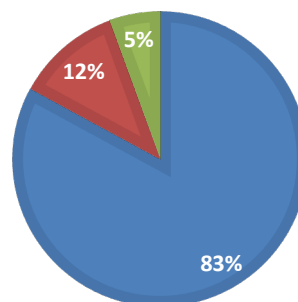


Figure 2-3: Parking Duration – Weekday

Weekend

- Approximately 78% of the parking customers parked for less than 2 hours and are considered to be short-stay.
- Up to 22% of the parking customers are considered to be long-stay.
- Up to 1119 unique vehicles used an on-street parking space throughout the day.

WEEKEND ON-STREET

■ < 2 hours ■ 2 - 4 hours ■ > 4 hours

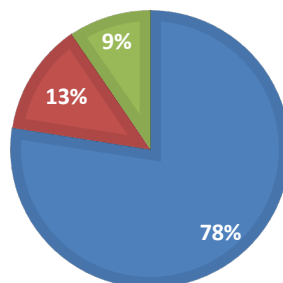


Figure 2-4: Parking Duration – Weekend

2.4.3 Off-Street Parking Demand

The peak and hourly parking demand observed within the Downtown study area for the weekday and weekend was split into separate two zones as illustrated in **Figure 2-5** and are summarized in **Figure 2-6 to Figure 2-9**. The typical peak parking demand (occupancies) by off-street location are illustrated in **Exhibit 2-6** and **Exhibit 2-7**.

The weekday parking demands were highest during the midday time frame around 12:00 to 2:00 PM. The peak weekday parking demand for the south and north lots respectively were observed to be 48% (316) and 46% (582) of the available supply. During the weekend parking demands were highest during the mid-morning to midday time frames (10:00am to 2:00 PM). The peak weekend parking demand was observed to be 33% (South Lots) to 30% (North Lots) of the available supply.



Figure 2-5: North and South Lot Split

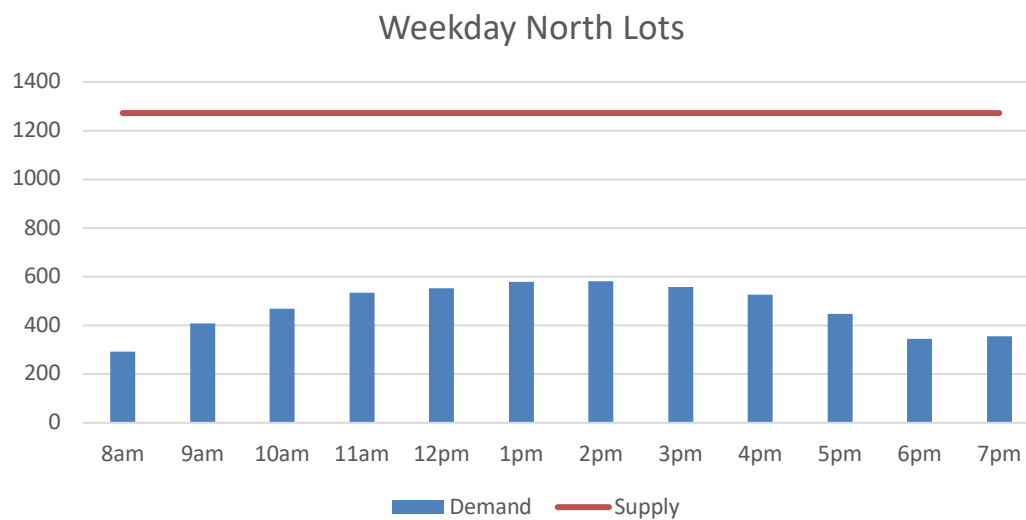


Figure 2-6: Peak Off-Street Parking Demand North Lots- Weekday

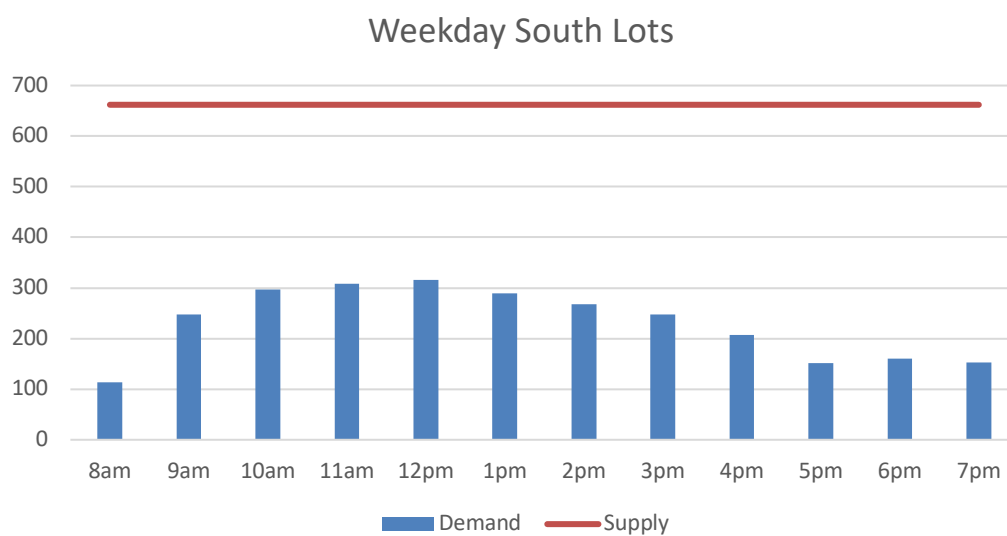


Figure 2-7: Peak Off-Street Parking Demand South Lots- Weekday

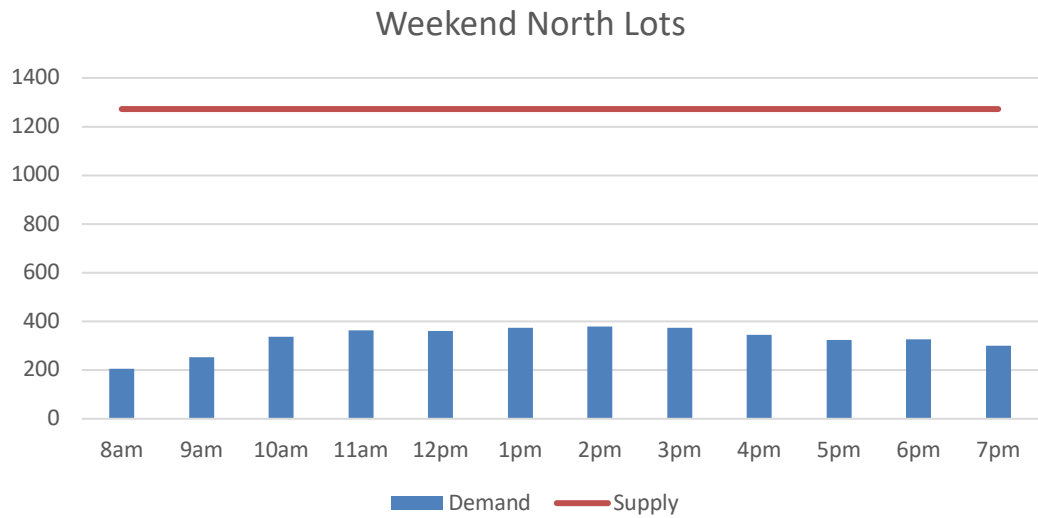


Figure 2-8: Peak Off-Street Parking Demand North Lots – Weekend

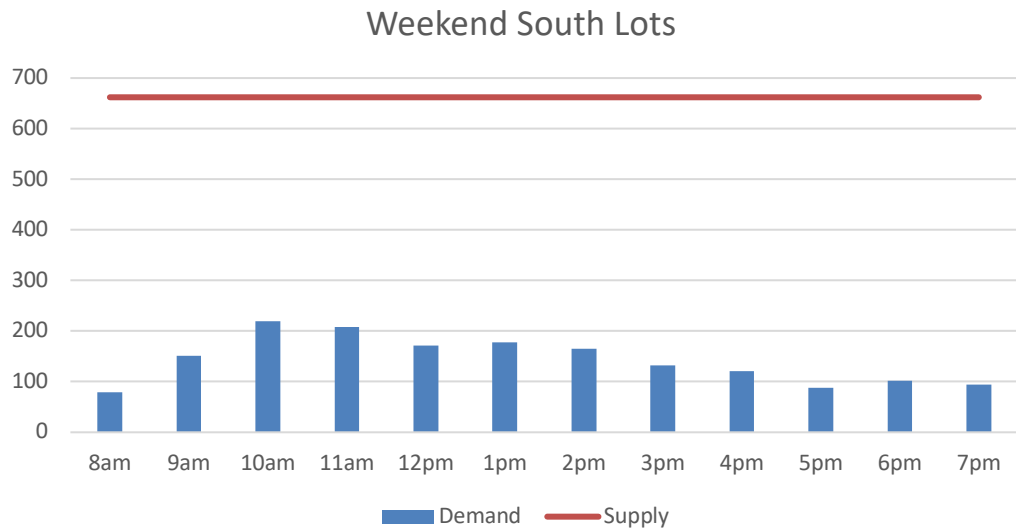


Figure 2-9: Peak Off-Street Parking Demand South Lots – Weekend



Exhibit 2.6
Typical Peak Off-Street Parking Demand by Location - Weekday



Exhibit 2.7
Typical Peak Off-Street Parking Demand by Location - Weekend



2.4.4 Existing Parking Conditions and Issues

Key findings of the analysis include the following:

- **No significant parking shortfall:** There is no current significant parking shortfall in the downtown area. Up to 524 (Weekday) to 566 (Weekend) on-street spaces and 1,065 (Weekday) to 1,378 (Weekend) off-street spaces are available during the peak parking periods.
- **There are high demand parking locations:** Although the current parking demands do not exceed the available parking supply, there are a few areas that are experiencing high use, for example:
 - Up to 60 parkers are exceeding the 2-hour parking restrictions on Elizabeth Street, Veterans Way, McRae Street, and North Railway Street.
 - Over parking is occurring at the Big Rock Inn and HubTown Brewery parking lots.
- **Parking is available within 2-block walking distance during the peak periods:** The length of the walk from a parked vehicle to the destination is influenced by the type of user, trip purpose, and stop duration. Generally, stop with shorter duration (less than 2 hours) should have convenient parking when compared to longer duration stops. The typical acceptable walking distance is 2 to 3 block for a shopping/entertainment trip. A review of the current parking behaviour confirmed there is adequate parking within the proximity of the high use areas.

Based on the current parking behaviour (i.e., peak parking demand, duration, and turnover), the current parking controls are sufficient.

3. ASSESSMENT OF ELECTRIC VEHICLES

While the increased usage of Electric Vehicles (EVs) will result in emission reductions, the EVs by themselves will not reduce parking demand. The increased usage of EVs will require, and are dependent on, the availability of charging stations. With this in mind, the Town of Okotoks acknowledges there is a need to make provisions for additional charging spaces within the Downtown area.

As identified by the Town, one of the objectives for this study was to assess the availability of EV charging spaces and explore future opportunities to install EV charging stations at public places within the downtown area. To estimate the number of charging spaces needed to support future growth, Bunt & Associates approach was to review the sales of the EVs, consider the ownership levels for the Town of Okotoks, and anticipate the charging behaviours within the downtown area.

3.1 Charging Stations

3.1.1 Rate of Electric Vehicle Sales

The sale of EVs continues to grow in Canada with pure Battery Electric Vehicles (BEV) sale rising from 56,000 in 2019 to 184,598 in 2023¹ which represents 10.8% of all vehicles newly registered in Canada in 2023². This market share is currently heavily dependent on federal and provincial incentives resulting in new vehicle market shares of up to 10% in British Columbia and 7% in Quebec. The market share in Alberta is below the national average due to lack of provincial incentives and comparative lack of charging infrastructure. In Alberta, EVs represent 0.26% of newly registered vehicles in 2023. In Okotoks, it is 0.25% if all BEVs and Hybrids are combined. It appears the rate of EV adoption in Okotoks is similar to that of Alberta as a whole.

Although the Federal Government wants all new vehicles sold in Canada to be Electric in 2035, Bloomberg (Financial Post.com) estimated it will likely be 70% of all new vehicles sold in Canada. Given the slow absorption of BEV in Alberta, it can be reasonably assumed that EVs could account for up to 5% of all registered vehicles in Okotoks (it is currently 0.38%) by 2035. Considering that the future growth in population for the Town of Okotoks is projected to be approximately 70,000 by 2076, the projected growth in population (by interpolation), could be up to 40,000 in 2035. With an estimated vehicle ownership of 1 per capita (higher than Canadian Average), it is expected that up to 40,000 vehicles would be on future Town of Okotoks' roads. This would translate to **2,000 EVs** ($40,000 \times 5\% = 2,000$) in the Town with 5% absorption rate by 2035.

¹ <https://globalnews.ca>, April 24, 2024

(<https://www.auto123.com/en/news/sales-electric-vehicles-canada-2023/71273/>)

² <https://emc-mec.ca/new/electric-vehicle-sales-in-canada-q3-2019/>

3.1.2 Number of Charging Stations

The current peak parking demand in downtown area is 1,204, which represents 3.9 percent ($1,204/30,641 = 3.9\%$) of current vehicles registered in the Town of Okotoks. If this proportion taken as 5% were applied to the estimated number of EVs at the 2035 planning horizon (i.e., 2,000 EVs), approximately **100 BEV** ($0.050 \times 2,000 = 100$) could be parking in the downtown area. Assuming up to 20% of these 100 BEVs would require charging (either full or top-up), the number of EV charging ports needed could be up to 20 by 2035 if each port is used by one vehicle per day. It is likely that each port would service up to 2 EVs per day, in which case, the total number of charging ports would be **10** ($20/2 = 10$).

It is also likely that higher adoption of electric vehicles is realized with up to 50% of total vehicles on Okotoks' roads being electric by 2035. In that case, then up to 20,000 vehicles (50% of 40,000) would be electric and up to 1,000 vehicles could be in Downtown area everyday (assuming 5% of registered vehicles show up downtown). Assuming up to 20% of these 1,000 BEVs would require charging (either full or top-up), the number of EV charging ports needed could be up to 200 by 2035 assuming each port is used by one vehicle per day. It is likely that each port would service up to 2 EVs per day, in which case, the total number of charging ports would increase to 100 ($200/2 = 100$).

We note 7 charging stations (existing + planned) with a total number of 15 charging ports will be available. Of these, only 4 charging stations with 9 ports (1 at OK Tire with 2 ports, 1 at Municipal Building with 1 port, 2 at ALC with 4 ports and 1 proposed for the Art Gallery with 2 ports) will be available for BEV parkers destined to the Downtown area. If the projected need is 10 charging ports (assuming a turnover rate 2 EVs per charging port), 1 extra charging ports ($10-9$) will be required in 2035. However, if the growth in BEV is substantially higher (i.e., up 50%), up to 91 ($100-9$) additional charging ports would be needed to support the potential growth.

If OK Tire's location with its 2 charging ports is excluded, then there would be a shortfall of 3 charging ports for a 5% electric vehicle adoption rate and 93 charging ports assuming 50% electric vehicle adoption rate.

3.1.3 Sensitivity Analysis

If in the long term, when the population of the town is 70,000, the number of registered vehicles would be approximately 70,000. If the number of electric vehicles on the road is 50% of expected registered vehicles, that is 35,000 vehicles, the number of BEV in downtown could be as high as 1,645 ($35,000 \times 0.05 = 1,750$). If up to 20% needs charging, 350 charging ports would be needed for single daily use or 175 if each port is used by 2 vehicles per day.

3.1.4 Long Term Considerations

In the long-term when all vehicles are electric, up to 3,500 vehicles ($70,000 \times 0.05 = 3,500$) could be in the downtown area. If 20% of the BEVs needs charging, the number of charging ports would be 700 for single daily use or 350 if each port is used 2 times a day.

3.1.5 Current Charging Station Supply

There is currently only 1 charging station within Downtown proper, which is located at the Municipal Building. The estimated existing electric vehicles within the 1,204 vehicles parking demand is 5 (116 EV reported in year 2024 \times 1,204 Downtown parking demand/30,641 current registered vehicles). If 20% of these 5 vehicles were to need charging at the same time, 1 to 2 charging ports (5×0.2) would be needed. Therefore, the existing 1 Level 2 Charging Port located at Muni Centre is considered adequate for the existing EV charging demand with Downtown.

It is noted that 2 Level 2 charging stations with combined 4 ports are located at ALC on Riverside Drive, south of the rail tracks. These, in addition to the one at the Municipal Building parking lot are adequate to meet the current downtown's EV charging needs.

3.2 Location of Charging Stations

The Town currently has 2 operational Level 2 Charging Stations with 5 combined ports. Ok Tire has 1 Charging Stations with 2 Charging Ports. There are additional 4 locations planned with a total of 8 Charging Ports. This would bring the total Town-owned number of Charging Stations to 6 (2 existing + 4 planned) with 13 Charging Ports. There will be additional 2 from OK Tire. These Charging Stations are strategically located to capture locations of high parking demand.

It is, however, suggested that all future Charging Stations be off-street, where most drivers would park in order to minimize walking distance. On-street charging station may be expensive to install, discourage turnover of curb parking spaces and reduce parking capacity. The town may also consider some level 3 charging stations to encourage turnover of space so as to serve more drivers. Residential parking lots should be EV-ready with at least Level 2 Charging.

4. ASSESSMENT OF FUTURE PARKING REQUIREMENTS

4.1 Future Land

The Town of Okotoks Downtown Area Redevelopment Plan (DARP) outlines the vision for growth within the Downtown area over the next 50 years. The DARP planning limits are as shown in **Exhibit 5-1**.

4.2 Land Use Scenarios

To determine the potential parking impacts associated with the growth within the DARP, three(3) land use projections were estimated. The three scenarios developed for this study are as follows:

- **Expected In-Fill** – This scenario represents growth in the short-term and is based on development proposals that have been approved and/or are currently in the approval process.
- **Mid-Range development** – This scenario represents growth in the long-term and assumes that approximately 50 percent of the maximum development potential is achieved.
- **Max-Range development** – This scenario represents maximum development potential within the DARP in the long-term.

The Town's assumptions regarding redevelopment/infill land area, site coverage, building height, and land use formed the basis to estimate development area. It is noted that this is an estimate, and future development location, size, and type will be determined by landowners and developers. It is also noted that there are no development timelines associated with the land use scenarios. When and how much development occurs within the downtown is highly dependent on the rate of development and the market conditions today and in the future.

The overall Expected In-Fill, Mid-Range, and Max-Range land use scenarios projected for assessment purposes are summarized in **Table 5-1**.

Table 5-1: Future Land Use Scenarios

LAND USE	IN-FILL	MID-RANGE	MAX-RANGE
Commercial	5,707 ft ²	1,024,963 ft ²	2,182,947 ft ²
Residential	131 dwelling units (du)	3,002 du	5,056 du

It is noted the Expected In-Fill land use scenario reflect know applications and/or developments currently under construction. Both the Mid and Max range development scenarios assumed majority (if not all) of the parcels of land situated within the Downtown area will be redeveloped.

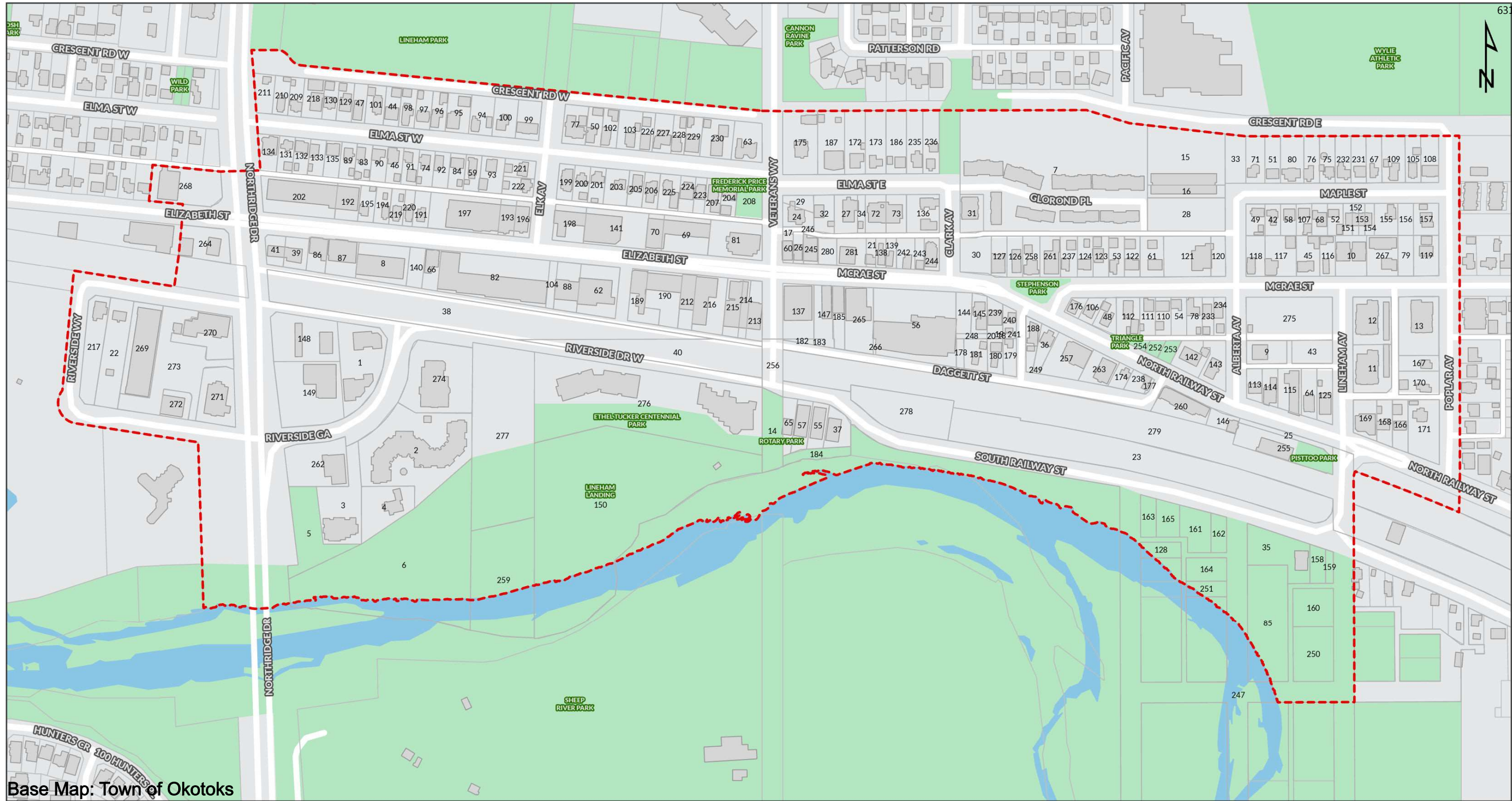


Exhibit 5.1
DARP Planning Areas



4.3 Bylaw Parking Requirements

Currently, there are no minimum By-Law Parking Requirements for the Town of Okotoks, and it's up to the developer to provide what is appropriate to support the land use.

It's also noted that the Town's By-Law does limit the area dedicated to at-grade parking for parcel redevelopment. Specifically, up to 50% of the site could be used for parking.

4.4 Parking Ratio

Although there are no minimum By-Law Parking Requirements, parking demand is expected. With this in mind, Bunt & Associates developed a parking ratio to determine the expected parking demand for the three land use scenarios. The parking ratio was based on the existing parking demands for the current land use mixture within the Downtown area. Considering the future mode choice and land use mixture is assumed to be similar in the long-term, the application of the parking ratio based on existing conditions was deemed to be appropriate at this stage.

The calculated parking ratio based on existing land use and parking demand is summarized **Table 5-2**.

Table 5-2: Parking Ratios

LAND USE	PEAK PARKING DEMAND	LAND USE AREA	PARKING RATIO
Commercial	1,443	1,271,831 ft ²	1.2 stall/1000 ft ² (rounded)
Residential			1.0 stalls/du plus 0.1 stalls/du for visitors

4.5 Parking Supply

A parking stall typically requires approximately 350 ft²/stall, which includes space need for the stall, driving aisle, and landscaping. This assumption was applied to the available (remaining³) land area to estimate the off-street parking supply for the land uses within the Downtown. The expected parking supply for the three planning horizons are summarized in **Table 5-3**, and breakdown by areas within the downtown area are illustrated in the following sub-sections. The detailed parking supply calculations are attached in **Appendix B**.

Table 5-3: Future Parking Supply

DEVELOPMENT SCENARIO	FUTURE PARKING SUPPLY		
	ON-STREET	OFF-STREET	TOTAL
Expected In-Fill	766	1,934	2,700
Mid-Range	1,216	4,086	5,302
Max-Range	1,216	2,752	3,968

4.6 Parking Demand

Future parking demands for the Expected In-Fill, Mid-Range, and Max-Range land use scenarios were estimated for all land uses within the DARP based on the anticipated future land use (See Section 5.2) and expected parking ratio (See Section 5.4). The anticipated parking demand for the 3 planning horizons are summarized in **Table 5-4**. The detailed parking demand analysis is attached in **Appendix B**.

Table 5-4: Future Parking Demand

DEVELOPMENT SCENARIO	FUTURE PARKING DEMAND (STALLS)		
	COMMERICAL	RESIDENTIAL	TOTAL
Expected In-Fill	12	144	156
Mid-Range	1,229	3,296	4,525
Max-Range	2,620	5,561	8,181

³ It is noted that the “remaining” land refers to the parcel being redevelopment only. Area available for Greenspace is NOT available for the development of at-grade parking.

4.7 Parking Supply & Demand Analysis

To determine if there is a potential parking surplus or deficit within the study area in the future, the parking demands and available on-street parking spaces were reviewed. The future parking supply versus demand for the Expected In-Fill, Mid-Range, and Max-Range development scenarios are summarized in **Table 5-5, Exhibit 5-2, Exhibit 5-3, and Exhibit 5-4.**

Table 5-5: Future Parking Demand vs Future Parking Supply

DEVELOPMENT SCENARIO	TOTAL PARKING DEMAND	TOTAL PARKING SUPPLY	NET DIFFERENCE
Expected In-Fill	1,373	2,700	Surplus of 1,327 spaces
Mid-Range	4,525	5,302	Surplus of 777 spaces
Max-Range	8,181	3,968	Deficiency of 4,213 spaces

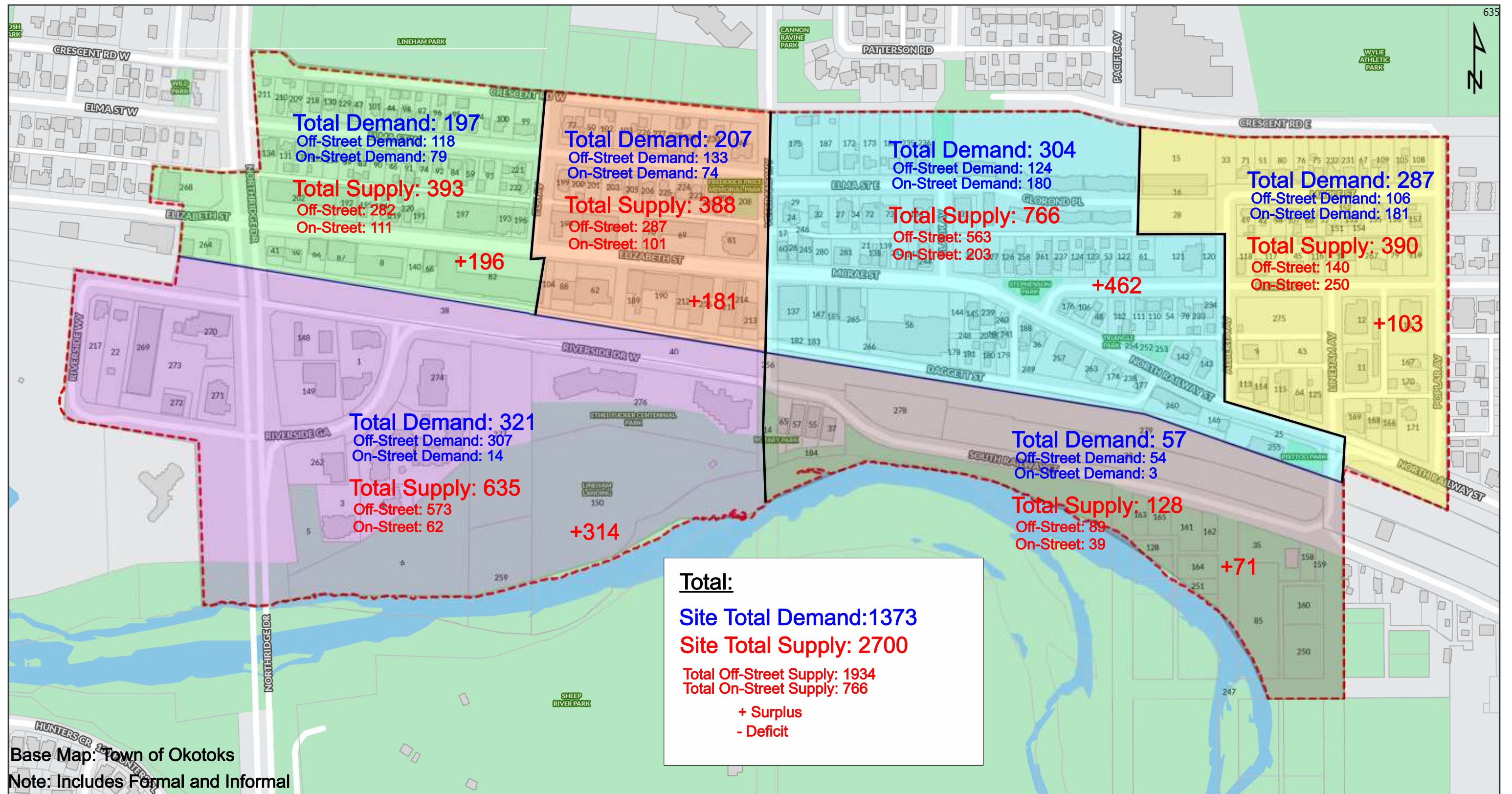


Exhibit 5.2
Expected In-Fill (Short-Term) - Parking Demand vs
Parking Supply

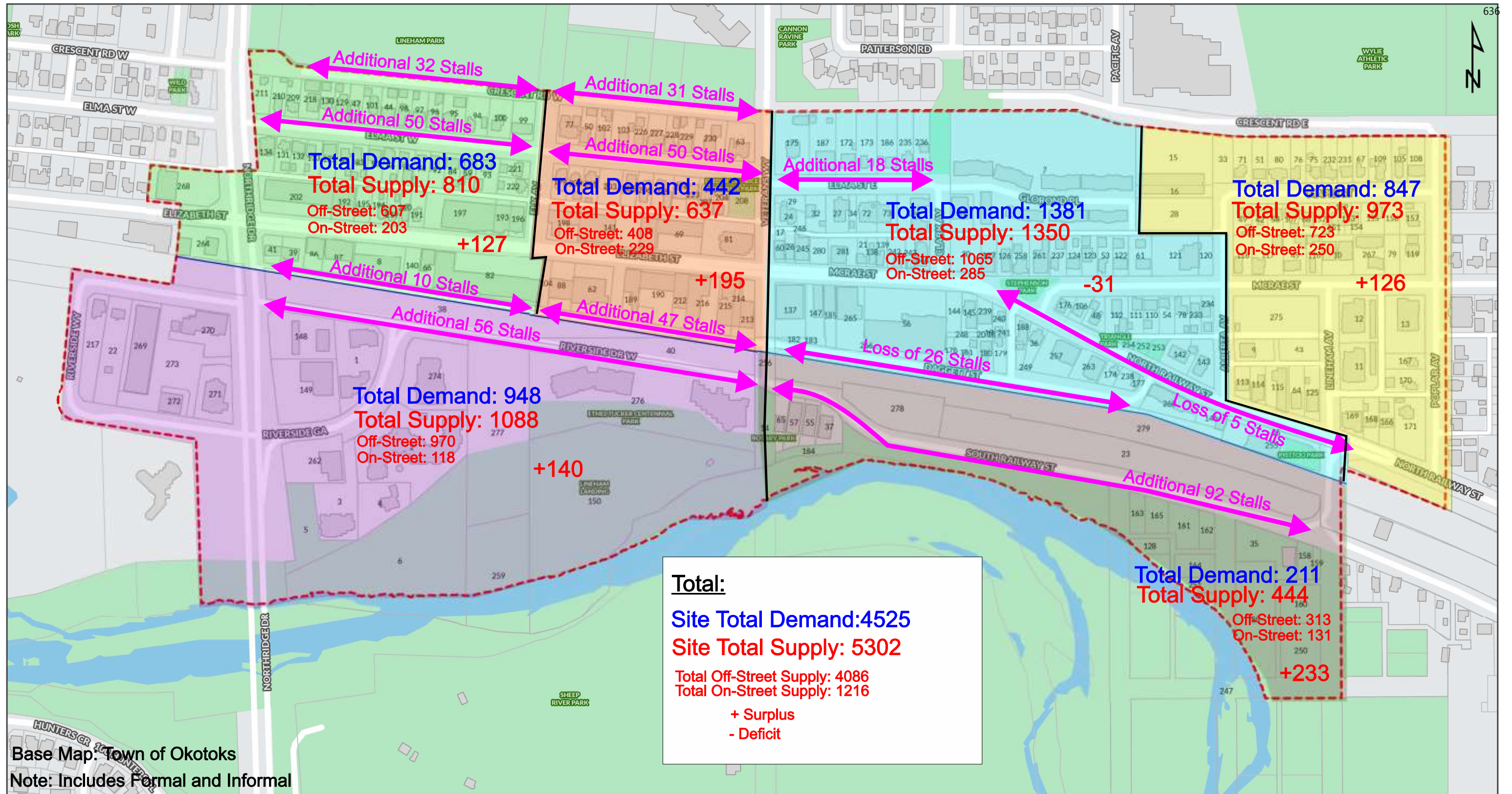


Exhibit 5.3
 Mid-Range (Long-Term) - Parking Demand vs
 Parking Supply

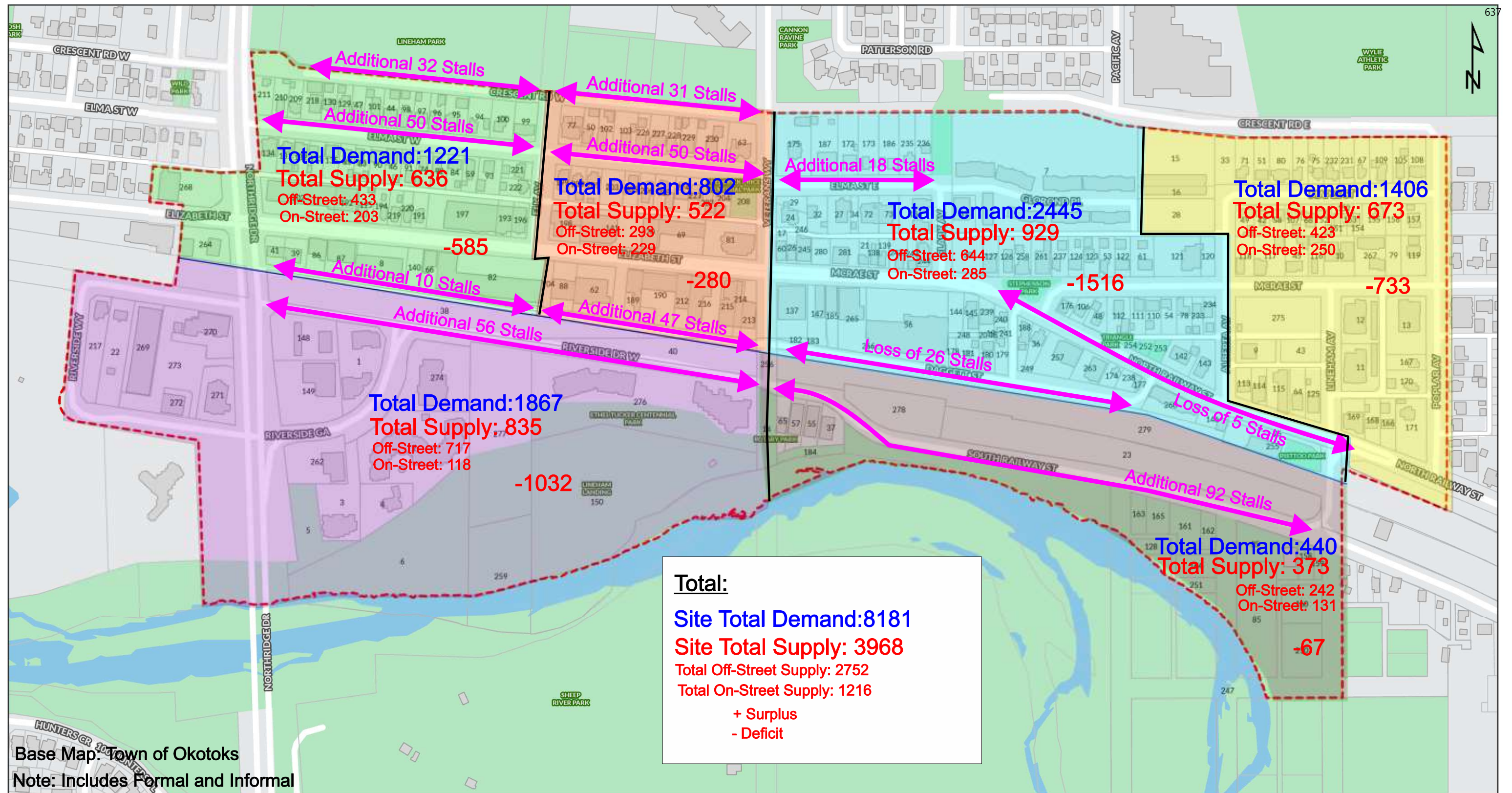


Exhibit 5.4
Max-Range (Long-Term) - Parking Demand vs Supply Demand

5. PARKING ISSUES

In terms of emerging parking related issues, several areas were determined to be in need of attention, either under existing conditions or into the future. The parking issues are separated by short term (existing conditions and expected in-fill development scenario) and long-term (mid-range and max-range development scenarios).

5.1 Short Term Parking Issues

- Overall, the available parking spaces were underutilized, both on-street and in off-street parking areas. The on-street parking supply appears to be the preferred parking locations for both customers and employees, which follows the typical parking hierarchies (i.e., on-street parking is the first choice). No additional spaces are required to support the existing conditions and/or the parking demand associated with the expected in-fill development scenario.
- Lack of parking time limit restrictions and enforcement result in a number of long-stay parkers occupying on-street short-stay spaces.
- There are some high demand parking areas; however, there is sufficient parking supply within a reasonable walking distance.

5.2 Long Term Parking Issues

5.2.1 Mid-Range Development Scenario

- At the mid-range development scenario, it's anticipated that the future parking supply will be sufficient to support the parking demands. That is, there is no significant parking shortfall for the mid-range development scenario. That said, there are number of locations/areas that will be operating at capacity, and some of these areas will be exceed on the off-street parking supply and impact the nearby on-street spaces.
- There is a lack of long-term employee parking, and employees will continue to park in highly desirable areas in front of establishments and/or on the street for long durations (i.e. greater than 4 hours), which impacts the increased demand for on-street short-stay spaces.
- With the at capacity parking conditions, there is a risk for parking impacts (i.e., parking spillover) to the adjacent residential communities.
- Increase demand for EV charging ports.

5.2.2 Max-Range Development Scenario

- At the max-range development scenario, the future parking supply will be reduced with the increased utilization of the parcel area for new building area. Under this development scenario, the parking demand will exceed the future parking supply. The projected parking shortfall will be in the order of 4,200 spaces.
- With that lack of public parking to manage the significant parking shortfall, the on-street parking spaces will be at capacity and will be in high demand for both long-stay and short-stay parkers.
- Adjacent residential streets will be impacted (i.e., parking spillover) due to the significant parking shortfall.
- Increase demand for EV charging ports.

6. PARKING MANAGEMENT

6.1 Parking Management Options

As summarized in Section 5, there is a need for some form of parking strategy; therefore, a series of parking management strategies were developed and assessed. These possible solutions are summarized in the following sub-sections. The short-term options generally reflect parking management considerations based on existing conditions and the expected in-fill development scenario, while the long-term options generally reflect parking management considerations for the mid-range/max-range land use scenarios.

6.1.1 Short-Term Options

No additional signage requirements

No additional signage or modifications to the existing parking controls are required to manage the current and short term parking demand.

Increase bylaw enforcement

Increasing the bylaw parking enforcement will promote higher turnover of spaces in demand areas and will discourage long-stay parkers from parking in areas whereby high turnover spaces are desirable.

6.1.2 Long-Term Options – Mid Range Development Scenario

Expand area of time restrictions

Parking regulations control who, when, and how long vehicles may park at a particular location. Regulations generally favour service vehicles, deliveries, customers, quick errands, and people with disabilities. Implementing a 2-hour limit from 9:00 AM to 6:00 PM Monday to Friday within the DARP would encourage turnover and provide convenient parking for customers.

Increase bylaw enforcement

Increasing the bylaw parking enforcement will promote higher turnover of spaces in demand areas and will discourage long-stay parkers from parking in areas whereby high turnover spaces are desirable.

Provide long-stay parking on-street

Some existing users currently park on-street for long durations within high demand areas; time restrictions will impact those users. Long-stay users should be encouraged to use less convenient parking spaces, leaving more convenient parking for short-stay users and people with disabilities. Consider providing long-stay parking along Daggett Street as these spaces are not immediately in front of businesses.

Introduce market pricing of on-street parking

This option would allow the Town to charge for on-street parking. On-street parking spaces are the most desirable spaces to park. This applies to customers and to staff since these stalls are the easiest to see and often closest to the businesses that are being visited. Instituting pay-to-park operations in high demand areas would encourage shorter parking and increase the capacity through turnover.

Manage parking spillover

The provision of paid parking has the potential to result in those seeking free parking to spill into the residential streets. As such, there may be a need to implement a residential parking permit program in the adjacent community and/or increase the level of enforcement to minimize the impacts on the adjacent streets.

Enhance transit service and improve active transportation network

Enhance transit service and an improved active transportation network is needed to reduce the number of trip (thus parking demand in/from the downtown area).

Expand electric vehicle charging ports

Ensure all future developments can accommodate future EV charging ports. Based on the projected growth in electric vehicles and the potential draw to the downtown, it is recommended that all charging ports are limited to off-street locations. That said, if the growth of EV vehicles changes (i.e., increase beyond the assumptions outlined in this study), additional charging ports will be required. With this in mind, the Town may want to make provisions for future on-street charging ports.

6.1.3 Long-Term Options – Max Range Development Scenario***Develop additional parking facilities***

Based on the parking needs assessments, there may be a need for additional public parking in the range of 4200 stalls within the core if densification occurs as per the max-range land use scenario. Additional public parking facilities should be considered in the core if parking demands exceed the available supply after other demand management tools have been fully implemented. The facilities should be shared parking spaces to serve multiple users and destinations. The additional parking could be provided through multiple smaller facilities throughout the core or a larger facility central to the plan area. The Town will need to purchase land to provide public parking or pursue partnerships with developers to provide public parking within new developments.

Increase bylaw enforcement

Increasing the bylaw parking enforcement will promote higher turnover of spaces in demand areas and will discourage long-stay parkers from parking in areas whereby high turnover spaces are desirable.

NO long-stay parking on-street

With this increased demand, remove all long stay on-street parking spaces. All on-street spaces should be dedicated for high turnover use.

Provide metered parking for all on-street parking spaces

Instituting pay-to-park operations in high demand areas would encourage shorter parking and increase the capacity through turnover.

Manage parking spillover

A residential parking permit program in the adjacent community will be required to minimize the impacts on the adjacent streets. Pricing of on-street parking in residential areas can also be used to control spillover impacts, this is, charging non-residents for parking on residential streets (resident exempt).

High frequency transit service and expand active transportation network

High frequency transit service will be required to off-set the impacted traffic/demand. As well, the active transportation network will require expansion to encourage a shift to more active modes.

Expand electric vehicle charging ports

Ensure all future developments can accommodate future EV charging ports. Based on the projected growth in electric vehicles and the potential draw to the downtown, it is recommended that all charging ports be located in off-street locations. If the growth of EV vehicles changes (i.e., increase beyond the assumptions outlined in this study), additional charging ports will be required. With this in mind, the Town may want to make provisions for future on-street charging ports.

Review bylaw parking requirements

With the significant shortfall, a review of the no minimum parking requirement may be required so as to ensure all the planning objectives are not negatively impacted.

6.2 2014 Parking Management Strategy

The possible parking management solutions were compared to the parking management strategies development in the 2014 Downtown Parking Study⁴ to determine whether-or-not the parking management strategies as outlined in the 2014 Downtown Parking Study were still valid and/or require modification to reflect the impacts associated with the future growth/local area projects.

This comparison is summarized in **Table 6.1**.

Table 6-1: Comparison to 2014 Strategies

2014 PARKING STRATEGIES	COMPARISON FINDINGS
<i>Short Term Parking Strategy</i>	
Optimize parking supplies that currently exist in lanes and on-site at existing developments	With the changes to the bylaw (i.e., no by-law parking requirement), this strategy is NO LONGER VALID.
Improve directional signage to existing parking facilities	With the need to provide additional parking in the long-term (specifically at the Max Range Development Scenario), wayfinding to these facilities will be required. This strategy is still VALID for the Long-term scenarios.
Encourage shared parking between property owners	With the changes to the bylaw (i.e., no bylaw parking requirement), this strategy is NO LONGER VALID.
Increase enforcement of current Bylaws	This strategy is still VALID.
<i>Long Term Parking Strategy</i>	
Identify future site for central pooled parking	In the long term (specifically at the Max Range Development Scenario), it's anticipated that there will be a significant parking short fall. This strategy is still VALID.
Implement TDM Measures and encourage alternative modes	To offset the changes to the bylaw, this strategy is still VALID.
Allow shared parking analysis in determining by-law parking requirement for mixed use sites	With the changes to the bylaw (i.e., no bylaw parking requirement), this strategy is NO LONGER VALID.
Introduce paid parking	With the expected increased demand for on-street parking and to promote the turnover of on-street parking spaces, this strategy is still VALID.
Replace the one-time Cash in Lieu fee with a benefit assessment Bylaw fee to collected monthly	With the changes to the bylaw (i.e., no bylaw parking requirement), this strategy is NO LONGER VALID.

The parking management strategies that are considered to be still valid to address the impacts associated with the future growth/local area projects are included in the recommended parking strategies in the following section.

⁴ Town of Okotoks Downtown Parking Study – Final Report, Bunt & Associates, January 28, 2014

7. RECOMMENDED PARKING STRATEGY

As a result of the assessment of the short term and long term parking impacts associated with the potential growth in the Downtown study area, Bunt & Associates identify a series of specific improvements that are suggested for implementation by the Town based on the short term and long term needs.

7.1 Short Term Parking Strategy

- No additional improvements to the existing parking controls are required.
- Increase bylaw enforcement.

7.2 Long Term Mid-Range Parking Strategy

- Implement a 2-hour limit from 9:00 AM to 6:00 PM Monday to Friday within the DARP.
- Increase bylaw enforcement.
- Provide long-stay parking on-street in areas that are not immediately in front of businesses.
- Introduce market pricing of on-street parking to encourage parking turnover in high demand areas.
- Consider implementing a residential parking permit program in the adjacent communities and/or increase the level of enforcement to minimize the impacts on the adjacent streets.
- Enhance transit service and improve active transportation network.
- Expand electric vehicle charging ports.

7.3 Long Term Max-Range Parking Strategy

- Implement a 2-hour limit from 9:00 AM to 6:00 PM Monday to Friday within the DARP.
- Increase bylaw enforcement.
- NO long-stay parking on-street.
- Provide metered parking for all on-street spaces.
- Develop additional parking facilities and implement a wayfinding strategy
- Implement a residential parking permit program to minimize the impacts on the adjacent streets.
- Enhance transit service to high frequency and expand the active transportation network.
- Expand electric vehicle charging ports.
- Review bylaw parking requirements.

APPENDIX A

Existing Parking Condition Summary

Off-Street Parking Count Summary

Project Number: 02-24-0046
 Count Date: 4/11/2024 Thursday North Lots
 Count Times: 8:00 to 19:00
 Count Interval: 60 minutes



Lot	Parking Supply	Time of Day													Max Demand	Max %	Peak Hr. %
		8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00				
1 - RBC	32	0	6	12	7	15	20	27	25	20	17	4	3	27	84%	84%	
2 - Car Wash														0	#DIV/0!	#DIV/0!	
3 - Fas Gas	10	0	0	3	0	2	1	0	1	3	2	1	2	3	30%	0%	
4 - Petro/711	7	2	2	1	3	3	3	0	2	0	3	1	5	5	71%	0%	
5 - Remax (BACK)	9	0	4	6	7	7	1	4	3	3	4	0	0	7	78%	44%	
6 - Big Rock (BACK)	9	1	4	2	3	4	3	2	2	6	7	8	8	8	89%	22%	
7 - MCG Careers (FRONT)	9	0	8	4	3	3	4	5	4	6	3	8	1	8	89%	56%	
8 - MCG Careers (BACK)	11	3	6	6	5	4	5	6	7	7	4	1	1	7	64%	55%	
9 - Cell Phone repair (FRONT)	6	0	0	1	2	4	2	2	2	2	2	1	0	4	67%	33%	
10 - Town Square (BACK)	49	6	16	25	32	39	37	38	39	41	39	42	43	43	88%	78%	
11 - Town Square (BACK)	27	5	10	12	15	16	19	21	20	16	13	5	5	21	78%	78%	
12 - Hub Town (BACK)	7	2	2	3	3	3	3	3	3	7	7	6	6	7	100%	43%	
13 - Dance Center (Side FRONT)	41	0	2	3	4	4	5	9	9	15	20	13	16	20	49%	22%	
14 - Centre 21 (BACK)	38	6	14	16	23	25	21	23	24	17	14	7	7	25	66%	61%	
15 Everglow (BACK)	12	0	3	5	4	4	5	7	6	9	6	2	0	9	75%	58%	
16 - Cactus club	33	4	5	7	13	14	15	18	17	17	12	10	14	18	55%	55%	
17 - Provincial building (BACK)	11	1	4	7	5	4	8	9	8	5	4	3	5	9	82%	82%	
18 - Summit West	21	16	18	11	18	15	16	17	12	3	1	1	1	18	86%	81%	
19 - Private lot (BACK)	18	7	4	11	14	9	10	10	13	12	3	2	3	14	78%	56%	
20 - 15 Mcrae Centre (BACK)	20	2	6	8	12	14	12	11	13	10	13	6	4	14	70%	55%	
21 - Stony Crossing Center (BACK)	15	4	5	4	5	6	4	3	4	2	1	1	1	6	40%	20%	
22 - Stony Crossing Center (FRONT)	67	14	19	36	25	35	42	43	24	28	17	10	13	43	64%	64%	
23 - Big Rock Animal (SIDE)	8	2	3	3	5	0	3	3	1	1	2	0	0	5	63%	38%	
24 - The Hair Studio (SIDE)	22	3	6	5	11	8	5	8	6	2	0	0	5	11	50%	36%	
25 - Raymond James	8	2	3	2	2	3	5	3	2	4	8	3	3	8	100%	38%	
26 - Okotoks Museum	13	0	6	4	6	5	3	3	4	3	0	0	0	6	46%	23%	
27 - Okotoks Art Gallery	18	0	3	5	6	6	3	4	7	3	2	0	5	7	39%	22%	
28 - Dagget Street Gravel Lot	101	41	46	44	51	48	49	45	49	42	23	12	7	51	50%	45%	
29 - Okotoks Family Dental (LANE)	8	3	2	2	0	2	2	2	2	0	1	0	0	3	38%	25%	
30 - Strip Mall (FRONT)	31	6	17	11	15	16	11	12	11	16	17	6	9	17	55%	39%	
31 - Canine Rehab (LANE)	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
32 - British Chippy (LANE)	3	1	1	1	1	1	1	1	1	1	1	1	1	1	33%	33%	
33 - X and Oh's (LANE)	3	0	0	1	1	1	1	1	1	1	1	1	1	1	33%	33%	
34 - Private Stalls (LANE)	3	0	0	1	1	1	2	2	2	1	1	0	0	2	67%	67%	
35 - True North Accounting (LANE)	5	4	4	5	5	4	6	6	6	6	1	1	0	6	120%	120%	
36 - Pet Hospital (SIDE)	23	2	10	12	13	13	10	17	10	11	4	1	0	17	74%	74%	
37 - Pet Hospital (LANE)	24	3	7	9	9	9	9	10	11	8	9	5	3	11	46%	42%	
38 - Esso (FRONT)	5	2	0	1	0	3	1	1	0	2	0	2	1	3	60%	20%	
39 - Esso (BACK)	8	1	1	1	3	4	4	2	3	4	4	3	4	4	50%	25%	
40 - Elma House (LANE)	5	0	4	4	3	3	3	3	3	2	3	2	1	4	80%	60%	
41 - Okotoks Professional (LANE)	15	6	9	9	12	12	11	11	12	9	8	6	4	12	80%	73%	
42 - Okotoks Professional (SIDE)	24	15	15	16	14	14	19	17	18	14	6	3	4	19	79%	71%	
43 - New Roots (LANE)	4	0	2	2	2	2	2	2	2	0	0	0	0	2	50%	50%	
44 - Lineham House (LANE)	5	0	0	0	0	0	0	0	0	0	1	1	0	1	20%	0%	
45 - Active Balance (LANE)	5	1	2	2	2	3	2	3	2	2	2	2	1	3	60%	60%	
46 - Cannabis + Radio (LANE)	7	0	1	1	2	2	2	2	2	2	1	1	1	2	29%	29%	
47 - Child Care + Cannabis + Radio (FRONT)	21	6	7	10	11	11	13	8	8	5	5	10	11	13	62%	38%	
48 - Royal Duke	27	0	2	1	7	19	17	6	6	12	14	21	24	24	89%	22%	
49 - BPM (LANE)	4	0	2	2	3	3	3	2	3	2	1	0	0	3	75%	50%	
50 - Loops Kids (LANE)	3	0	0	0	0	0	1	1	1	1	1	0	0	1	33%	33%	
51 - Genesis Church (LANE)	3	0	0	0	0	0	3	3	3	0	0	0	0	3	100%	100%	
52 - 4 Hour Public Lot	14	0	0	0	2	0	2	2	3	1	1	0	0	3	21%	14%	
53 - Community Future (LANE)	10	1	5	5	7	0	8	6	7	4	3	1	1	8	80%	60%	
54 - Sheep River House (LANE) Residential	12	10	9	8	7	7	5	5	6	9	9	9	9	10	83%	42%	
55 - Antiques (LANE)	3	0	0	0	0	0	0	0	0	0	1	1	1	1	33%	0%	
56 - No Signs - Private Lots (LANE)	13	0	0	0	0	0	8	5	6	6	3	1	1	8	62%	38%	
57 - Monkey Toys (LANE)	2	0	0	0	0	0	0	0	1	0	0	0	0	1	50%	0%	
58 - White House (BACK)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
59 - Helping Hands	8	0	2	1	1	0	1	4	5	3	2	0	0	5	63%	50%	
60 - Blue Willow Hair (BACK)	7	1	1	5	5	5	4	3	3	5	5	6	3	6	86%	43%	
61 - 1 Clark Ave	15	7	7	7	7	7	7	6	5	3	3	3	3	7	47%	40%	
62 - Parallel Parked on grass	5	1	1	1	2	2	3	3	3	3	3	3	3	3	60%	60%	
63 - Cotton Wood Dental (LANE)	5	0	0	0	3	3	2	2	2	1	0	0	0	3	60%	40%	
64 - Heartland Cafe (LANE)	5	0	0	0	0	0	4	5	2	3	3	3	3	5	100%	100%	
65 - Boutique (LANE)	5	1	1	1	1	1	1	1	1	1	1	0	0	1	20%	20%	
66 - McRae Crossing (LANE)	5	1	1	1	1	1	0	1	1	1	1	0	0	1	20%	20%	
67 - Glorond Place (Residential)	50	20	20	20	20	20	20	21	25	25	28	28	28	28	56%	42%	
68 - Wedgewood Greens (residential)	70	31	22	22	23	23	28	24	23	27	27	28	28	31	44%	34%	
69 - Okotoks Courthouse	19	2	9	9	9	6	1	2	2	4	3	3	4	9	47%	11%	
70 - Home Ground Caffe (Staff)	4	0	1	1	2	2	2	2	1	1	0	0	0	2	50%	50%	
71 - Residential Lot (LANE + SIDE)	11	2	2	3	3	2	1	1	1	1	0	0	0	3	27%	9%	
72 - Diesel Punk vape shop (LANE)	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
73 - RFG restaurant (LANE)	6	2	2	2	2	2	6	6	3	1	0	0	0	6	100%	100%	
74 - Residential Lot (LANE)	6	1	2	3	3	3	2	2	3	3	3	3	3	3	50%	33%	
75 - Rumbled Quilt Skins (SIDE + LANE)	6	2	2	2	6	6	5	2	1	1	1	1	1	6	100%	33%	
76 - Onyx Denture Clinic (LANE)	9	0	0	0	0	0	2	2	2	2	0	0	0	2	22%	22%	
77 - Accounting Assurance (LANE)	6	4	4	5	5	6	6	5	4	4	2	2	2	6	100%	83%	
78 - McMan (BACK)	6	0	0	2	3	3	3	3	0	0	0	0	0	3	50%	50%	
79 - Poplar Green (Residential)	77	31	30	29	28	28	27	29	29	30	32	32	32	32	42%	38%	
80 - Residential Lot	9	4	4	4	4	2	2	2	3	3	3	4	4	4	44%	22%	
81 - Residential Lot	8	1	1	1	1	1	1	2	3	3	5	5	6	6	75%	25%	
TOTAL	1272	293	407	469	533	553	578	582	559	526	447	346	355				
UTILIZATION	-	23%	32%	37%	42%	43%	45%	46%	44%	41%	35%	27%	28%				

Off-Street Parking Count Summary

Project Number: 02-24-0046
 Count Date: 4/11/2024 Thursday South Lots
 Count Times: 8:00 to 19:00
 Count Interval: 60 minutes



Lot	Parking Supply	Time of Day												Max Demand	Max	%	Peak Hr. %
		8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00				
A - West Hwy2A Retail	133	14	42	56	57	64	59	43	49	43	46	59	58	64	48%	48%	
B - St Peters church	70	1	7	7	6	8	8	7	8	12	0	0	2	12	17%	11%	
C - Shell	10	1	1	2	2	5	2	2	1	2	1	2	1	5	50%	50%	
D - Econo Lodge	44	15	14	16	17	24	14	15	16	15	10	9	5	24	55%	55%	
E - Dennys	44	9	22	34	29	28	21	17	16	10	14	19	12	34	77%	64%	
F - Okotoks Dental	38	13	15	21	20	22	21	18	14	8	1	0	0	22	58%	58%	
G - Plaka Greek Taverna	31	2	14	14	12	17	15	13	14	8	15	16	13	17	55%	55%	
H - United Church + Heartland	47	8	23	22	25	21	25	27	20	19	18	6	11	27	57%	45%	
I - United Church (BACK)	41	0	1	2	2	1	2	1	0	0	0	5	13	13	32%	2%	
J - Library Lot	115	27	61	75	89	78	79	78	66	51	25	36	34	89	77%	68%	
K - Rim 2 Rim Tire	20	3	15	14	12	17	13	15	14	14	9	3	2	17	85%	85%	
L - Gravel Lot (refer map)	60	21	32	34	37	31	30	32	30	25	13	5	2	37	62%	52%	
M - Games office	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
N - Gravel Lot (refer map)	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
														0	#DIV/0!	#DIV/0!	
														0	#DIV/0!	#DIV/0!	
TOTAL	662	114	247	297	308	316	289	268	248	207	152	160	153				
UTILIZATION	-	17%	37%	45%	47%	48%	44%	40%	37%	31%	23%	24%	23%				

Off-Street Parking Count Summary

Project Number: 02-24-0046
 Count Date: 4/13/2024 Saturday North Lots
 Count Times: 8AM-8PM 8:00 to 19:00
 Count Interval: 60 minutes



Lot	Parking Supply	Time of Day													Max Demand	Max %	Peak Hr. %
		8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00				
1 - RBC	32	4	5	6	11	6	10	9	7	5	0	0	0	10	31%	28%	
2 - Car Wash														0	#DIV/0!	#DIV/0!	
3 - Fas Gas	10	1	2	1	1	2	1	0	1	0	1	0	0	2	20%	0%	
4 - Petro/711	7	1	2	3	3	0	1	2	2	0	2	1	1	3	43%	29%	
5 - Remax (BACK)	9	0	1	0	0	0	0	0	0	0	0	0	0	1	11%	0%	
6 - Big Rock (BACK)	9	1	2	2	3	3	3	3	3	8	9	12	12	12	133%	33%	
7 - MCG Careers (FRONT)	9	0	0	0	0	1	1	1	1	0	6	6	2	6	67%	11%	
8 - MCG Careers (BACK)	11	1	1	1	1	1	1	1	1	1	1	1	1	1	9%	9%	
9 - Cell Phone repair (BACK)	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
10 - Town Square (FRONT)	49	16	24	30	34	33	32	39	41	37	34	28	21	41	84%	80%	
11 - Town Square (BACK)	27	1	4	11	14	16	13	14	15	14	14	8	6	16	59%	52%	
12 - Hub Town (BACK)	7	0	0	2	3	3	3	3	3	6	6	5	6	6	86%	43%	
13 - Dance Center (Side FRONT)	41	1	1	11	9	10	11	12	17	17	20	19	14	20	49%	29%	
14 - Centre 21 (BACK)	38	4	5	6	9	9	10	11	13	11	6	3	2	13	34%	29%	
15 Everglow (BACK)	12	0	4	8	7	6	5	5	4	2	2	2	1	8	67%	42%	
16 - Cactus club	33	4	7	15	16	15	13	13	12	6	2	2	2	16	48%	39%	
17 - Provincial building (BACK)	11	1	2	3	3	4	3	3	3	3	3	1	1	4	36%	27%	
18 - Summit West	21	1	2	2	2	2	2	2	1	4	1	1	1	4	19%	10%	
19 - Private lot (BACK)	18	1	3	2	5	3	2	2	2	2	5	2	2	5	28%	11%	
20 - 15 Mcrae Centre (BACK)	20	0	2	7	8	4	7	4	2	1	1	0	0	8	40%	20%	
21 - Stony Crossing Center (BACK)	15	0	2	2	7	2	1	2	2	1	1	1	1	7	47%	13%	
22 - Stony Crossing Center (FRONT)	67	2	6	17	27	27	23	25	19	10	12	16	10	27	40%	37%	
23 - Big Rock Animal (SIDE)	8	0	0	0	0	0	0	0	0	0	0	0	2	2	25%	0%	
24 - The Hair Studio (SIDE)	22	5	5	7	7	7	8	8	8	8	6	4	0	8	36%	36%	
25 - Raymond James	8	3	2	4	4	3	4	3	1	3	2	2	5	5	63%	38%	
26 - Okotoks Museum	13	0	0	2	1	1	3	3	2	3	0	0	0	3	23%	23%	
27 - Okotoks Art Gallery	18	0	0	0	3	2	2	4	2	2	0	0	0	4	22%	22%	
28 - Dagget Street Gravel Lot	101	1	5	5	5	5	4	2	1	2	1	2	3	5	5%	2%	
29 - Okotoks Family Dental (LANE)	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
30 - Strip Mall (FRONT)	31	2	3	11	10	9	11	13	8	9	7	8	7	13	42%	42%	
31 - Canine Rehab (LANE)	3	0	0	0	0	0	0	1	1	0	0	0	0	1	33%	33%	
32 - British Chippy (LANE)	3	0	0	1	1	1	1	2	2	2	2	2	2	2	67%	67%	
33 - X and Oh's (LANE)	3	0	0	0	0	0	1	1	1	1	1	0	0	1	33%	33%	
34 - Private Stalls (LANE)	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
35 - True North Accounting (LANE)	5	0	0	1	1	1	1	1	1	0	0	0	0	1	20%	20%	
36 - Pet Hospital (SIDE)	23	1	3	4	3	3	3	3	3	2	1	1	1	4	17%	13%	
37 - Pet Hospital (LANE)	24	1	2	2	2	2	2	4	4	4	2	3	2	4	17%	17%	
38 - Esso (FRONT)	5	0	0	1	0	2	1	1	0	0	1	1	0	2	40%	20%	
39 - Esso (BACK)	8	0	0	0	1	2	2	2	1	3	3	4	4	4	50%	25%	
40 - Elma House (LANE)	5	1	4	3	2	3	2	0	1	1	1	1	1	4	80%	0%	
41 - Okotoks Professional (LANE)	15	0	2	2	2	2	3	2	2	1	1	1	1	3	20%	13%	
42 - Okotoks Professional (SIDE)	24	0	1	1	1	1	3	1	2	3	3	7	6	7	29%	4%	
43 - New Roots (LANE)	4	0	1	1	2	3	3	3	1	1	0	0	0	3	75%	75%	
44 - Lineham House (LANE)	5	0	0	1	1	0	0	0	0	0	0	0	0	1	20%	0%	
45 - Active Balance (LANE)	5	0	0	1	0	0	0	0	0	1	1	0	0	1	20%	0%	
46 - Cannabis + Radio (LANE)	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
47 - Child Care + Cannabis + Radio (FRONT)	21	1	1	3	2	4	4	3	3	3	3	12	13	13	62%	14%	
48 - Royal Duke	27	3	3	5	7	9	13	10	15	12	17	22	13	22	81%	37%	
49 - BPM (LANE)	3	0	0	0	0	0	1	1	1	1	1	0	0	1	25%	25%	
50 - Loops Kids (LANE)	3	0	0	1	2	1	1	1	1	1	0	0	0	2	67%	33%	
51 - Genesis Church (LANE)	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
52 - 4 Hour Public Lot	14	0	0	2	3	4	4	5	4	3	1	0	0	5	36%	36%	
53 - Community Future (LANE)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
54 - Sheep River House (LANE) Residential	12	11	11	9	8	9	9	10	7	7	8	9	9	11	92%	83%	
55 - Antiques (LANE)	3	0	0	0	0	2	1	1	2	2	0	0	0	2	67%	33%	
56 - No Signs - Private Lots (LANE)	13	0	1	4	3	3	3	5	3	2	1	1	1	5	38%	38%	
57 - Monkey Toys (LANE)	2	0	0	1	1	1	1	2	1	1	1	0	0	2	100%	100%	
58 - White House (BACK)	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
59 - Helping Hands	8	0	1	2	1	0	1	0	0	0	0	0	0	2	25%	0%	
60 - Blue Willow Hair (BACK)	7	2	2	2	3	3	4	3	2	1	1	1	1	4	57%	43%	
61 - 1 Clark Ave	15	7	8	8	9	9	9	9	8	7	6	6	8	9	60%	60%	
62 - Parallel Parked on grass	5	2	3	3	3	3	3	3	3	3	3	2	2	3	60%	60%	
63 - Cotton Wood Dental (LANE)	5	0	0	1	2	4	4	4	4	4	4	4	4	4	80%	80%	
64 - Heartland Cafe (LANE)	5	0	0	1	1	1	3	3	2	1	0	1	5	5	100%	60%	
65 - Boutique (LANE)	5	1	0	0	1	2	1	1	2	1	0	0	0	2	40%	20%	
66 - McRae Crossing (LANE)	5	1	1	0	0	0	0	0	0	1	1	1	1	1	20%	0%	
67 - Glorond Place (Residential)	50	31	28	30	30	29	23	23	32	32	35	37	35	37	74%	46%	
68 - Wedgewood Greens (residential)	70	31	28	28	25	23	27	25	28	30	29	35	32	35	50%	36%	
69 - Okotoks Courthouse	19	3	3	3	2	2	5	6	7	7	5	4	4	7	37%	32%	
70 - Home Ground Caffie (Staff)	4	0	1	2	2	2	3	3	1	1	0	0	0	3	75%	75%	
71 - Residential Lot (LANE + SIDE)	11	2	2	3	3	2	2	2	2	2	2	1	1	3	27%	18%	
72 - Diesel Punk vape shop (LANE)	5	0	0	0	0	1	0	0	0	0	0	0	0	1	20%	0%	
73 - RFG restaurant (LANE)	6	2	2	1	1	1	1	3	2	3	3	2	2	3	50%	50%	
74 - Residential Lot (LANE)	6	4	4	3	3	3	3	2	3	1	1	3	4	4	67%	33%	
75 - Rumbled Quilt Skins (SIDE + LANE)	6	2	2	2	2	4	7	5	6	2	2	0	1	7	117%	83%	
76 - Onyx Denture Clinic (LANE)	9	0	0	0	0	1	1	2	2	1	1	0	0	2	22%	22%	
77 - Accounting Assurance (LANE)	6	2	2	4	4	5	5	5	5	5	4	2	1	5	83%	83%	
78 - McMan (BACK)	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
79 - Poplar Green (Residential)	77	34	33	30	28	29	27	26	26	27	27	29	35	35	45%	34%	
80 - Residential Lot	9	7	7	7	5	6	7	6	6	5	6	5	5	7	78%	67%	
81 - Residential Lot	8	7	7	6	4	4	6	6	5	5	5	5	5	7	88%	75%	
TOTAL	1272	206	252	337	363	361	375	380	373	345	324	326	299				
UTILIZATION	-	16%	20%	26%	29%	28%	29%	30%	29%	27%	25%	26%	24%				

Off-Street Parking Count Summary

Project Number: 02-24-0046
 Count Date: 4/13/2024 Saturday South Lots
 Count Times: 8:00 to 19:00
 Count Interval: 60 minutes



Lot	Parking Supply	Time of Day													Max Demand	Max	%	Peak Hr. %
		8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00					
A - West Hwy2A Retail	133	15	35	57	50	39	37	35	32	29	23	32	21	57	43%	43%		
B - St Peters church	70	0	3	13	8	0	0	0	0	0	0	0	0	13	19%	19%		
C - Shell	10	2	2	3	3	2	2	2	2	2	3	3	2	3	30%	30%		
D - Econo Lodge	44	16	16	17	14	14	17	15	15	15	15	20	20	20	45%	39%		
E - Dennys	44	28	35	39	44	40	39	30	22	19	12	18	21	44	100%	89%		
F - Okotoks Dental	38	0	15	16	16	16	16	18	13	4	3	2	2	18	47%	42%		
G - Plaka Greek Taverna	31	2	16	18	18	13	9	9	8	12	10	10	9	18	58%	58%		
H - United Church + Heartland	47	12	15	16	14	17	16	13	12	9	8	8	10	17	36%	34%		
I - United Church (BACK)	41	0	3	4	4	4	4	4	1	0	0	0	0	4	10%	10%		
J - Library Lot	115	1	3	24	26	20	23	26	22	26	8	2	1	26	23%	21%		
K - Rim 2 Rim Tire	20	2	5	9	7	6	9	6	4	3	4	6	7	9	45%	45%		
L - Gravel Lot (refer map)	60	0	0	0	1	1	6	7	1	2	2	1	1	7	12%	0%		
M - Games office	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%		
N - Gravel Lot (refer map)	5	1	3	3	3	0	0	0	0	0	0	0	0	3	60%	60%		
														0	#DIV/0!	#DIV/0!		
														0	#DIV/0!	#DIV/0!		
TOTAL	662	79	151	219	208	172	178	165	132	121	88	102	94					
UTILIZATION	-	12%	23%	33%	31%	26%	27%	25%	20%	18%	13%	15%	14%					

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 20 & East: 23 Description: Alberta Avenue Date: 11/04/24			File Number: 02-24-0046 Stalls: 43 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	8	67%	4	7:00-8:00			0-1	28	78%
2	8	67%	4	8:00-9:00	1	2%	1-2		
3	8	67%	4	9:00-10:00	11	26%	2-3	1	3%
4	2	17%	2	10:00-11:00	1	2%	3-4	1	3%
5	1	8%	1	11:00-12:00	7	16%	4-5	5	14%
6	7	58%	1	12:00-13:00	1	2%	5-6		
7	1	8%	1	13:00-14:00	11	26%	6-7		
8	2	17%	2	14:00-15:00	2	5%	7-8	1	3%
9				15:00-16:00	8	19%	8-9		
10	7	58%	4	16:00-17:00	8	19%	9-10		
11				17:00-18:00	9	21%	10-11		
12	4	33%	4	18:00-19:00	8	19%	11-12		
13				19:00-20:00	8	19%			
14	1	8%	1	20:00-21:00					
15									
16	8	67%	4						
17									
18	1	8%	1						
19	5	42%	1						
20	4	33%	2						
21									
22	8	67%	1						
23									
24									
25									
26									
27				TOTAL	75		TOTAL	36	100%
28				AVERAGE OCCUPANCY	6.3				
29				<p style="text-align: center;"><u>SUMMARY</u></p> <p>Average Turnover 0.9 per day</p> <p>Average Accumulation 6.3 vehicles/period</p> <p>Average % Accumulation 14.5%</p> <p>Average Accumulation (Peak 3 Hours) 8.3 vehicles/period</p> <p>Average % Accumulation (Peak 3 Hours) 19.4%</p> <p>Peak 3 Hour Period 15:00-18:00</p> <p>Average Duration 1.4 hours/veh</p> <p>Parking Activity Index 0.1</p>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	75		37						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West:10 & East: 10 Description: Clark Avenue Date: 11/04/24			File Number: 02-24-0046 Stalls: 20 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN- OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	8	67%	4	7:00-8:00			0-1	24	62%
2	6	50%	4	8:00-9:00			1-2	4	10%
3	2	17%	2	9:00-10:00	4	20%	2-3	8	21%
4	2	17%	1	10:00-11:00			3-4	2	5%
5	4	33%	1	11:00-12:00	6	30%	4-5	1	3%
6	3	25%	2	12:00-13:00			5-6		
7	2	17%	2	13:00-14:00	12	60%	6-7		
8				14:00-15:00			7-8		
9	5	42%	3	15:00-16:00	6	30%	8-9		
10	6	50%	4	16:00-17:00	8	40%	9-10		
11				17:00-18:00	12	60%	10-11		
12	3	25%	3	18:00-19:00	11	55%	11-12		
13	3	25%	2	19:00-20:00	10	50%			
14	4	33%	2	20:00-21:00					
15	4	33%	2						
16	2	17%	1						
17									
18	3	25%	1						
19	4	33%	1						
20	4	33%	2						
21	4	33%	2						
22									
23									
24									
25									
26									
27				TOTAL	69		TOTAL	39	100%
28				AVERAGE OCCUPANCY		5.8			
29				<div><div>SUMMARY</div><div><div>Average Turnover</div><div>2.0</div><div>per day</div></div><div><div>Average Accumulation</div><div>5.8</div><div>vehicles/period</div></div><div><div>Average % Accumulation</div><div>28.8%</div><div></div></div><div><div>Average Accumulation (Peak 3 Hours)</div><div>11.0</div><div>vehicles/period</div></div><div><div>Average % Accumulation (Peak 3 Hours)</div><div>55.0%</div><div></div></div><div><div>Peak 3 Hour Period</div><div>17:00-20:00</div><div></div></div><div><div>Average Duration</div><div>1.3</div><div>hours/veh</div></div><div><div>Parking Activity Index</div><div>0.4</div><div></div></div></div>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	69		39						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: North 9 & South 96 Description: Dagget Street Date: 11/04/24			File Number: 02-24-0046 Stalls: 105 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN- OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	9	75%	1	7:00-8:00			0-1	382	89%
2	2	17%	2	8:00-9:00	42	40%	1-2	37	9%
3	4	33%	1	9:00-10:00	47	45%	2-3	6	1%
4	8	67%	3	10:00-11:00	45	43%	3-4	4	1%
5	5	42%	2	11:00-12:00	59	56%	4-5		
6	4	33%	2	12:00-13:00	53	50%	5-6		
7	5	42%	2	13:00-14:00	55	52%	6-7		
8	5	42%	2	14:00-15:00	50	48%	7-8	1	0%
9	8	67%	1	15:00-16:00	55	52%	8-9	1	0%
10				16:00-17:00	48	46%	9-10		
11	1	8%	1	17:00-18:00	28	27%	10-11		
12	1	8%	1	18:00-19:00	16	15%	11-12		
13	1	8%	1	19:00-20:00	9	9%			
14	1	8%	1	20:00-21:00					
15	1	8%	1						
16	1	8%	1						
17	1	8%	1						
18	1	8%	1						
19	1	8%	1						
20	1	8%	1						
21	1	8%	1						
22	1	8%	1						
23	1	8%	1						
24	2	17%	2						
25	2	17%	2						
26	2	17%	2						
27	1	8%	1						
28	2	17%	2						
29	2	17%	2						
30	2	17%	2						
31	2	17%	2						
32	2	17%	2						
33	2	17%	2						
34	2	17%	2						
35	1	8%	1						
36	1	8%	1						
37	1	8%	1						
38	1	8%	1						
39	1	8%	1						
40	2	17%	1						
41	1	8%	1						
42	2	17%	2						
43	3	25%	3						
44	5	42%	5						
45	5	42%	5						
46	5	42%	5						
47	6	50%	6						
48	7	58%	7						
49	7	58%	7						
50	8	67%	8						
51	8	67%	8						
52	8	67%	7						
53	8	67%	7						
54	8	67%	7						
55	9	75%	8						
56	9	75%	8						
57	9	75%	8						
58	9	75%	8						
59	8	67%	8						
60	9	75%	9						
61	9	75%	9						
62	9	75%	9						
63	9	75%	9						
64	8	67%	8						
65	8	67%	8						
66	8	67%	8						
67	8	67%	6						
68	8	67%	7						
69	9	75%	7						
70	9	75%	9						
71	9	75%	8						
72	8	67%	8						
73	8	67%	7						
74	8	67%	7						
75	8	67%	7						
76	8	67%	7						
99									
TOTAL	359		307						
				<div><div>TOTAL</div><div>507</div></div> <div><div>AVERAGE OCCUPANCY</div><div>42.3</div></div>					
				<div><div>TOTAL</div><div>431</div></div> <div><div>100%</div></div>					
				<div><div>SUMMARY</div><div><div><div>Average Turnover</div><div>2.9</div><div>per day</div></div><div><div>Average Accumulation</div><div>42.3</div><div>vehicles/period</div></div><div><div>Average % Accumulation</div><div>40.2%</div></div><div><div>Average Accumulation (Peak 3 Hours)</div><div>55.7</div><div>vehicles/period</div></div><div><div>Average % Accumulation (Peak 3 Hours)</div><div>53.0%</div></div><div><div>Peak 3 Hour Period</div><div>11:00-14:00</div></div><div><div>Average Duration</div><div>0.7</div><div>hours/veh</div></div><div><div>Parking Activity Index</div><div>1.7</div></div></div></div>					

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: North: 38 & South: 35 Description: Elizabeth Street Date: 11/04/24			File Number: 02-24-0046 Stalls: 73 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	6	50%	5	7:00-8:00			0-1	162	63%
2	6	50%	2	8:00-9:00	12	16%	1-2	53	21%
3	5	42%	3	9:00-10:00	27	37%	2-3	18	7%
4	8	67%	4	10:00-11:00	41	56%	3-4	6	2%
5	9	75%	1	11:00-12:00	42	58%	4-5	2	1%
6	3	25%	3	12:00-13:00	49	67%	5-6	5	2%
7	9	75%	3	13:00-14:00	57	78%	6-7	1	0%
8	6	50%	5	14:00-15:00	51	70%	7-8	3	1%
9	6	50%	4	15:00-16:00	47	64%	8-9	5	2%
10	9	75%	7	16:00-17:00	41	56%	9-10	2	1%
11	11	92%	2	17:00-18:00	53	73%	10-11		
12	4	33%	3	18:00-19:00	52	71%	11-12		
13	8	67%	6	19:00-20:00	31	42%			
14	5	42%	4	20:00-21:00					
15	8	67%	4						
16	7	58%	5						
17	1	8%	1						
18	6	50%	4						
19	9	75%	1						
20	2	17%	1						
21									
22	7	58%	4						
23	3	25%	2						
24	7	58%	6						
25	8	67%	7						
26	8	67%	7						
27	9	75%	6						
28	8	67%	5						
29	7	58%	3						
30	8	67%	2						
31	11	92%	3						
32	1	8%	1						
33	4	33%	4						
34	6	50%	3						
35	9	75%	5						
36	4	33%	3						
37	8	67%	2						
38	11	92%	3						
39	7	58%	4						
40	9	75%	2						
41									
42	5	42%	4						
43	3	25%	3						
44	4	33%	3						
45	4	33%	4						
46	4	33%	4						
47	6	50%	4						
48	4	33%	4						
49	8	67%	6						
50	8	67%	2						
51	8	67%	4						
52	5	42%	4						
53	8	67%	2						
54	5	42%	4						
55	10	83%	5						
56	11	92%	4						
57	11	92%	4						
58	8	67%	4						
59	9	75%	3						
60	6	50%	5						
61	5	42%	4						
62	11	92%	2						
63	8	67%	3						
64									
65	9	75%	1						
66	9	75%	1						
67	4	33%	2						
68	1	8%	1						
69	9	75%	4						
70	7	58%	5						
71	9	75%	2						
72	5	42%	1						
73	7	58%	4						
74	6	50%	4						
75	9	75%	5						
76	5	42%	5						
99									
TOTAL	494		257						
				<p>SUMMARY</p> <p>Average Turnover 3.5 per day</p> <p>Average Accumulation 41.9 vehicles/period</p> <p>Average % Accumulation 57.4%</p> <p>Average Accumulation (Peak 3 Hours) 52.3 vehicles/period</p> <p>Average % Accumulation (Peak 3 Hours) 71.7%</p> <p>Peak 3 Hour Period 12:00-15:00</p> <p>Average Duration 1.4 hours/veh</p> <p>Parking Activity Index 1.5</p>					

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 13 & East: 10 Description: Elk Avenue Date: 11/04/24			File Number: 02-24-0046 Stalls: 23 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	1	8%	1	7:00-8:00			0-1	44	59%
2	3	25%	3	8:00-9:00	6	26%	1-2	16	22%
3	6	50%	2	9:00-10:00	12	52%	2-3	5	7%
4	4	33%	3	10:00-11:00	14	61%	3-4	4	5%
5				11:00-12:00	12	52%	4-5	1	1%
6				12:00-13:00	8	35%	5-6	2	3%
7				13:00-14:00	13	57%	6-7		
8				14:00-15:00	15	65%	7-8	1	1%
9				15:00-16:00	13	57%	8-9	1	1%
10				16:00-17:00	14	61%	9-10		
11	2	17%	2	17:00-18:00	16	70%	10-11		
12	5	42%	5	18:00-19:00	14	61%	11-12		
13	9	75%	4	19:00-20:00	4	17%			
14	4	33%	4	20:00-21:00					
15	4	33%	3						
16	9	75%	6						
17	11	92%	3						
18	9	75%	3						
19	9	75%	3						
20									
21	9	75%	5						
22	12	100%	3						
23									
24	6	50%	3						
25	8	67%	6						
26	8	67%	6						
27	5	42%	4						
28				TOTAL	141		TOTAL	74	100%
29				AVERAGE OCCUPANCY		11.8			
29	2	17%	1	<div>SUMMARY</div> <div><div>Average Turnover</div><div>3.2 per day</div></div> <div><div>Average Accumulation</div><div>11.8 vehicles/period</div></div> <div><div>Average % Accumulation</div><div>51.1%</div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>14.7 vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>63.8%</div></div> <div><div>Peak 3 Hour Period</div><div>16:00-19:00</div></div> <div><div>Average Duration</div><div>1.4 hours/veh</div></div> <div><div>Parking Activity Index</div><div>1.2</div></div>					
30	7	58%	2						
31	8	67%	2						
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	141		74						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: North Description: Elma Street Date: 11/04/24			File Number: 02-24-0046 Stalls: 72 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	7	58%	4	7:00-8:00			0-1	71	53%
2	3	25%	2	8:00-9:00	15	21%	1-2	29	22%
3	7	58%	2	9:00-10:00	29	40%	2-3	11	8%
4	12	100%	2	10:00-11:00	29	40%	3-4	9	7%
5	6	50%	3	11:00-12:00	40	56%	4-5	4	3%
6	7	58%	2	12:00-13:00	28	39%	5-6	3	2%
7				13:00-14:00	25	35%	6-7	1	1%
8	9	75%	3	14:00-15:00	26	36%	7-8	2	1%
9	4	33%	1	15:00-16:00	34	47%	8-9	1	1%
10				16:00-17:00	27	38%	9-10		
11				17:00-18:00	20	28%	10-11	1	1%
12	3	25%	1	18:00-19:00	18	25%	11-12	2	1%
13	4	33%	1	19:00-20:00	19	26%			
14				20:00-21:00					
15	9	75%	5						
16	9	75%	3						
17	6	50%	5						
18	8	67%	4						
19	6	50%	4						
20	10	83%	7						
21	9	75%	7						
22	12	100%	1						
23	3	25%	2						
24	8	67%	1						
25	6	50%	2						
26	6	50%	2						
27				TOTAL	310		TOTAL	134	100%
28				AVERAGE OCCUPANCY	25.8				
29	3	25%	2	<p>SUMMARY</p> <p>Average Turnover 1.9 per day</p> <p>Average Accumulation 25.8 vehicles/period</p> <p>Average % Accumulation 35.9%</p> <p>Average Accumulation (Peak 3 Hours) 32.7 vehicles/period</p> <p>Average % Accumulation (Peak 3 Hours) 45.4%</p> <p>Peak 3 Hour Period 9:00-12:00</p> <p>Average Duration 1.8 hours/veh</p> <p>Parking Activity Index 0.4</p>					
30	3	25%	2						
31	2	17%	1						
32	10	83%	3						
33	12	100%	1						
34	3	25%	2						
35	8	67%	3						
36	5	42%	2						
37									
38	4	33%	2						
39									
40									
41	1	8%	1						
42									
43	2	17%	1						
44	5	42%	2						
45									
46	10	83%	2						
47	2	17%	2						
48									
49	8	67%	3						
50	2	17%	2						
51	4	33%	3						
52	1	8%	1						
53	1	8%	1						
54	6	50%	3						
55	2	17%	1						
56	4	33%	3						
57	2	17%	1						
58	3	25%	3						
59	4	33%	4						
60	8	67%	2						
61	1	8%	1						
62	1	8%	1						
63	2	17%	2						
64	2	17%	1						
65	7	58%	2						
66	2	17%	1						
67	4	33%	3						
68									
69									
70	1	8%	1						
71									
72	6	50%	4						
73	7	58%	1						
74	8	67%	1						
75									
TOTAL	310		135						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: SOUTH Description: Elma Street Date: 11/04/24			File Number: 02-24-0046 Stalls: 79 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	8	67%	1	7:00-8:00			0-1	78	47%
2	7	58%	1	8:00-9:00	38	48%	1-2	35	21%
3	10	83%	2	9:00-10:00	49	62%	2-3	18	11%
4	8	67%	1	10:00-11:00	42	53%	3-4	9	5%
5	8	67%	1	11:00-12:00	47	59%	4-5	3	2%
6	8	67%	2	12:00-13:00	48	61%	5-6		
7	11	92%	6	13:00-14:00	46	58%	6-7	3	2%
8	8	67%	6	14:00-15:00	48	61%	7-8	10	6%
9	8	67%	3	15:00-16:00	44	56%	8-9	3	2%
10	8	67%	3	16:00-17:00	31	39%	9-10		
11	12	100%	4	17:00-18:00	26	33%	10-11	2	1%
12	8	67%	4	18:00-19:00	26	33%	11-12	5	3%
13	12	100%	1	19:00-20:00	25	32%			
14	8	67%	6	20:00-21:00					
15	12	100%	1						
16	7	58%	2						
17	2	17%	2						
18	5	42%	2						
19	7	58%	7						
20	5	42%	5						
21	8	67%	1						
22	3	25%	2						
23	9	75%	1						
24	4	33%	3						
25	4	33%	3						
26									
27	6	50%	2	TOTAL	470		TOTAL	166	100%
28	9	75%	1	AVERAGE OCCUPANCY		39.2			
29	8	67%	2	<div>SUMMARY</div> <div><div>Average Turnover</div><div>2.0 per day</div></div> <div><div>Average Accumulation</div><div>39.2 vehicles/period</div></div> <div><div>Average % Accumulation</div><div>49.6%</div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>47.3 vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>59.9%</div></div> <div><div>Peak 3 Hour Period</div><div>12:00-15:00</div></div> <div><div>Average Duration</div><div>2.3 hours/veh</div></div> <div><div>Parking Activity Index</div><div>0.4</div></div>					
30	8	67%	2						
31	4	33%	1						
32	3	25%	1						
33	5	42%	2						
34									
35	12	100%	1						
36	12	100%	1						
37	9	75%	4						
38	3	25%	2						
39	6	50%	3						
40	9	75%	2						
41	8	67%	2						
42	8	67%	4						
43	4	33%	1						
44	3	25%	3						
45	5	42%	4						
46	5	42%	2						
47	11	92%	2						
48	2	17%	2						
49	2	17%	2						
50	8	67%	5						
51	9	75%	2						
52	7	58%	3						
53	5	42%	4						
54	1	8%	1						
55	8	67%	3						
56	9	75%	2						
57	4	33%	3						
58	4	33%	2						
59									
60									
61	8	67%	4						
62	2	17%	1						
63	5	42%	3						
64	8	67%	1						
65	3	25%	3						
66									
67									
68	10	83%	2						
69	12	100%	1						
70									
71									
72	1	8%	1						
73									
74									
75									
76	6	50%	4						
99									
TOTAL									
442				161					

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West:23 & East: 22 Description: Lineham Avenue Date: 11/04/24			File Number: 02-24-0046 Stalls: 45 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	6	50%	2	7:00-8:00			0-1	26	63%
2	9	75%	3	8:00-9:00	11	24%	1-2	1	2%
3	1	8%	1	9:00-10:00	5	11%	2-3	5	12%
4				10:00-11:00	5	11%	3-4	1	2%
5	7	58%	3	11:00-12:00	13	29%	4-5	3	7%
6	3	25%	1	12:00-13:00	8	18%	5-6	2	5%
7	5	42%	1	13:00-14:00	12	27%	6-7		
8				14:00-15:00	5	11%	7-8		
9	1	8%	1	15:00-16:00	14	31%	8-9	1	2%
10	4	33%	2	16:00-17:00	9	20%	9-10		
11				17:00-18:00	9	20%	10-11		
12				18:00-19:00	8	18%	11-12	2	5%
13	1	8%	1	19:00-20:00	8	18%			
14				20:00-21:00					
15									
16	6	50%	1						
17	1	8%	1						
18	1	8%	1						
19	1	8%	1						
20	2	17%	2						
21	10	83%	2						
22	1	8%	1						
23									
24									
25									
26									
27				TOTAL	107		TOTAL	41	100%
28				AVERAGE OCCUPANCY		8.9			
29				<p style="text-align: center;"><u>SUMMARY</u></p> <p>Average Turnover 0.9 per day</p> <p>Average Accumulation 8.9 vehicles/period</p> <p>Average % Accumulation 19.8%</p> <p>Average Accumulation (Peak 3 Hours) 11.0 vehicles/period</p> <p>Average % Accumulation (Peak 3 Hours) 24.4%</p> <p>Peak 3 Hour Period 11:00-14:00</p> <p>Average Duration 2.1 hours/veh</p> <p>Parking Activity Index 0.1</p>					
30									
31									
32									
33									
34	1	8%	1						
35									
36									
37									
38									
39	1	8%	1						
40	12	100%	1						
41	9	75%	8						
42	5	42%	2						
43	12	100%	1						
44	6	50%	1						
45									
46	2	17%	2						
47									
48									
49									
TOTAL	107		41						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 29 & East:19 Description: Maple Street Date: 11/04/24			File Number: 02-24-0046 Stalls: 48 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	12	100%	1	7:00-8:00			0-1	6	35%
2				8:00-9:00	9	19%	1-2	1	6%
3	8	67%	1	9:00-10:00	12	25%	2-3		
4				10:00-11:00	8	17%	3-4	2	12%
5	12	100%	1	11:00-12:00	9	19%	4-5	1	6%
6				12:00-13:00	7	15%	5-6		
7	1	8%	1	13:00-14:00	8	17%	6-7		
8	3	25%	2	14:00-15:00	7	15%	7-8	1	6%
9	12	100%	1	15:00-16:00	9	19%	8-9		
10				16:00-17:00	8	17%	9-10		
11				17:00-18:00	8	17%	10-11		
12	12	100%	1	18:00-19:00	8	17%	11-12	6	35%
13	12	100%	1	19:00-20:00	8	17%			
14	1	8%	1	20:00-21:00					
15	12	100%	1						
16	6	50%	2						
17									
18									
19	4	33%	1						
20	6	50%	3						
21									
22									
23									
24									
25									
26									
27				TOTAL	101		TOTAL	17	100%
28				AVERAGE OCCUPANCY		8.4			
29				<div>SUMMARY</div> <div><div>Average Turnover</div><div>0.4</div><div>per day</div></div> <div><div>Average Accumulation</div><div>8.4</div><div>vehicles/period</div></div> <div><div>Average % Accumulation</div><div>17.5%</div><div></div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>9.7</div><div>vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>20.1%</div><div></div></div> <div><div>Peak 3 Hour Period</div><div>8:00-11:00</div><div></div></div> <div><div>Average Duration</div><div>5.4</div><div>hours/veh</div></div> <div><div>Parking Activity Index</div><div>0.0</div><div></div></div>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	101		17						

TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	1	8%	1	7:00-8:00			0-1	152	72%
2	4	33%	1	8:00-9:00	16	14%	1-2	24	11%
3	7	58%	3	9:00-10:00	5	4%	2-3	17	8%
4	1	8%	1	10:00-11:00	14	12%	3-4	4	2%
5	8	67%	4	11:00-12:00	37	33%	4-5	14	7%
6				12:00-13:00	16	14%	5-6	1	0%
7	2	17%	1	13:00-14:00	46	41%	6-7		
8	6	50%	2	14:00-15:00	19	17%	7-8		
9	1	8%	1	15:00-16:00	41	36%	8-9		
10	4	33%	1	16:00-17:00	38	34%	9-10		
11	2	17%	1	17:00-18:00	38	34%	10-11		
12				18:00-19:00	39	35%	11-12		
13	2	17%	2	19:00-20:00	43	38%			
14	8	67%	4	20:00-21:00					
15	3	25%	1						
16									
17									
18									
19									
20									
21									
22	6	50%	2						
23	2	17%	1						
24	8	67%	4						
25									
26	3	25%	2						
27	8	67%	4						
28									
29	6	50%	2						
30	6	50%	2						
31	8	67%	4						
32	7	58%	3						
33	4	33%	2						
34	4	33%	4						
35	4	33%	4						
36	5	42%	4						
37	7	58%	4						
38	1	8%	1						
39	7	58%	5						
40									
41									
42	5	42%	3						
43	6	50%	3						
44	4	33%	2						
45	3	25%	2						
46	1	8%	1						
47									
48	1	8%	1						
49	2	17%	1						
50	2	17%	2						
51	3	25%	3						
52	3	25%	2						
53	5	42%	3						
54	1	8%	1						
55	2	17%	2						
56	8	67%	5						
57	3	25%	2						
58	6	50%	4						
59	7	58%	5						
60	8	67%	4						
61	7	58%	4						
62	3	25%	2						
63	5	42%	3						
64									
65	5	42%	5						
66	6	50%	6						
67	7	58%	6						
68	5	42%	5						
69	7	58%	7						
70									
71									
72									
73	8	67%	2						
74	4	33%	4						
75	1	8%	1						
76	4	33%	4						
99	4	33%	4						
100	5	42%	1						
101	4	33%	1						
102									
TOTAL				280	172				

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: North: 31 & South: 30 Description: North Railway Street Date: 11/04/24			File Number: 02-24-0046 Stalls: 61 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	2	17%	2	7:00-8:00			0-1	72	71%
2	1	8%	1	8:00-9:00	5	8%	1-2	17	17%
3	3	25%	3	9:00-10:00	5	8%	2-3	7	7%
4	4	33%	3	10:00-11:00	10	16%	3-4	3	3%
5	2	17%	2	11:00-12:00	23	38%	4-5		
6	2	17%	1	12:00-13:00	12	20%	5-6	1	1%
7	3	25%	2	13:00-14:00	21	34%	6-7		
8	3	25%	2	14:00-15:00	8	13%	7-8		
9	5	42%	2	15:00-16:00	17	28%	8-9	1	1%
10	1	8%	1	16:00-17:00	14	23%	9-10		
11				17:00-18:00	11	18%	10-11		
12	1	8%	1	18:00-19:00	12	20%	11-12		
13	9	75%	1	19:00-20:00	16	26%			
14	1	8%	1	20:00-21:00					
15	5	42%	3						
16	2	17%	2						
17	1	8%	1						
18									
19	2	17%	2						
20	1	8%	1						
21	5	42%	5						
22									
23	3	25%	3						
24	6	50%	4						
25	2	17%	2						
26	1	8%	1						
27	1	8%	1						
28									
29	6	50%	4						
30	9	75%	7						
31	10	83%	6						
32	7	58%	4						
33	6	50%	3						
34	7	58%	6						
35	4	33%	2						
36	7	58%	6						
37	8	67%	5						
38	3	25%	2						
39	2	17%	2						
40	6	50%	1						
41									
42									
43	3	25%	1						
44	3	25%	2						
45	3	25%	1						
46	2	17%	1						
47									
48									
49	2	17%	1						
50									
51									
TOTAL	154		101						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 37 & South: 33 Description: Poplar Avenue Date: 11/04/24			File Number: 02-24-0046 Stalls: 70 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	4	33%	2	7:00-8:00			0-1	12	43%
2	8	67%	1	8:00-9:00	12	17%	1-2	1	4%
3	6	50%	2	9:00-10:00	8	11%	2-3	4	14%
4	1	8%	1	10:00-11:00	8	11%	3-4		
5	12	100%	1	11:00-12:00	11	16%	4-5	2	7%
6	9	75%	1	12:00-13:00	9	13%	5-6	1	4%
7	9	75%	1	13:00-14:00	12	17%	6-7		
8	1	8%	1	14:00-15:00	9	13%	7-8	1	4%
9	1	8%	1	15:00-16:00	12	17%	8-9	3	11%
10	3	25%	1	16:00-17:00	10	14%	9-10		
11				17:00-18:00	12	17%	10-11		
12	9	75%	1	18:00-19:00	10	14%	11-12	4	14%
13	12	100%	1	19:00-20:00	12	17%			
14	3	25%	1	20:00-21:00					
15	9	75%	2						
16	3	25%	3						
17	12	100%	1						
18	2	17%	1						
19	2	17%	2						
20	7	58%	3						
21	12	100%	1						
22									
23									
24									
25									
26									
27				TOTAL	125		TOTAL	28	100%
28				AVERAGE OCCUPANCY		10.4			
29				<div>SUMMARY</div> <div><div>Average Turnover</div><div>0.4</div><div>per day</div></div> <div><div>Average Accumulation</div><div>10.4</div><div>vehicles/period</div></div> <div><div>Average % Accumulation</div><div>14.9%</div><div></div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>11.3</div><div>vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>16.2%</div><div></div></div> <div><div>Peak 3 Hour Period</div><div>15:00-18:00</div><div></div></div> <div><div>Average Duration</div><div>4.0</div><div>hours/veh</div></div> <div><div>Parking Activity Index</div><div>0.0</div><div></div></div>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
50									
TOTAL	125		28						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: South Description: South Railway Street Date: 11/04/24			File Number: 02-24-0046 Stalls: 67 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	2	17%	2	7:00-8:00			0-1	37	70%
2				8:00-9:00			1-2	9	17%
3				9:00-10:00	7	10%	2-3	2	4%
4				10:00-11:00	10	15%	3-4		
5	3	25%	1	11:00-12:00	10	15%	4-5		
6				12:00-13:00	13	19%	5-6	1	2%
7	3	25%	2	13:00-14:00	11	16%	6-7	1	2%
8				14:00-15:00	12	18%	7-8	2	4%
9	2	17%	1	15:00-16:00	15	22%	8-9		
10	3	25%	2	16:00-17:00	9	13%	9-10		
11	2	17%	2	17:00-18:00	3	4%	10-11	1	2%
12				18:00-19:00	6	9%	11-12		
13	1	8%	1	19:00-20:00	5	7%			
14	1	8%	1	20:00-21:00					
15	4	33%	4						
16	3	25%	3						
17	3	25%	3						
18	6	50%	4						
19	7	58%	1						
20	4	33%	3						
21	9	75%	2						
22	11	92%	1						
23									
24	2	17%	2						
25	6	50%	4						
26	6	50%	1						
27	8	67%	1						
28				TOTAL	101		TOTAL	53	100%
29	1	8%	1	AVERAGE OCCUPANCY		8.4			
30	1	8%	1	<div>SUMMARY</div> <div><div>Average Turnover</div><div>0.8 per day</div></div> <div><div>Average Accumulation</div><div>8.4 vehicles/period</div></div> <div><div>Average % Accumulation</div><div>12.6%</div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>12.7 vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>18.9%</div></div> <div><div>Peak 3 Hour Period</div><div>13:00-16:00</div></div> <div><div>Average Duration</div><div>1.4 hours/veh</div></div> <div><div>Parking Activity Index</div><div>0.1</div></div>					
31									
32									
33									
34									
35	1	8%	1						
36									
37									
38									
39									
40									
41									
42									
43	2	17%	2						
44	2	17%	1						
45									
46	1	8%	1						
47									
48									
49	1	8%	1						
50	2	17%	1						
51									
52	1	8%	1						
53									
54	2	17%	1						
55									
56									
57									
58									
59									
60									
61									
62									
63									
64									
65	1	8%	1						
66									
TOTAL				101			53		

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 5 & East: 3 Description: Veterans Way Date: 11/04/24			File Number: 02-24-0046 Stalls: 8 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	7	58%	1	7:00-8:00			0-1	4	33%
2	3	25%	1	8:00-9:00	2	25%	1-2	1	8%
3				9:00-10:00	4	50%	2-3	2	17%
4				10:00-11:00	7	88%	3-4	1	8%
5				11:00-12:00	7	88%	4-5		
6				12:00-13:00	6	75%	5-6	1	8%
7				13:00-14:00	7	88%	6-7	1	8%
8				14:00-15:00	6	75%	7-8	1	8%
9				15:00-16:00	3	38%	8-9		
10				16:00-17:00	3	38%	9-10	1	8%
11	8	67%	1	17:00-18:00	2	25%	10-11		
12	4	33%	2	18:00-19:00			11-12		
13	10	83%	1	19:00-20:00					
14				20:00-21:00					
15									
16									
17									
18									
19									
20									
21	6	50%	3						
22	6	50%	1						
23	3	25%	2						
24									
25									
26									
27				TOTAL	47		TOTAL	12	100%
28				AVERAGE OCCUPANCY		3.9			
29				<div><div>SUMMARY</div><div><div>Average Turnover</div><div>1.5</div><div>per day</div></div><div><div>Average Accumulation</div><div>3.9</div><div>vehicles/period</div></div><div><div>Average % Accumulation</div><div>49.0%</div><div></div></div><div><div>Average Accumulation (Peak 3 Hours)</div><div>6.7</div><div>vehicles/period</div></div><div><div>Average % Accumulation (Peak 3 Hours)</div><div>83.3%</div><div></div></div><div><div>Peak 3 Hour Period</div><div>10:00-13:00</div><div></div></div><div><div>Average Duration</div><div>3.4</div><div>hours/veh</div></div><div><div>Parking Activity Index</div><div>0.2</div><div></div></div></div>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	47		12						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West:10 & East: 10 Description: Clark Avenue Date: 13/04/24			File Number: 02-24-0046 Stalls: 20 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	12	100%	1	7:00-8:00			0-1	4	19%
2	5	42%	3	8:00-9:00	13	65%	1-2		
3	12	100%	1	9:00-10:00	12	60%	2-3	1	5%
4	12	100%	1	10:00-11:00	13	65%	3-4	1	5%
5	7	58%	1	11:00-12:00	16	80%	4-5	1	5%
6	1	8%	1	12:00-13:00	17	85%	5-6		
7	12	100%	1	13:00-14:00	16	80%	6-7	1	5%
8	9	75%	1	14:00-15:00	18	90%	7-8	2	10%
9				15:00-16:00	16	80%	8-9	2	10%
10	8	67%	1	16:00-17:00	14	70%	9-10		
11				17:00-18:00	14	70%	10-11		
12	12	100%	1	18:00-19:00	11	55%	11-12	9	43%
13	9	75%	1	19:00-20:00	12	60%			
14	12	100%	1	20:00-21:00					
15	8	67%	2						
16	12	100%	1						
17	8	67%	1						
18	12	100%	1						
19	12	100%	1						
20	9	75%	2						
21									
22									
23									
24									
25									
26									
27				TOTAL	172		TOTAL	21	100%
28				AVERAGE OCCUPANCY		14.3			
29				<p style="text-align: center;"><u>SUMMARY</u></p> <p>Average Turnover 1.1 per day</p> <p>Average Accumulation 14.3 vehicles/period</p> <p>Average % Accumulation 71.7%</p> <p>Average Accumulation (Peak 3 Hours) 17.0 vehicles/period</p> <p>Average % Accumulation (Peak 3 Hours) 85.0%</p> <p>Peak 3 Hour Period 12:00-15:00</p> <p>Average Duration 7.4 hours/veh</p> <p>Parking Activity Index 0.1</p>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	172		22						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: North 9 & South 96 Description: Dagget Street Date: 13/04/24			File Number: 02-24-0046 Stalls: 105 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	12	100%	1	7:00-8:00			0-1	17	55%
2	6	50%	2	8:00-9:00	6	6%	1-2	5	16%
3	1	8%	1	9:00-10:00	10	10%	2-3	3	10%
4	4	33%	2	10:00-11:00	10	10%	3-4		
5	1	8%	1	11:00-12:00	8	8%	4-5	3	10%
6	10	83%	1	12:00-13:00	9	9%	5-6		
7	10	83%	2	13:00-14:00	7	7%	6-7		
8	2	17%	1	14:00-15:00	5	5%	7-8		
9				15:00-16:00	4	4%	8-9	1	3%
10				16:00-17:00	5	5%	9-10	1	3%
11	12	100%	4	17:00-18:00	4	4%	10-11		
12	9	75%	4	18:00-19:00	6	6%	11-12	1	3%
13	6	50%	5	19:00-20:00	8	8%			
14	5	42%	4	20:00-21:00					
15	4	33%	3						
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
26									
27				TOTAL	82		TOTAL	31	100%
28				AVERAGE OCCUPANCY		6.8			
29				<div><u>SUMMARY</u></div> <div><div>Average Turnover</div><div>0.3</div><div>per day</div></div> <div><div>Average Accumulation</div><div>6.8</div><div>vehicles/period</div></div> <div><div>Average % Accumulation</div><div>6.5%</div><div></div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>9.3</div><div>vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>8.9%</div><div></div></div> <div><div>Peak 3 Hour Period</div><div>9:00-12:00</div><div></div></div> <div><div>Average Duration</div><div>2.1</div><div>hours/veh</div></div> <div><div>Parking Activity Index</div><div>0.0</div><div></div></div>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	82		31						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: North: 38 & South: 35 Description: Elizabeth Street Date: 13/04/24			File Number: 02-24-0046 Stalls: 73 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN- OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1				7:00-8:00			0-1	142	60%
2	3	25%	2	8:00-9:00	5	7%	1-2	57	24%
3	2	17%	1	9:00-10:00	14	19%	2-3	21	9%
4	4	33%	3	10:00-11:00	14	19%	3-4	10	4%
5	3	25%	2	11:00-12:00	22	30%	4-5	3	1%
6	3	25%	2	12:00-13:00	31	42%	5-6	1	0%
7	6	50%	6	13:00-14:00	48	66%	6-7		
8	4	33%	3	14:00-15:00	49	67%	7-8	1	0%
9	4	33%	3	15:00-16:00	44	60%	8-9	1	0%
10	6	50%	3	16:00-17:00	34	47%	9-10		
11	7	58%	5	17:00-18:00	47	64%	10-11		
12	10	83%	5	18:00-19:00	52	71%	11-12	1	0%
13	4	33%	3	19:00-20:00	49	67%			
14	6	50%	1	20:00-21:00					
15	10	83%	6						
16	9	75%	5						
17	10	83%	6						
18	7	58%	3						
19									
20									
21									
22	7	58%	2						
23	7	58%	4						
24	9	75%	4						
25	5	42%	4						
26	2	17%	2						
27	7	58%	3						
28	5	42%	2						
29	8	67%	5						
30	6	50%	3						
31	5	42%	4						
32									
33	5	42%	4						
34	5	42%	5						
35	2	17%	2						
36	2	17%	2						
37	4	33%	3						
38	7	58%	5						
39	4	33%	3						
40	1	8%	1						
41									
42	3	25%	2						
43	2	17%	2						
44	4	33%	3						
45	4	33%	3						
46	3	25%	3						
47	4	33%	3						
48	5	42%	3						
49	2	17%	1						
50	3	25%	2						
51	4	33%	2						
52	2	17%	1						
53	2	17%	2						
54	5	42%	3						
55	5	42%	2						
56	7	58%	4						
57	9	75%	2						
58	10	83%	3						
59	6	50%	2						
60	7	58%	3						
61	7	58%	5						
62	7	58%	3						
63	5	42%	4						
64									
65	7	58%	4						
66	8	67%	6						
67	6	50%	3						
68	12	100%	1						
69	7	58%	3						
70	1	8%	1						
71	9	75%	6						
72	6	50%	5						
73	8	67%	5						
74	5	42%	4						
75	6	50%	5						
76	10	83%	5						
99									
TOTAL	380		223						
				SUMMARY Average Turnover 3.1 per day Average Accumulation 34.1 vehicles/period Average % Accumulation 46.7% Average Accumulation (Peak 3 Hours) 49.3 vehicles/period Average % Accumulation (Peak 3 Hours) 67.6% Peak 3 Hour Period 17:00-20:00 Average Duration 1.2 hours/veh Parking Activity Index 1.2					

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: NORTH Description: Elma Street Date: 13/04/24			File Number: 02-24-0046 Stalls: 72 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	1	8%	1	7:00-8:00			0-1	63	53%
2	7	58%	2	8:00-9:00	19	26%	1-2	34	29%
3	10	83%	4	9:00-10:00	18	25%	2-3	13	11%
4	5	42%	3	10:00-11:00	27	38%	3-4	2	2%
5	5	42%	5	11:00-12:00	28	39%	4-5		
6	2	17%	1	12:00-13:00	30	42%	5-6		
7	4	33%	2	13:00-14:00	23	32%	6-7		
8	12	100%	1	14:00-15:00	17	24%	7-8	3	3%
9				15:00-16:00	18	25%	8-9		
10	3	25%	1	16:00-17:00	15	21%	9-10		
11				17:00-18:00	14	19%	10-11		
12				18:00-19:00	16	22%	11-12	3	3%
13				19:00-20:00	13	18%			
14				20:00-21:00					
15	6	50%	4						
16	6	50%	5						
17	9	75%	7						
18									
19	3	25%	2						
20	6	50%	4						
21	9	75%	5						
22	9	75%	6						
23	2	17%	1						
24	10	83%	5						
25	12	100%	1						
26	7	58%	5						
27	7	58%	4						
28	1	8%	1						
29	4	33%	3						
30	5	42%	3						
31	3	25%	2						
32	4	33%	2						
33	4	33%	3						
34	11	92%	2						
35	12	100%	1						
36	2	17%	2						
37	9	75%	2						
38	2	17%	2						
39	2	17%	1						
40									
41	3	25%	2						
42	1	8%	1						
43	8	67%	1						
44	2	17%	1						
45	1	8%	1						
46									
47	2	17%	1						
48	4	33%	3						
49	8	67%	4						
50									
51	3	25%	3						
52	5	42%	3						
53	1	8%	1						
54	2	17%	1						
55	1	8%	1						
56	3	25%	2						
TOTAL	238		118						
				SUMMARY					
				Average Turnover		1.6	per day		
				Average Accumulation		19.8	vehicles/period		
				Average % Accumulation		27.5%			
				Average Accumulation (Peak 3 Hours)		28.3	vehicles/period		
				Average % Accumulation (Peak 3 Hours)		39.4%			
				Peak 3 Hour Period		10:00-13:00			
				Average Duration		1.5	hours/veh		
				Parking Activity Index		0.3			

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: SOUTH Description: Elma Street Date: 13/04/24			File Number: 02-24-0046 Stalls: 79 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	1	8%	1	7:00-8:00			0-1	82	62%
2	7	58%	1	8:00-9:00	28	35%	1-2	22	17%
3	2	17%	2	9:00-10:00	29	37%	2-3	7	5%
4	5	42%	4	10:00-11:00	33	42%	3-4	2	2%
5	12	100%	5	11:00-12:00	34	43%	4-5	6	5%
6	8	67%	3	12:00-13:00	49	62%	5-6	3	2%
7	1	8%	1	13:00-14:00	34	43%	6-7	1	1%
8	12	100%	1	14:00-15:00	22	28%	7-8	2	2%
9				15:00-16:00	23	29%	8-9		
10	12	100%	1	16:00-17:00	20	25%	9-10	1	1%
11	2	17%	2	17:00-18:00	21	27%	10-11		
12	5	42%	1	18:00-19:00	18	23%	11-12	7	5%
13	5	42%	4	19:00-20:00	16	20%			
14	3	25%	2	20:00-21:00					
15	1	8%	1						
16	2	17%	1						
17	1	8%	1						
18	8	67%	1						
19	1	8%	1						
20									
21	1	8%	1						
22	1	8%	1						
23									
24									
25									
26									
27				TOTAL	327		TOTAL	133	100%
28				AVERAGE OCCUPANCY		27.3			
29				<div>SUMMARY</div> <div><div>Average Turnover</div><div>1.7</div><div>per day</div></div> <div><div>Average Accumulation</div><div>27.3</div><div>vehicles/period</div></div> <div><div>Average % Accumulation</div><div>34.5%</div><div></div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>39.0</div><div>vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>49.4%</div><div></div></div> <div><div>Peak 3 Hour Period</div><div>11:00-14:00</div><div></div></div> <div><div>Average Duration</div><div>1.9</div><div>hours/veh</div></div> <div><div>Parking Activity Index</div><div>0.3</div><div></div></div>					
30									
31									
32									
33									
34									
35	11	92%	3						
36	12	100%	1						
37	4	33%	2						
38	3	25%	1						
39	3	25%	3						
40	10	83%	1						
41	7	58%	1						
42	1	8%	1						
43	7	58%	4						
44	3	25%	3						
45	2	17%	1						
46	3	25%	3						
47	6	50%	4						
48	9	75%	5						
49	1	8%	1						
50	2	17%	2						
51	6	50%	4						
52	7	58%	6						
53	5	42%	4						
54	8	67%	6						
55	2	17%	1						
56	3	25%	3						
57	2	17%	1						
58	5	42%	4						
59	5	42%	3						
60	3	25%	3						
61									
62	3	25%	3						
63	12	100%	1						
64	2	17%	2						
65	3	25%	2						
66	2	17%	2						
67	1	8%	1						
68	2	17%	1						
69	6	50%	2						
70	5	42%	4						
71	12	100%	1						
72	11	92%	2						
73	10	83%	2						
74	6	50%	1						
75	8	67%	2						
76	12	100%	1						
TOTAL	315		133						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West:23 & East: 22 Description: Lineham Avenue Date: 13/04/24			File Number: 02-24-0046 Stalls: 45 Intervals: 12				
TURNOVER				ACCUMULATION			DURATION				
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES		
1	1	8%	1	7:00-8:00	4	9%	0-1	6	32%		
2				8:00-9:00			1-2	2	11%		
3				9:00-10:00			2-3	2	11%		
4				10:00-11:00			3-4	1	5%		
5				11:00-12:00			4-5	2	11%		
6				12:00-13:00			5-6				
7				13:00-14:00			6-7				
8				14:00-15:00			7-8	2	11%		
9	2	17%	2	15:00-16:00	9	20%	8-9	1	5%		
10				16:00-17:00			9-10				
11				17:00-18:00			10-11				
12				18:00-19:00			11-12	3	16%		
13				19:00-20:00							
14				20:00-21:00							
15											
16											
17	6	50%	2								
18											
19											
20											
21											
22											
23											
24											
25	12	100%	1								
26											
27											
28											
29											
30											
31											
32											
33	5	42%	1								
34											
35											
36											
37											
38											
39											
40											
41	9	75%	1								
42											
43											
44											
45											
46											
47											
48											
49	1	8%	1								
TOTAL				91			TOTAL			19	100%
				AVERAGE OCCUPANCY			7.6				
				<u>SUMMARY</u>							
				Average Turnover			0.4		per day		
				Average Accumulation			7.6		vehicles/period		
				Average % Accumulation			16.9%				
				Average Accumulation (Peak 3 Hours)			10.7		vehicles/period		
				Average % Accumulation (Peak 3 Hours)			23.7%				
				Peak 3 Hour Period			11:00-14:00				
				Average Duration			4.3		hours/veh		
				Parking Activity Index			0.0				
TOTAL				91			19				

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 29 & East:19 Description: Maple Street Date: 13/04/24			File Number: 02-24-0046 Stalls: 48 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	12	100%	1	7:00-8:00			0-1	3	14%
2	12	100%	1	8:00-9:00	13	27%	1-2	2	9%
3				9:00-10:00	13	27%	2-3		
4	5	42%	2	10:00-11:00	12	25%	3-4	2	9%
5	12	100%	2	11:00-12:00	12	25%	4-5	2	9%
6				12:00-13:00	14	29%	5-6	3	14%
7	5	42%	1	13:00-14:00	13	27%	6-7		
8	12	100%	1	14:00-15:00	15	31%	7-8		
9				15:00-16:00	15	31%	8-9		
10	9	75%	2	16:00-17:00	17	35%	9-10		
11				17:00-18:00	17	35%	10-11		
12	12	100%	1	18:00-19:00	18	38%	11-12	10	45%
13				19:00-20:00	18	38%			
14	6	50%	1	20:00-21:00					
15									
16	12	100%	1						
17	12	100%	1						
18	7	58%	1						
19	1	8%	1						
20	7	58%	1						
21	1	8%	1						
22	4	33%	2						
23	12	100%	1						
24	12	100%	1						
25									
26	12	100%	1						
27				TOTAL	177		TOTAL	22	100%
28	12	100%	1	AVERAGE OCCUPANCY		14.8			
29				<p style="text-align: center;"><u>SUMMARY</u></p> <p>Average Turnover 0.5 per day</p> <p>Average Accumulation 14.8 vehicles/period</p> <p>Average % Accumulation 30.7%</p> <p>Average Accumulation (Peak 3 Hours) 17.7 vehicles/period</p> <p>Average % Accumulation (Peak 3 Hours) 36.8%</p> <p>Peak 3 Hour Period 17:00-20:00</p> <p>Average Duration 6.9 hours/veh</p> <p>Parking Activity Index 0.0</p>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	177		24						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: North : 66 & South: 47 Description: McRae Street Date: 13/04/24			File Number: 02-24-0046 Stalls: 113 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	1	8%	1	7:00-8:00			0-1	156	68%
2	6	50%	3	8:00-9:00	28	25%	1-2	32	14%
3	12	100%	1	9:00-10:00	35	31%	2-3	14	6%
4	1	8%	1	10:00-11:00	40	35%	3-4	6	3%
5	12	100%	1	11:00-12:00	50	44%	4-5	4	2%
6	10	83%	2	12:00-13:00	43	38%	5-6	3	1%
7	2	17%	1	13:00-14:00	59	52%	6-7	2	1%
8	12	100%	1	14:00-15:00	56	50%	7-8	1	0%
9	2	17%	1	15:00-16:00	49	43%	8-9		
10	3	25%	1	16:00-17:00	46	41%	9-10	2	1%
11	9	75%	2	17:00-18:00	31	27%	10-11		
12	10	83%	1	18:00-19:00	34	30%	11-12	10	4%
13	12	100%	1	19:00-20:00	34	30%			
14	10	83%	1	20:00-21:00					
15									
16									
17									
18									
19									
20									
21									
22	3	25%	2						
23	5	42%	3						
24	6	50%	2						
25	4	33%	3						
26	1	8%	1						
27	3	25%	3						
28	12	100%	1						
29	4	33%	4						
30	5	42%	4						
31	12	100%	1						
32	10	83%	3						
33	7	58%	3						
34	12	100%	1						
35	8	67%	1						
36	6	50%	2						
37	9	75%	4						
38	7	58%	6						
39	7	58%	4						
40	7	58%	5						
41	4	33%	3						
42									
43	5	42%	2						
44	7	58%	5						
45	6	50%	4						
46	8	67%	5						
47	5	42%	5						
48									
49	5	42%	4						
50	7	58%	6						
51	4	33%	4						
52	5	42%	4						
53	9	75%	7						
54	5	42%	5						
55	7	58%	6						
56	1	8%	1						
57	3	25%	3						
58	5	42%	4						
59	1	8%	1						
60	2	17%	2						
61	4	33%	4						
62	4	33%	4						
63	4	33%	4						
64	2	17%	2						
65									
66	4	33%	4						
67	6	50%	6						
68	6	50%	6						
69	3	25%	3						
70	5	42%	5						
71	1	8%	1						
72	6	50%	1						
73	6	50%	2						
74	2	17%	2						
75	2	17%	2						
76									
99	12	100%	1						
100	2	17%	1						
101									
TOTAL				388			190		
				505			230		
				AVERAGE OCCUPANCY			100%		
<div><div>SUMMARY</div><div><div><div>Average Turnover</div><div>1.7</div><div>per day</div></div><div><div>Average Accumulation</div><div>42.1</div><div>vehicles/period</div></div><div><div>Average % Accumulation</div><div>37.2%</div><div></div></div><div><div>Average Accumulation (Peak 3 Hours)</div><div>54.7</div><div>vehicles/period</div></div><div><div>Average % Accumulation (Peak 3 Hours)</div><div>48.4%</div><div></div></div><div><div>Peak 3 Hour Period</div><div>13:00-16:00</div><div></div></div><div><div>Average Duration</div><div>1.6</div><div>hours/veh</div></div><div><div>Parking Activity Index</div><div>0.4</div><div></div></div></div></div>									

File Number: 02-24-0046
Stalls: 61
Intervals: 12

TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	2	17%	1	7:00-8:00			0-1	60	55%
2	2	17%	1	8:00-9:00	6	10%	1-2	38	35%
3	2	17%	1	9:00-10:00	8	13%	2-3	6	5%
4				10:00-11:00	15	25%	3-4	2	2%
5	2	17%	1	11:00-12:00	18	30%	4-5	2	2%
6	5	42%	4	12:00-13:00	22	36%	5-6		
7	3	25%	3	13:00-14:00	28	46%	6-7		
8	6	50%	5	14:00-15:00	24	39%	7-8		
9	3	25%	2	15:00-16:00	19	31%	8-9		
10	2	17%	2	16:00-17:00	12	20%	9-10		
11				17:00-18:00	8	13%	10-11		
12	1	8%	1	18:00-19:00	18	30%	11-12	2	2%
13	2	17%	1	19:00-20:00	18	30%			
14	12	100%	1	20:00-21:00					
15	6	50%	3						
16	6	50%	4						
17	1	8%	1						
18	4	33%	2						
19	5	42%	2						
20	3	25%	1						
21	3	25%	2						
22	6	50%	3						
23	7	58%	4						
24	3	25%	3						
25	5	42%	4						
26	5	42%	3						
27	8	67%	4						
28	3	25%	2						
29	3	25%	3						
30									
31	8	67%	5						
32	9	75%	6						
33	7	58%	6						
34	7	58%	6						
35	5	42%	4						
36	8	67%	3						
37	2	17%	2						
38	12	100%	1						
39	4	33%	2						
40	6	50%	2						
41	2	17%	1						
42	7	58%	3						
43	5	42%	2						
44									
45	2	17%	1						
46	1	8%	1						
47	1	8%	1						
48									
49									
TOTAL	196		110						

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 37 & South: 33 Description: Poplar Avenue Date: 13/04/24						File Number: 02-24-0046 Stalls: 70 Intervals: 12	
TURNOVER				ACCUMULATION			DURATION				
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES		
1	6	50%	2	7:00-8:00			0-1	2	7%		
2	4	33%	2	8:00-9:00	18	26%	1-2	7	26%		
3	7	58%	1	9:00-10:00	18	26%	2-3				
4	12	100%	1	10:00-11:00	14	20%	3-4	3	11%		
5	5	42%	1	11:00-12:00	14	20%	4-5	3	11%		
6	12	100%	1	12:00-13:00	15	21%	5-6	2	7%		
7	5	42%	1	13:00-14:00	14	20%	6-7				
8	10	83%	2	14:00-15:00	11	16%	7-8	3	11%		
9	4	33%	1	15:00-16:00	12	17%	8-9				
10				16:00-17:00	12	17%	9-10				
11				17:00-18:00	12	17%	10-11				
12	12	100%	1	18:00-19:00	14	20%	11-12	7	26%		
13				19:00-20:00	16	23%					
14	8	67%	1	20:00-21:00							
15											
16	1	8%	1								
17											
18	8	67%	1								
19	8	67%	1								
20	1	8%	1								
21											
22											
23	12	100%	1								
24	12	100%	1								
25	5	42%	1								
26											
27	2	17%	1								
28	2	17%	1								
29	8	67%	2								
30	2	17%	1								
31											
32	12	100%	1								
33	12	100%	1								
34											
35											
36											
37											
38											
39											
40											
41											
42											
43											
44											
45											
46											
47											
48											
49											
TOTAL				170			28				

Block Face: West: 37 & South: 33				File Number: 02-24-0046			
Description: Poplar Avenue				Stalls: 70			
Date: 13/04/24				Intervals: 12			

TURNOVER			ACCUMULATION			DURATION			
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	6	50%	2	7:00-8:00			0-1	2	7%
2	4	33%	2	8:00-9:00	18	26%	1-2	7	26%
3	7	58%	1	9:00-10:00	18	26%	2-3		
4	12	100%	1	10:00-11:00	14	20%	3-4	3	11%
5	5	42%	1	11:00-12:00	14	20%	4-5	3	11%
6	12	100%	1	12:00-13:00	15	21%	5-6	2	7%
7	5	42%	1	13:00-14:00	14	20%	6-7		
8	10	83%	2	14:00-15:00	11	16%	7-8	3	11%
9	4	33%	1	15:00-16:00	12	17%	8-9		
10				16:00-17:00	12	17%	9-10		
11				17:00-18:00	12	17%	10-11		
12	12	100%	1	18:00-19:00	14	20%	11-12	7	26%
13				19:00-20:00	16	23%			
14	8	67%	1	20:00-21:00					
15									
16	1	8%	1						
17									
18	8	67%	1						
19	8	67%	1						
20	1	8%	1						
21									
22									
23	12	100%	1						
24	12	100%	1						
25	5	42%	1						
26									
27	2	17%	1						
28	2	17%	1						
29	8	67%	2						
30	2	17%	1						
31									
32	12	100%	1						
33	12	100%	1						
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL				170			28		

Block Face: West: 37 & South: 33				File Number: 02-24-0046			
Description: Poplar Avenue				Stalls: 70			
Date: 13/04/24				Intervals: 12			

TURNOVER			ACCUMULATION			DURATION			
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	6	50%	2	7:00-8:00			0-1	2	7%
2	4	33%	2	8:00-9:00	18	26%	1-2	7	26%
3	7	58%	1	9:00-10:00	18	26%	2-3		
4	12	100%	1	10:00-11:00	14	20%	3-4	3	11%
5	5	42%	1	11:00-12:00	14	20%	4-5	3	11%
6	12	100%	1	12:00-13:00	15	21%	5-6	2	7%
7	5	42%	1	13:00-14:00	14	20%	6-7		
8	10	83%	2	14:00-15:00	11	16%	7-8	3	11%
9	4	33%	1	15:00-16:00	12	17%	8-9		
10				16:00-17:00	12	17%	9-10		
11				17:00-18:00	12	17%	10-11		
12	12	100%	1	18:00-19:00	14	20%	11-12	7	26%
13				19:00-20:00	16	23%			
14	8	67%	1	20:00-21:00					
15									
16	1	8%	1						
17									
18	8	67%	1						
19	8	67%	1						
20	1	8%	1						
21									
22									
23	12	100%	1						
24	12	100%	1						
25	5	42%	1						
26									
27	2	17%	1						
28	2	17%	1						
29	8	67%	2						
30	2	17%	1						
31									
32	12	100%	1						
33	12	100%	1						
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL				170			28		

Block Face: West: 37 & South: 33				File Number: 02-24-0046			
Description: Poplar Avenue				Stalls: 70			
Date: 13/04/24				Intervals: 12			

TURNOVER			ACCUMULATION			DURATION			
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	6	50%	2	7:00-8:00			0-1	2	7%
2	4	33%	2	8:00-9:00	18	26%	1-2	7	26%
3	7	58%	1	9:00-10:00	18	26%	2-3		
4	12	100%	1	10:00-11:00	14	20%	3-4	3	11%
5	5	42%	1	11:00-12:00	14	20%	4-5	3	11%
6	12	100%	1	12:00-13:00	15	21%	5-6	2	7%
7	5	42%	1	13:00-14:00	14	20%	6-7		
8	10	83%	2	14:00-15:00	11	16%	7-8	3	11%
9	4	33%	1	15:00-16:00	12	17%	8-9		
10				16:00-17:00	12	17%	9-10		
11				17:00-18:00	12	17%	10-11		
12	12	100%	1	18:00-19:00	14	20%	11-12	7	26%
13				19:00-20:00	16	23%			
14	8	67%	1	20:00-21:00					
15									
16	1	8%	1						
17									
18	8	67%	1						
19	8	67%	1						
20	1	8%	1						
21									
22									
23	12	100%	1						
24	12	100%	1						
25	5	42%	1						
26									
27	2	17%	1						
28	2	17%	1						
29	8	67%	2						
30	2	17%	1						
31									
32	12	100%	1						
33	12	100%	1						
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL				170			28		

Block Face: West: 37 & South: 33				File Number: 02-24-0046			
Description: Poplar Avenue							

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: South Description: South Railway Street Date: 13/04/24			File Number: 02-24-0046 Stalls: 67 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1				7:00-8:00			0-1	54	82%
2	1	8%	1	8:00-9:00			1-2	9	14%
3				9:00-10:00	1	1%	2-3	1	2%
4	7	58%	1	10:00-11:00	4	6%	3-4		
5	2	17%	1	11:00-12:00	11	16%	4-5		
6				12:00-13:00	10	15%	5-6		
7	3	25%	2	13:00-14:00	12	18%	6-7	1	2%
8	4	33%	2	14:00-15:00	17	25%	7-8	1	2%
9	1	8%	1	15:00-16:00	12	18%	8-9		
10	2	17%	2	16:00-17:00	12	18%	9-10		
11	1	8%	1	17:00-18:00	7	10%	10-11		
12	2	17%	2	18:00-19:00	2	3%	11-12		
13	3	25%	3	19:00-20:00	2	3%			
14				20:00-21:00					
15	2	17%	2						
16	1	8%	1						
17	4	33%	4						
18	1	8%	1						
19									
20	1	8%	1						
21									
22									
23									
24									
25	2	17%	1						
26	1	8%	1						
27	5	42%	3						
28				TOTAL	90		TOTAL	66	100%
29	8	67%	1	AVERAGE OCCUPANCY		7.5			
30	4	33%	3	<div>SUMMARY</div> <div><div>Average Turnover</div><div>1.0</div><div>per day</div></div> <div><div>Average Accumulation</div><div>7.5</div><div>vehicles/period</div></div> <div><div>Average % Accumulation</div><div>11.2%</div><div></div></div> <div><div>Average Accumulation (Peak 3 Hours)</div><div>13.7</div><div>vehicles/period</div></div> <div><div>Average % Accumulation (Peak 3 Hours)</div><div>20.4%</div><div></div></div> <div><div>Peak 3 Hour Period</div><div>13:00-16:00</div><div></div></div> <div><div>Average Duration</div><div>0.9</div><div>hours/veh</div></div> <div><div>Parking Activity Index</div><div>0.1</div><div></div></div>					
31	1	8%	1						
32	3	25%	2						
33	1	8%	1						
34									
35	1	8%	1						
36	1	8%	1						
37	1	8%	1						
38	1	8%	1						
39									
40	1	8%	1						
41									
42	2	17%	2						
43	1	8%	1						
44	2	17%	1						
45	1	8%	1						
46	2	17%	2						
47	1	8%	1						
48	4	33%	3						
49	1	8%	1						
50									
51	1	8%	1						
52	1	8%	1						
53	2	17%	2						
54									
55									
56									
57	1	8%	1						
58									
59									
60	1	8%	1						
61									
62	1	8%	1						
63	1	8%	1						
64	1	8%	1						
65									
66	2	17%	2						
67									
TOTAL				90			66		

Bunt & Associates Engineering Okotoks Downtown Parking Study 2024				Block Face: West: 5 & East: 3 Description: Veterans Way Date: 13/04/24			File Number: 02-24-0046 Stalls: 8 Intervals: 12		
TURNOVER				ACCUMULATION			DURATION		
SPACE NO.	PERIODS USED	% USED	TURN-OVER	TIME PERIOD	NO.STALLS OCCUPIED	% OCCUPIED	DURATION (HOURS)	NUMBER VEHICLES	% OF VEHICLES
1	1	8%	1	7:00-8:00			0-1	3	60%
2				8:00-9:00			1-2		
3				9:00-10:00	1	13%	2-3	2	40%
4				10:00-11:00			3-4		
5				11:00-12:00			4-5		
6				12:00-13:00	1	13%	5-6		
7				13:00-14:00			6-7		
8				14:00-15:00	1	13%	7-8		
9				15:00-16:00	2	25%	8-9		
10				16:00-17:00	2	25%	9-10		
11	3	25%	1	17:00-18:00	2	25%	10-11		
12	3	25%	1	18:00-19:00			11-12		
13				19:00-20:00					
14				20:00-21:00					
15									
16									
17									
18									
19									
20									
21									
22	1	8%	1						
23	1	8%	1						
24									
25									
26									
27				TOTAL	9		TOTAL	5	100%
28				AVERAGE OCCUPANCY		0.8			
29				<div><div>SUMMARY</div><div><div>Average Turnover</div><div>0.6</div><div>per day</div></div><div><div>Average Accumulation</div><div>0.8</div><div>vehicles/period</div></div><div><div>Average % Accumulation</div><div>9.4%</div><div></div></div><div><div>Average Accumulation (Peak 3 Hours)</div><div>2.0</div><div>vehicles/period</div></div><div><div>Average % Accumulation (Peak 3 Hours)</div><div>25.0%</div><div></div></div><div><div>Peak 3 Hour Period</div><div>15:00-18:00</div><div></div></div><div><div>Average Duration</div><div>1.3</div><div>hours/veh</div></div><div><div>Parking Activity Index</div><div>0.0</div><div></div></div></div>					
30									
31									
32									
33									
34									
35									
36									
37									
38									
39									
40									
41									
42									
43									
44									
45									
46									
47									
48									
49									
TOTAL	9		5						

On-street Weekday

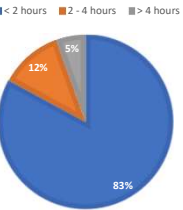
Supply		8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	0	< 2 hours	On-street 2 - 4 hours	> 4 hours
8	Veterans Way	2	4	7	7	6	7	6	3	3	2	0	0		5	3	4
67	South Railway St	0	7	10	10	13	11	12	15	9	3	6	5		46	2	5
61	North Railway St	5	5	10	23	12	21	8	17	14	11	12	16		89	9	2
34	Riverside Way	1	3	2	2	1	1	0	0	0	0	4	2		9	1	0
70	Poplar Ave	12	8	8	11	9	12	9	12	10	12	10	12		13	6	9
113	McRae St	16	5	14	37	16	46	19	41	38	38	39	43		176	35	1
48	Maple St	9	12	8	9	7	8	7	9	8	8	8	8		7	3	7
45	Lineham Ave	11	5	5	13	8	12	5	14	9	9	8	8		27	9	5
79	Elma St South	38	49	42	47	48	46	48	44	31	26	26	25		113	30	23
72	Elma St North	15	29	29	40	28	25	26	34	27	20	18	19		100	24	10
23	Elk Ave	6	12	14	12	8	13	15	13	14	16	14	4		60	10	4
73	Elizabeth St	12	27	41	42	49	57	51	47	41	53	52	31		215	26	16
105	Dagget St	42	47	45	59	53	55	50	55	48	28	16	9		419	10	2
20	Clark Ave	0	4	0	6	0	12	0	6	8	12	11	10		28	11	0
43	Alberta Ave	1	11	1	7	1	11	2	8	8	9	8	8		28	7	1
861	Total	170	228	236	325	259	337	258	318	268	247	232	200		1335	186	89

	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm
Demand	170	228	236	325	259	337	258	318	268	247	232	200
Supply	861	861	861	861	861	861	861	861	861	861	861	861

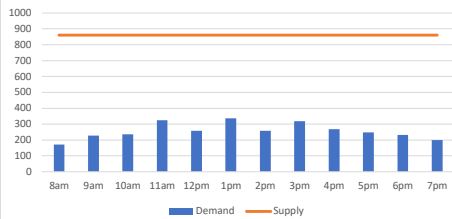
	supply	demand	max%
Veterans Way	8	7	88%
South Railway St	67	11	16%
North Railway St	61	21	34%
Riverside Way	34	1	3%
Poplar Ave	70	12	17%
McRae St	113	46	41%
Maple St	48	8	17%
Lineham Ave	45	12	27%
Elma St South	79	46	58%
Elma St North	72	25	35%
Elk Ave	23	13	57%
Elizabeth St	73	57	78%
Dagget St	105	55	52%
Clark Ave	20	12	60%
Alberta Ave	43	11	26%

On-street	< 2 hours	2 - 4 hours	> 4 hours
	1335	186	89

WEEKDAY ON-STREET



Weekday On-Street



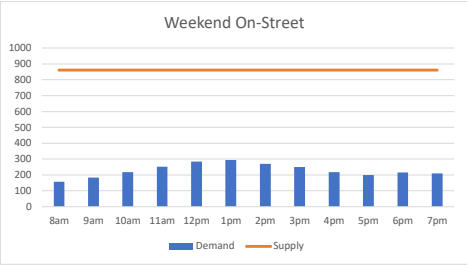
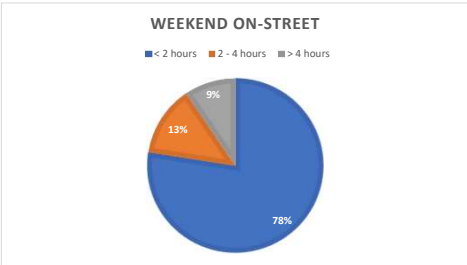
On-street Weekend

Supply		8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	On-street		
														< 2 hours	2 - 4 hours	> 4 hours
8	Veterans Way	0	1	0	0	1	0	1	2	2	2	0	0	3	2	0
67	South Railway St	0	1	4	11	10	12	17	12	12	7	2	2	63	1	2
61	North Railway St	6	8	15	18	22	28	24	19	12	8	18	18	98	10	2
34	Riverside Way	0	0	6	6	2	2	2	0	0	0	0	0	6	2	0
70	Poplar Ave	18	18	14	14	15	14	11	12	12	12	14	16	8	6	12
113	McRae St	28	35	40	50	43	59	56	49	46	31	34	34	188	24	18
48	Maple St	13	13	12	12	14	13	15	15	17	17	18	18	5	4	13
45	Lineham Ave	4	6	7	9	11	12	9	9	7	7	6	4	8	5	6
79	Elma St South	28	29	33	34	49	34	22	23	20	21	18	16	104	15	14
72	Elma St North	19	18	27	28	30	23	17	18	15	14	16	13	97	15	6
23	Elk Ave	4	9	10	12	14	14	12	16	13	10	11	12	44	12	4
73	Elizabeth St	5	14	14	22	31	48	49	44	34	47	52	49	199	34	4
105	Dagget St	6	10	10	8	9	7	5	4	5	4	6	8	22	6	3
20	Clark Ave	13	12	13	16	17	16	18	16	14	14	11	12	4	3	14
43	Alberta Ave	13	11	14	13	16	13	12	12	9	7	9	8	18	7	8
861	Total	157	185	219	253	284	295	270	251	218	201	215	210	867	146	106

	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm
Demand	157	185	219	253	284	295	270	251	218	201	215	210
Supply	861	861	861	861	861	861	861	861	861	861	861	861

	supply	demand	max%
Veterans Way	8	0	0%
South Railway St	67	12	18%
North Railway St	61	28	46%
Riverside Way	34	2	6%
Poplar Ave	70	14	20%
McRae St	113	59	52%
Maple St	48	13	27%
Lineham Ave	45	12	27%
Elma St South	79	34	43%
Elma St North	72	23	32%
Elk Ave	23	14	61%
Elizabeth St	73	48	66%
Dagget St	105	7	7%
Clark Ave	20	16	80%
Alberta Ave	43	13	30%

On-street
< 2 hours 2 - 4 hours > 4 hours
867 146 106

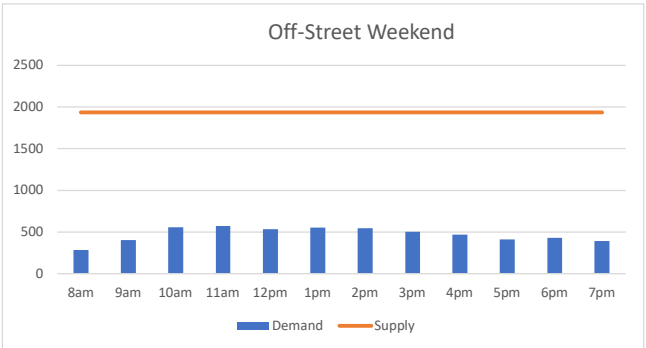
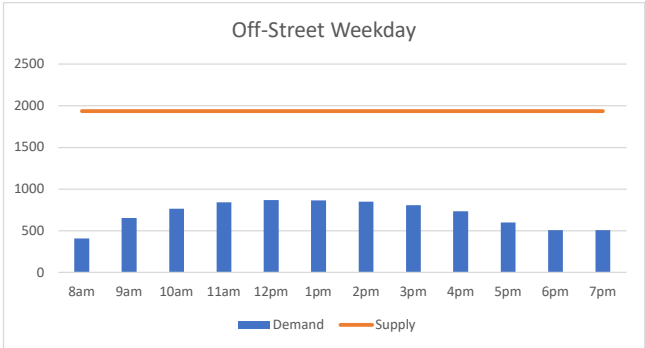


Off-Street Parking Demand/Supply

|

Off-Street Weekend													
	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	
Demand	285	403	556	571	533	553	545	505	466	412	428	393	
Supply	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934

Off-Street Weekday													
	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	
Demand	407	654	766	841	869	867	850	807	733	599	506	508	
Supply	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934	1934



APPENDIX B

Future Parking Demand and Parking Supply

Expected In-Fill (Short-Term) Parking Demand and Supply

NW (Green) Section		
	Supply	Demand
Off-Street	282	197
On-Street	111	
Total	393	197
Surplus	196	

Central (Orange) Section		
	Supply	Demand
Off-Street	287	207
On-Street	101	
Total	388	207
Surplus	181	

Central (Blue) Section		
	Supply	Demand
Off-Street	563	304
On-Street	203	
Total	766	304
Surplus	462	

NE (Yellow) Section		
	Supply	Demand
Off-Street	140	287
On-Street	250	
Total	390	287
Surplus	103	

SW (Purple) Section		
	Supply	Demand
Off-Street	573	321
On-Street	62	
Total	635	321
Surplus	314	

SE (Red) Section		
	Supply	Demand
Off-Street	89	57
On-Street	39	
Total	128	57
Surplus	71	

Mid-Range (Long-Term) Parking Demand and Supply

NW (Green) Section		
	Supply	Demand
Off-Street	607	683
On-Street	203	
Total	810	683
Surplus	127	

Central (Orange) Section		
	Supply	Demand
Off-Street	408	442
On-Street	229	
Total	637	442
Surplus	195	

Central (Blue) Section		
	Supply	Demand
Off-Street	1065	1381
On-Street	285	
Total	1350	1381
Deficit	-31	

NE (Yellow) Section		
	Supply	Demand
Off-Street	723	847
On-Street	250	
Total	973	847
Surplus	126	

SW (Purple) Section		
	Supply	Demand
Off-Street	970	948
On-Street	118	
Total	1088	948
Surplus	140	

SE (Red) Section		
	Supply	Demand
Off-Street	313	211
On-Street	131	
Total	444	211
Surplus	233	

Max-Range (Long-Term) Parking Demand and Supply

NW (Green) Section		
	Supply	Demand
Off-Street	433	1221
On-Street	203	
Total	636	1221
Deficit	-585	

Central (Orange) Section		
	Supply	Demand
Off-Street	293	802
On-Street	229	
Total	522	802
Deficit	-280	

Central (Blue) Section		
	Supply	Demand
Off-Street	644	2445
On-Street	285	
Total	929	2445
Deficit	-1516	

NE (Yellow) Section		
	Supply	Demand
Off-Street	423	1406
On-Street	250	
Total	673	1406
Deficit	-733	

SW (Purple) Section		
	Supply	Demand
Off-Street	717	1867
On-Street	118	
Total	835	1867
Deficit	-1032	

SE (Red) Section		
	Supply	Demand
Off-Street	242	440
On-Street	131	
Total	373	440
Deficit	-67	